

T O A S T M A S T E R S I N T E R N A T I O N A L



When You Are the
Sergeant
at Arms

A Guide to
Effective Club
Leadership

2008-2009

T O A S T M A S T E R S I N T E R N A T I O N A L



When You Are the Sergeant at Arms

A Guide to Effective Club Leadership

TOASTMASTERS INTERNATIONAL

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members.toastmasters.org

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The Mission of the Club

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

The Mission of Toastmasters International

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

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

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



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 Sergeant at Arms



As sergeant at arms, you are responsible for maintaining club properties, arranging the meeting room, and welcoming members and guests at each meeting. With your assistance, the club meeting can begin on schedule and a warm and friendly environment is established.

This office has many responsibilities, yet it also has many rewards. During your term you will have the opportunity to develop and practice leadership skills that you can use in all areas of your life through your service as chairman of the social and reception committee and as a member of the club executive committee. You'll learn to set goals, plan, develop strategies, and recognize people for their efforts. These skills will be discussed in detail later in this book.

As a member of the executive committee, you are a part of a team that consists of the president, vice president education, vice president membership, vice president public relations, secretary, treasurer and immediate past president. Brief explanations of their duties are in the appendix. The executive committee is responsible for making your club dynamic and enjoyable for all members and for seeing that the club is a Distinguished Club. You can accomplish this through regular, productive executive committee meetings and through careful goal setting, planning, and monitoring of progress.

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

This manual contains all of the basic information you need to fulfill the role of sergeant at arms. In it you will find:

- a brief outline of the standards for sergeant at arms
- detailed explanations of how to meet these standards
- leadership techniques you can use to meet these standards
- references to additional materials available to ensure a successful term of office

Standards for Success



Each club officer must meet performance standards. Following is a brief outline of your standards as sergeant at arms.

Outside of the Club Meeting

1. Attend district-sponsored club officer training
2. Schedule meeting location
3. Maintain club equipment and check after every meeting to ensure adequate supplies are available
4. Attend club executive committee meetings
5. Arrange for a replacement when unable to attend a meeting and for assistance if necessary
6. Prepare your successor for office.

At the Club Meeting

1. Arrange the room at least 10 minutes before the meeting begins. Make sure the lectern is in place, the banner displayed, evaluation forms and ballots distributed, awards, catalog, progress chart and educational material displayed, place cards arranged, and name badges available
2. Greet members and guests and arrange for guests to sit with members
3. Greet the area governor and other visiting officers and escort them to the club president
4. Arrange for food service at meal meetings
5. Ensure the meeting starts on time
6. Collect ballots and tally votes for awards.

Now that you have a general idea of your duties, let's study them more closely.

Club Officer Training

Every summer (June, July, and August) and winter (December, January, and February) your district conducts club officer training. These programs include a review of each officer's responsibilities and tips for fulfilling them. The programs allow you to meet officers from other clubs and provide an opportunity to share ideas and keep up on current information. You should make every effort to attend. Contact your district lieutenant governor education and training for information about the next program.

Schedule Meeting Location

You are the liaison between your club and the management of your club's meeting place. You are responsible for seeing that the meeting room is reserved for each meeting.

Maintain All Club Equipment and Materials

After each meeting, pack up all club property and store it in a secure place. Some clubs have storage space at the meeting place. In other cases, the sergeant at arms keeps the equipment and materials between meetings.

Attend Executive Committee Meetings

Your club's executive committee should meet regularly to conduct club business and you should attend and participate in each meeting.

Arrange for a Replacement or Assistance

Occasionally you may be unable to attend a club meeting. On such occasions, you should arrange for someone – perhaps another club officer or a past sergeant at arms – to carry out your duties. Sometimes you may need extra help preparing the meeting room. Don't hesitate to ask other members to help.

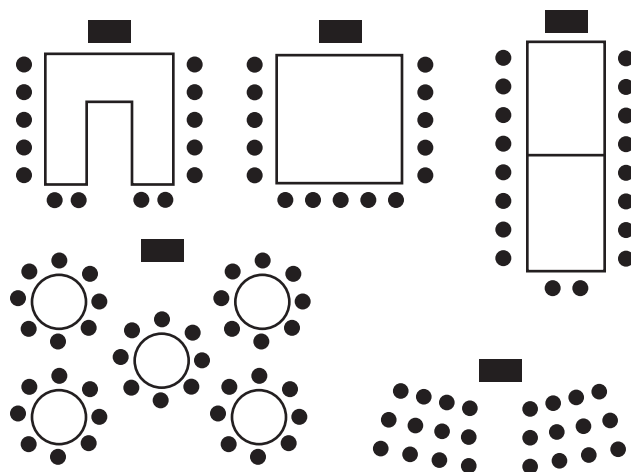
Prepare Your Successor

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

Arrange Room and Equipment for Each Meeting

Keys to a successful meeting are planning and preparation. Arrive at the meeting room at least 30 minutes early. (See checklist of tasks on page 10.) Start by arranging the tables and chairs. Your arrangement depends on the size and shape of the room, the number of people attending, the number of tables available, and the preferences of your club.

Basically, you will arrange seating so all members can see the lectern and, if possible, one another. It's also helpful if all members are seated at tables so they have a surface on which to write or place their materials. All tables and chairs should be in place before members and guests arrive. Following are some suggestions for different arrangements:



After you have arranged the tables and chairs, set out the following:

- lectern
- gavel
- club banner
- national flag (optional)
- timing lights
- guest book (Item 84)
- promotional brochure (Item 99)
- nametags (for guests) (Item 231)
- ballots (Item 163)
- trophies, ribbons, buttons, etc.
- club charter
- educational materials, club newsletters, TIPS, etc., for members to see

The club banner should be placed in the front of the room behind the lectern, to the left or right. The timing lights should be placed where they can be seen by the speaker but are not distracting. The best place to display them is toward the rear of the room to the right or left. The national flag, if displayed, should be placed to the left of the lectern from the audience's perspective.

If possible, set a table near the door. On it display the guest book (Item 84) and nametags (Item 231) for guests, promotional brochure (Item 99), club newsletters, TIPS (the Toastmasters International newsletter sent to all club officers), the Catalog (Item 1205) with order forms (Item 1205A) and extra copies of the *Toastmaster* magazine. (Members who belong to more than one club may

donate their extra magazines to the club for guests.)

Check the room temperature before the meeting begins.

After the meeting, return the room to its original configuration and state of cleanliness. This will help your club maintain good relations with the management of your meeting place.

Greet Guests and Members at Each Meeting

Finish your room preparations in time to begin greeting people as they arrive.

This is one of your most important functions as sergeant at arms. You should be standing by the door when the first person arrives, and remain there until the meeting begins. Smile and welcome everyone as they enter. Pay special attention to guests and new members and arrange for them to sit with experienced Toastmasters. Have all guests sign the guest book and give each a nametag to wear during the meeting.

During the meeting, sit near the door so you can welcome late arrivals, prevent interruptions, and do any necessary errands.

Greet the Area Governor and Other Visiting Officers

At least twice each year your area governor will visit your club and want to observe the meeting and talk with officers. If yours is a company club, a company officer may attend occasionally. Warmly welcome guests such as these and escort them to the president.

Arrange for Food Service at Meal Meetings

If breakfast, lunch or dinner is served during the meeting, it's your responsibility to determine how many and what kind of meals must be prepared and to notify the restaurant. If you must collect payment from members, do so before the meeting begins or during a break. If coffee, tea, or water is available during the meeting, serve it yourself to avoid having members moving around while someone is speaking.

Ensure the Meeting Starts on Time

Make sure that everyone is seated and ready to start the meeting at the appointed time.

Collect Ballots and Tally Votes for Awards

If your club presents awards to the "Best Speaker," "Best Evaluator" and others during club meetings, you may be responsible for the voting process. Ask if your club uses a separate vote counter. Once you've confirmed that it's your job, you can take a few steps to succeed at it. First, keep plenty of blank ballots (Item 163) on hand and distribute them before the meeting begins. Then, when members have marked their ballots, collect them and count the votes for each award. Finally, give the results to the Toastmaster, or announce them yourself when called upon.

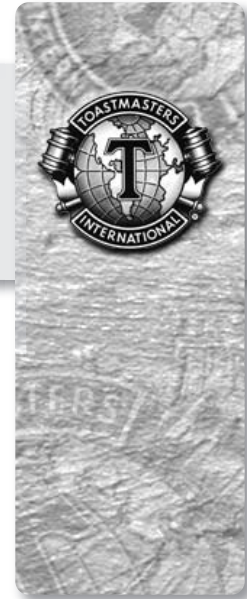
Meeting Room Checklist



Here is a checklist of tasks for preparing your club meeting room.

- ___ Arrange tables and chairs
- ___ Check room temperature
- ___ Set up lectern at the front of the room
- ___ Place gavel on lectern
- ___ Hang club banner behind the lectern to the left or right
- ___ Display the national flag (optional) at the front of the room to the left of the lectern
- ___ Set up timing lights toward the rear of the room to the right or left where they are visible to the speaker
- ___ Set guest book, pen, and nametags for guests on a table near the door
- ___ Set out promotional brochures, educational materials, club newsletters, guest book, Toastmasters International Catalog, order forms, TIPS, the *Toastmaster* magazine, club charter, and other materials on a table near the door
- ___ Place ballots at each seat
- ___ Display trophies, ribbons, buttons, etc. at the front of the room near the lectern so they are visible to the audience

The Distinguished Club Program/Club Success Plan



As sergeant at arms, you have an active role in the club's plan to achieve Distinguished Club Program goals and ensure the club is a Distinguished Club. The purpose of your Toastmasters club is to provide the environment in which members learn speaking and leadership skills. The Distinguished Club Program/Club Success Plan helps your club accomplish its purpose by focusing on two areas:

- **Educational Awards.** The number of Toastmasters awards issued to your members determines your club's success in helping its members improve their communication and leadership skills.
- **Membership.** A club should have at least 20 members. Membership turnover is unavoidable. Your club should strive to bring in new members to combat this turnover, to provide a stronger leadership base, and to bring a flow of fresh, new ideas and personalities.

How It Works

The Distinguished Club Program/Club Success Plan is an annual program, running from July 1 through June 30. The program booklet (Item 1111) is sent to club presidents each May with the club officer manuals and is available for downloading from the Toastmasters International Web site. The program consists of 10 goals your club should strive to achieve during this time using the Club Success Plan as a guide. World Headquarters tracks the progress of your club and recognizes your club based on the number of goals achieved and the number of members it has.

Goals to Achieve

To be eligible for recognition, your club must meet a membership requirement. At year-end (June 30) it must have:

- at least 20 members OR
- a net growth of at least five new members.

It also must achieve other goals:

1. Two CCs
2. Two more CCs
3. One ACB, ACS or ACG
4. One more ACB, ACS or ACG
5. One CL, ALB, ALS or DTM
6. One more CL, ALB, ALS or DTM
7. Four new members
8. Four more new members
9. Minimum of four club officers trained during each of two training periods
10. One dues renewal report and one club officer list submitted on time

Recognition

Clubs that meet the membership requirement and also do the following are eligible for Toastmasters International recognition at year-end:

RECOGNITION EARNED

- | | |
|---------------------------|--------------------------------|
| Achieve five of 10 goals | Distinguished Club |
| Achieve seven of 10 goals | Select Distinguished Club |
| Achieve nine of 10 goals | President's Distinguished Club |

If the club earns recognition as a Distinguished, Select Distinguished, or President's Distinguished Club, World Headquarters will send the president an attractive ribbon for display on the club banner and a congratulatory letter. The ribbon and letter will be included with the year-

end report. The club's officers will also be invited to attend the Club Leadership Luncheon held during the International Convention in August, where they will be recognized for the club's achievement.

Progress Reports

Club presidents will receive progress reports in October, January and April. The report will show membership base, current membership and progress toward the 10 goals. Following the June 30 close date, and after all data received has been processed, club presidents will be sent a year-end report showing how the club did and any recognition it earned. Updates are posted weekly on the Toastmasters International Web site, members.toastmasters.org.

The Club Success Plan

Think about what makes a business or organization successful. The answer is *planning*. Its leaders set goals and develop plans to achieve those goals. They establish strategies to use in their efforts and monitor progress as they employ these strategies, altering plans and strategies as necessary.

Your club can also succeed and earn recognition if it begins work immediately and implements the Club Success Plan. The plan has several features your club will find helpful. It:

- Helps your club to determine how it is going to meet the 10 established goals,
- Allows it to establish additional goals of its own,
- Outlines strategies for achieving the goals,
- Identifies resources your club may use in its efforts, and
- Has space for you to write in assignments, develop a timetable, and track accomplishments.

Steps to Success

To achieve its goal to be a Distinguished Club your club's officers should do the following:

- Meet immediately after they are elected to study and use the Club Success Plan to set goals for their term of office.
- Form committees to help them accomplish goals.
- Periodically review the goals and timetables to insure the plan is being followed according to schedule.
- Compare the club's accomplishments to those shown on the quarterly printed reports from World Headquarters or on the reports on the Toastmasters International Web site. If there are any discrepancies, the club should investigate.
- Note the club's accomplishments at year-end in the appropriate column and review the plan for accuracy, then give the entire plan and any comments or suggestions for improvement to incoming club officers. The plan serves as an administrative record of the club for the year and as a guide for officers in the coming year.

Twice each year the area governor will visit your club. During these visits he or she may ask to review your club's plan. Be prepared to discuss your club's progress. The area governor may be able to assist with any problems or give tips for achieving goals.

Credit Toward the Advanced Leader Bronze Award

The Advanced Leader Bronze award recognizes members for their leadership activities within the club. One of the requirements for this award is that the member serve as a club officer (club president, vice president education, vice president membership, vice president public relations, secretary, treasurer, or sergeant at arms) and participate in the preparation of the Club Success Plan while serving as an officer. By preparing and completing the plan you and your club's officers will be earning credit toward this award.

Your Leadership Opportunity



As sergeant at arms, you have many responsibilities – too many to carry out alone. You'll need others to work with you to ensure that your club meetings are the best they can be and to make members and guests feel welcome.

One of your responsibilities is to influence and inspire social and reception committee members and other club members and motivate them to achieve goals. Your position as sergeant at arms is a terrific opportunity for you to develop and enhance your leadership skills while serving your club.

Successful leaders:

Set goals. As a member of your club's executive committee, you work with the committee to establish goals for the term. You also work with the social and reception committee to establish committee goals. For example, one of your committee's goals may be to make sure that each member and guest is greeted with a warm smile and a handshake upon arrival at every meeting.

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

Monitor progress. Leaders track progress toward goals and make alterations as necessary.

Recognize achievement. Leaders reward those team members who perform well. The reward isn't necessarily tangible – a "thank you," congratulations or a smile will often suffice. Make a point to personally congratulate

members who achieve and see that an announcement is made during a club meeting.

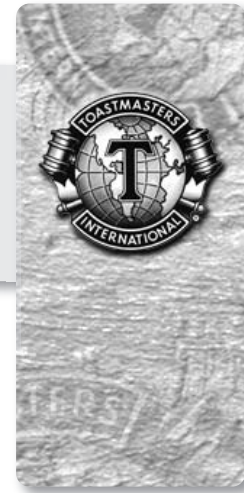
As you lead, remember these tips:

- A good leader cares about his/her work and team members.
- A good leader is enthusiastic.
- A good leader is dedicated.

Leadership Opportunities Beyond the Club

Your club is only one place in which to develop and practice leadership skills. Toastmasters International has other leadership development opportunities, too. You can serve as an area governor or division governor in your district, helping clubs to function effectively. You can even become public relations officer, lieutenant governor marketing, lieutenant governor education and training, or district governor. Service in these district positions provides the opportunity to learn new skills and to work with a variety of people all concerned with achieving common goals. Eventually you could be elected to the Toastmasters International Board of Directors and maybe even to the presidency of our organization. The possibilities are endless.

Sergeant at Arms Calendar/Checklist



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

June

Before taking office in July, you should:

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

July

- Attend district-sponsored club officer training program if you didn't attend in June
- Attend and participate in executive committee meeting
- Confirm meeting room availability
- Maintain club equipment and supplies
- Attend club meetings, arriving early to arrange room and greet members and guests. Collect ballots and tally votes for awards, if applicable
- _____
- _____

August

- Attend district-sponsored club officer training program if you didn't attend in June or July
- Attend and participate in executive committee meeting
- Confirm meeting room availability
- Maintain club equipment and supplies
- Attend club meetings, arriving early to arrange room and greet members and guests. Collect ballots and tally votes for awards, if applicable
- _____
- _____

September

- Attend and participate in executive committee meeting
- Confirm meeting room availability
- Maintain club equipment and supplies
- Attend club meetings, arriving early to arrange room and greet members and guests. Collect ballots and tally votes for awards, if applicable
- _____
- _____

October

- Attend and participate in executive committee meeting
- Confirm meeting room availability
- Maintain club equipment and supplies

- Attend club meetings, arriving early to arrange room and greet members and guests. Collect ballots and tally votes for awards, if applicable
- _____
- _____

November

- Attend and participate in executive committee meeting
- Confirm meeting room availability
- Maintain club equipment and supplies
- Attend club meetings, arriving early to arrange room and greet members and guests. Collect ballots and tally votes for awards, if applicable
- If club elects semiannually, prepare to give files, manual, and materials to incoming sergeant at arms
- _____
- _____

December

- Attend district-sponsored club officer training program
- If club elects semiannually, prepare to give files, manual, and materials to incoming sergeant at arms
- Attend and participate in executive committee meeting
- Confirm meeting room availability
- Maintain club equipment and supplies
- Attend club meetings, arriving early to arrange room and greet members and guests. Collect ballots and tally votes for awards, if applicable

If the club elects semiannually, the incoming sergeant at arms should:

- Attend district-sponsored club officer training program
- Ask 1-3 people to serve on social and reception committee
- Meet with incoming executive committee to develop club budget
- Read sergeant at arms manual
- _____
- _____

January

- Attend district-sponsored club officer training program if you didn't attend in December
- Attend and participate in executive committee meeting
- Confirm meeting room availability
- Maintain club equipment and supplies
- Attend club meetings, arriving early to arrange room and greet members and guests. Collect ballots and tally votes for awards, if applicable
- _____
- _____

February

- Attend district-sponsored club officer training program if you didn't attend in December or January
- Attend and participate in executive committee meeting
- Confirm meeting room availability
- Maintain club equipment and supplies
- Attend club meetings, arriving early to arrange room and greet members and guests. Collect ballots and tally votes for awards, if applicable
- _____
- _____

March

- Attend and participate in executive committee meeting
- Confirm meeting room availability
- Maintain club equipment and supplies
- Attend club meetings, arriving early to arrange room and greet members and guests. Collect ballots and tally votes for awards, if applicable
- _____
- _____

April

- Attend and participate in executive committee meeting
- Confirm meeting room availability
- Maintain club equipment and supplies
- Attend club meetings, arriving early to arrange room and greet members and guests. Collect ballots and tally votes for awards, if applicable
- _____
- _____

May

- Attend and participate in executive committee meeting
- Confirm meeting room availability
- Maintain club equipment and supplies
- Attend club meetings, arriving early to arrange room and greet members and guests. Collect ballots and tally votes for awards, if applicable

- Prepare to give files and materials to newly elected sergeant at arms
- _____
- _____

June

- Attend and participate in executive committee meeting
- Confirm meeting room availability
- Maintain club equipment and supplies
- Attend club meetings, arriving early to arrange room and greet members and guests. Collect ballots and tally votes for awards, if applicable
- Meet with incoming executive committee and give files to newly elected sergeant at arms. Help prepare new sergeant at arms for office
- _____
- _____

Toastmasters International World Headquarters



Toastmasters International's World Headquarters provides materials and assistance to clubs and districts around the world. Should you have questions or need help, use the information below to e-mail your questions to the appropriate department.

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Applications
Password requests lostpassword@toastmasters.org
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Membership building contests

Membership awards
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 Youth Leadership
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 New clubs/questions
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Account balances/credits/statements statements@toastmasters.org
 District finances districtfinancialquestions@toastmasters.org
 District reserve/requisitions
 Certificates of insurance financequestions@toastmasters.org
 Nonprofit status request (IRS form SS-4)
 Returned checks
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 District reporting requirement
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 District and club support
 District membership report questions
 District officer lists/changes/questions

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Educational manuals

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Larry Langton, Director

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Pick, pack and ship operation

Printing and bindery

Receiving

Warehouse operations and inventory

Are you still not sure whom to contact with your question? Visit members.toastmasters.org and click on *Contact Us* or send an e-mail to tminfo@toastmasters.org.

Phone: 949-858-8255

8 a.m. to 5 p.m. Pacific Time, Monday-Friday, excluding holidays

Automated system: 949-835-1300

Fax: 949-858-1207

Web: members.toastmasters.org

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Shipping/Courier Address

Toastmasters International

23182 Arroyo Vista, Rancho Santa Margarita, CA 92688-2620 USA

Visiting Toastmasters World Headquarters

Tours available 9 a.m. to 4 p.m. Pacific Time, Monday-Friday

Appendix



Tools for Success

Following are some materials you may want to order to ensure a successful term as sergeant at arms:

163	Ballots and Brief Evaluations... Perforated form with ballots for best speaker, evaluator, and Table Topics speaker, with space for brief comments (Set of 500)	\$12.95	1205	Catalog (up to 4 copies free) Each addt'l copy	\$1.00
			84	Guest Book... For recording names and addresses of guests	\$8.00
			231	Guest Badge – Visitor’s Card (Set of 25)	\$3.50

Order online at www.toastmasters.org/shop



Toastmasters International
 P.O. Box 9052 • Mission Viejo, CA 92690 U.S.A.
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Order online at:
www.toastmasters.org/shop

ORDER FORM *Please print or type name and address clearly. Include club and customer number, and zip code on all correspondence.*

Date _____

Club No. _____ Club Name _____ Customer No. _____

Please ship the following to:

Mail invoice to:

NAME _____
 COMPANY NAME / OTHER _____
 NUMBER AND STREET _____
 CITY STATE / COUNTRY ZIP CODE _____

NAME _____
 COMPANY NAME / OTHER _____
 NUMBER AND STREET _____
 CITY STATE / COUNTRY ZIP CODE _____

PHONE NUMBER (where you can be reached between 8:00 a.m. and 5:00 p.m., Pacific Standard Time.) _____

E-MAIL ADDRESS _____

SHIPPING INFORMATION:

United States Clubs: Standard 1 Day Courier (business day) 2 Day Courier (business days) **Non-United States Clubs:** Airmail (7-21 days) Courier (2-4 days)

PROCESSING INFORMATION:

Standard (up to 5 business days*)
 *Orders received during peak order periods (Aug, Sept, Oct) and those requiring engraving may require more than 5 days.

Express* (\$15.00 + shipping charges)
 *Orders received by 12:00 PST will be processed and shipped the same day. Orders received after 12:00 PST will be processed and shipped within 8 working hours (not available for orders containing items to be engraved).

Item No.	Description	Weight	Quantity	Unit Price	Total Price
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					

U.S. SHIPPING CHARGES

WEIGHT	STANDARD	1 DAY COURIER	2 DAY COURIER
.00 - .81	\$3.50	\$20.50	\$10.25
.82 - 2.00	\$5.00	\$26.80	\$11.65
2.01 - 3.00	\$5.75	\$29.15	\$12.85
3.01 - 4.00	\$6.10	\$31.55	\$14.20
4.01 - 5.00	\$6.50	\$33.85	\$15.60
5.01 - 6.00	\$6.60	\$36.15	\$17.05
6.01 - 7.00	\$6.75	\$38.35	\$18.55
7.01 - 8.00	\$7.00	\$40.55	\$20.10
8.01 - 9.00	\$7.25	\$42.70	\$21.75
9.01 - 10.00	\$7.50	\$44.85	\$23.30
10.01 and up	\$7.75 + .75 Each additional lb. (or portion thereof)	\$47.00 + \$2.00 each additional lb. (or portion thereof)	\$24.75 + \$1.50 each additional lb. (or portion thereof)

For the non-U.S. shipping rate table, please see reverse.

Item 1205A

Sub-Total (without engraving charges) _____
 CA residents: Add 7.75% sales tax _____
 U.S. residents: Add shipping (see chart at left) _____
 Non-U.S. residents: Add shipping (see charts on back) _____
 Express Handling: \$15.00 _____
 Engraving Charges: 20¢ per character _____

TOTAL AMOUNT: \$ _____

If your calculations are incorrect, you will be charged the correct amount. To ensure proper charges and credits, we suggest that you pay by VISA, MasterCard, AMEX, or Discover. All information must be complete and payment in U.S. dollars must be included or the order will be returned to you. All telephone, e-mail or Web orders must be paid by credit card. Prices, availability, appearance of all items and postage charges are subject to change without notice.

PAYMENT MUST ACCOMPANY ORDER

Payment Method (U.S. FUNDS): MasterCard VISA AMEX Discover

Check \$ _____ Card Number _____

Cash \$ _____ Expiration Date _____

Signature _____

Purchase Order # (include copy) _____ Gift Certificate # _____

NON-U.S. SHIPPING PRICES

NON-U.S. CLUBS:

Air Mail – Courier

Total Weight _____

You may choose one of these methods for orders sent to addresses outside of the United States. The shipping charges will be based on the weight of the items ordered. Start by calculating the total weight of the items you have requested. Under the U.S. system, one pound (lb) is equal to sixteen ounces (oz). Then, refer to the charts below to determine the amount of postage you need to pay. If your calculations are incorrect, you will be charged the correct amount. To ensure proper charges and credits, we suggest that you pay by VISA, MasterCard, AMEX, or Discover. Please, always include your telephone number and e-mail address. Courier services cannot deliver to a post office box.

Air Mail

Depending upon the destination country and the type and value of the products requested Toastmasters International may choose to upgrade shipment to Courier. This may incur an additional charge, but will ensure delivery.

	Mexico		Canada		Europe	
	AIR MAIL 7-21 DAYS	COURIER 2-4 DAYS	AIR MAIL 7-21 DAYS	COURIER 2-4 DAYS	AIR MAIL 7-21 DAYS	COURIER* 2-4 DAYS
.00 - .99	\$3.60	\$24.25	\$5.30	\$24.25	\$9.75	\$30.50
1.00 - 1.99	\$7.00	\$24.25	\$6.00	\$24.25	\$15.00	\$30.50
2.00 - 2.99	\$12.10	\$24.25	\$8.00	\$24.25	\$20.50	\$33.50
3.00 - 3.99	\$16.25	\$26.50	\$10.00	\$26.50	\$25.50	\$33.50
4.00 - 4.99	\$19.75	\$26.50	\$11.50	\$26.50	\$30.00	\$33.50
5.00 - 5.99	\$21.00	\$26.50	\$13.00	\$26.50	\$34.25	\$36.00
6.00 - 10.99	\$33.00	\$34.50	\$18.50	\$33.50	\$55.50	\$52.00
11.00 - 15.99	\$44.25	\$43.00	\$24.50	\$43.00	\$75.50	\$65.00
16.00 - 20.99	\$55.25	\$47.75	\$30.50	\$47.50	\$95.25	\$73.50
21.00 - 25.99	\$65.00	\$53.00	\$36.00	\$53.00	\$114.50	\$84.00
26.00 - 30.99	\$74.00	\$58.50	\$41.75	\$58.50	\$133.50	\$93.75
31.00 - 35.99	\$82.00	\$65.00	\$47.25	\$65.00	\$152.00	\$102.25
36.00 - 40.99	\$91.00	\$70.25	\$53.00	\$70.50	\$170.50	\$114.50
41.00 - 45.99	\$100.00	\$76.00	\$58.75	\$76.00	\$192.50	\$125.75
46.00 - 50.99	\$108.00	\$81.50	\$64.50	\$81.50	\$214.50	\$136.50
51 lbs. and up/per pound	\$2.25	\$1.65	\$2.25	\$1.65	\$4.50	\$2.75

**These countries only: Germany, United Kingdom, France, Italy, Ireland. For other European countries, use the Courier "All Others" column.*

	Asia		S. America	Africa/Middle East	All Others
	AIR MAIL 7-21 DAYS	COURIER** 2-4 DAYS	AIR MAIL 7-21 DAYS	AIR MAIL 7-21 DAYS	COURIER* 2-4 DAYS
.00 - .99	\$11.25	\$34.50	\$5.50	\$8.50	\$65.00
1.00 - 1.99	\$15.00	\$34.50	\$8.00	\$15.00	\$65.00
2.00 - 2.99	\$22.75	\$34.50	\$16.25	\$22.75	\$65.00
3.00 - 3.99	\$28.50	\$45.00	\$20.25	\$28.50	\$65.00
4.00 - 4.99	\$33.75	\$45.00	\$23.50	\$33.75	\$65.00
5.00 - 5.99	\$39.00	\$45.00	\$26.75	\$39.00	\$65.00
6.00 - 10.99	\$64.50	\$66.00	\$42.50	\$64.50	\$107.50
11.00 - 15.99	\$86.00	\$83.00	\$56.75	\$86.00	\$141.00
16.00 - 20.99	\$107.50	\$99.00	\$71.00	\$107.50	\$165.50
21.00 - 25.99	\$128.50	\$115.00	\$83.75	\$128.50	\$193.25
26.00 - 30.99	\$149.00	\$130.00	\$96.00	\$149.00	\$217.25
31.00 - 35.99	\$169.00	\$143.00	\$107.25	\$169.00	\$239.50
36.00 - 40.99	\$189.00	\$150.00	\$118.50	\$189.00	\$262.50
41.00 - 45.99	\$211.00	\$160.00	\$129.50	\$211.00	\$283.50
46.00 - 50.99	\$232.00	\$170.00	\$140.50	\$232.00	\$304.50
51 lbs. and up/per pound	\$5.50	\$3.50	\$3.25	\$5.50	\$5.50

***These countries only: Hong Kong, Taiwan, Singapore, Malaysia, Australia, Philippines, China, Brunei, Indonesia. For other Asian countries, use the Courier "All Others" column.*

Standards for Other Officers



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

President. The president serves as the club's chief executive officer, responsible for general supervision and operation of the club. Standards outside of the club meeting are to:

- Attend district-sponsored club officer training
- Ensure club officers meet club officer and club meeting standards
- Oversee plan to achieve Distinguished Club Program goals and ensure club is a Distinguished Club
- Encourage communication and leadership development through promoting of CC, AC, CL and AL awards
- Ensure club has an ongoing membership building program
- Attend and vote club's proxy at district council meetings or ensure club member attends and proxies vote to that member
- Attend regional conference and International Convention and vote club's proxy or send proxy to district governor
- Oversee administrative operation of club in compliance with the Club Constitution and Bylaws
- Maintain relationship with the district and with Toastmasters International
- Schedule and chair monthly executive committee meeting
- Arrange for a replacement if unable to attend a club or executive committee meeting
- Search for leaders, ensure all club offices are filled for the succeeding term, and ensure timely elections are conducted
- Prepare successor for office.

Standards at the club meeting are to:

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

Immediate Past President. The immediate past president provides guidance and serves as a resource to club officers and members. The immediate past president chairs the Nominating Committee, assists in the preparation of the Club Success Plan and promotes the club's efforts to become a Distinguished Club.

Vice President Education. The vice president education is responsible for planning successful club meetings so that each member has the opportunity to achieve his or her educational goals. He or she is the second-highest ranking club officer, presiding at club and executive committee meetings in the absence of the president. Standards outside of the club meeting are to:

- 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 new members to achieve the CC award within one year or less and schedule them to speak accordingly. Get commitment from CCs to earn ACB awards within one year, and get commitment from ACB and ACS recipients to earn the next award within one year. Get commitment from members to earn the CL award, and get confirmation from CLs to earn the ALB award within one year. Track all members' progress toward these awards
- Orient new members to the Toastmasters program within two meetings after they join
- Assign every new member a mentor
- Attend club executive committee meetings and preside when the president is absent
- Attend district council meetings and vote the club's proxy
- Vote at

regional and international business meetings • Arrange for a replacement if unable to attend a meeting • Prepare successor for office. Standards at the club meeting are to:

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

Vice President Membership. The vice president membership is the third-ranking club officer. Standards outside of the club meeting are to:

- Conduct ongoing membership building programs. Promote the membership goal of one new member per month and, if the club has fewer than 20 members, achieving 20 members by year-end or sooner • Promote club and Toastmasters International membership building programs and conduct a minimum of two formal club membership programs annually • Follow up on guests, new members, and members not attending meetings • For all prospective members, explain the educational program, get their commitment to join, collect membership applications, bring the applications to the club for voting and, if the members are accepted, collect dues and fees and give them to the treasurer with the applications • Attend club executive committee meetings • Attend and vote at area council meetings • Arrange for a replacement if unable to attend club meeting • Prepare successor for office. Standards at a club meeting are to:
- Greet guests and have each complete a guest card • Report on current membership, promote membership campaigns, and welcome new members • Work with the president and vice president education to ensure each new member is formally inducted at the first meeting after being voted in by the club • Help guests wishing to join complete the Application for Membership • Speak with fellow members to determine if their needs are being met.

Vice President Public Relations. The vice president public relations is the fourth-ranking club officer. Standards outside of the club meeting are to:

- Attend district-sponsored club officer training • Promote the club to local media • Produce and distribute a club newsletter at least monthly • Promote membership programs • Attend club executive committee meetings • Attend other Toastmasters events • Arrange for a replacement if unable to attend a club meeting • Prepare successor for office. Standards at the club meeting are to:
- Announce upcoming events and programs • Ask for contributions to the newsletter • Greet members and guests.

Secretary. The secretary is the fifth-ranking club officer. Standards outside of the club meeting are to:

- Attend district-sponsored club officer training • Maintain accurate membership roster and give it to treasurer to submit with dues • Submit the club officer list by visiting members.toastmasters.org or mail it to World Headquarters within 10 days after elections • Handle general club correspondence • Keeps club files, including the club charter, Constitution and Bylaws, minutes, resolutions and correspondence • Attend club executive committee • Arrange for a replacement if unable to attend meetings • Prepare successor for office. Standards at a club meeting are to:
- Record and read meeting minutes • Greet members and guests.

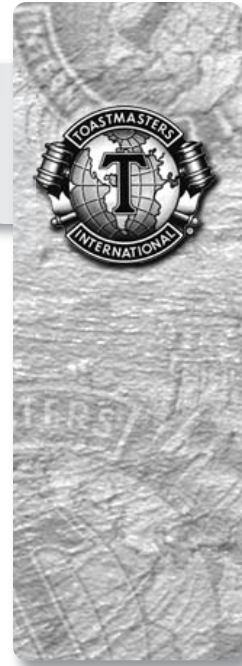
Treasurer. The treasurer is the sixth-ranking club officer. Standards outside of the club meeting are to:

- Attend district-sponsored club officer training • Prepare a budget to be approved by the executive committee and membership within one month of taking office • Provide the bank with a new signature card by July 1/January 1 • Prepare and send dues statements by August 15/February 15 • Collect and send dues to World Headquarters by October 1 and April 1, and work with the vice president membership to contact members who have not paid dues • Submit new member applications and dues to World Headquarters within 48 hours after receipt • Pay bills as due • Keep records of all financial transactions • Present verbal and written financial reports quarterly • October 15, January 15, April 15, and July 15) • Submit club accounts for audit • Attend club

executive committee meetings • Arrange for a replacement if unable to attend meeting • Prepare successor for office. Standards at the club meeting are to: • Receive completed new member applications and dues • Announce when dues are due and explain dues structure • Greet members and guests.

Sergeant at Arms. (see your standards elsewhere in this manual)

The Toastmasters Organization



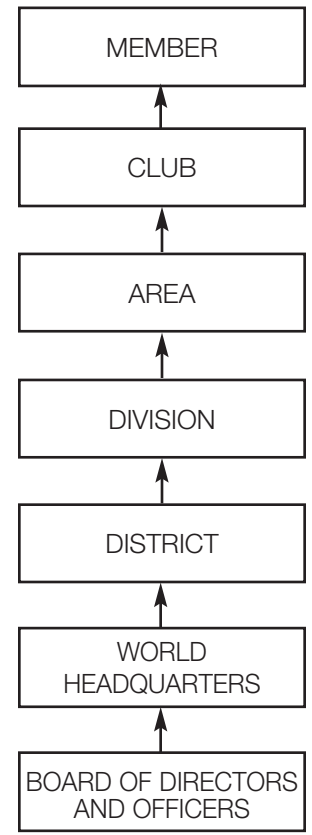
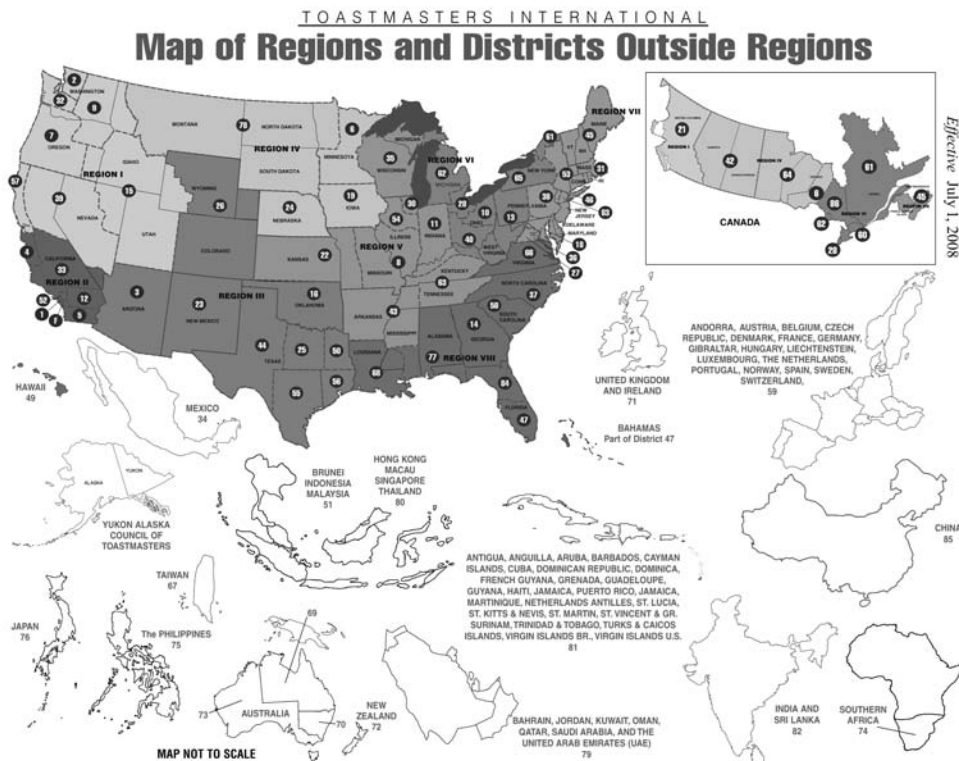
Toastmasters International has more than 10,500 clubs in the United States, Canada and 90 other countries. There are community-based clubs, company employee clubs, military base clubs, bilingual clubs and many others.

In most parts of the world, clubs are grouped into administrative units known as districts to provide greater leadership opportunities and stronger lines of communication. Districts are in turn subdivided into areas, which usually comprise four to seven local clubs. In larger districts, several of these areas may be assigned to a unit known as a division.

District governors are elected each year to serve their districts. An area governor is either elected or appointed to serve your area. He or she should visit your club at least twice during the year.

Setting the policies of the organization is the responsibility of the elected board of directors. In Rancho Santa

Margarita, California, U.S.A., not far from the birthplace of Toastmasters, the World Headquarters staff, headed by the executive director, oversees the day-to-day operation of the organization, providing materials and assistance to clubs and districts. Members and other visitors are always welcome at World Headquarters.



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