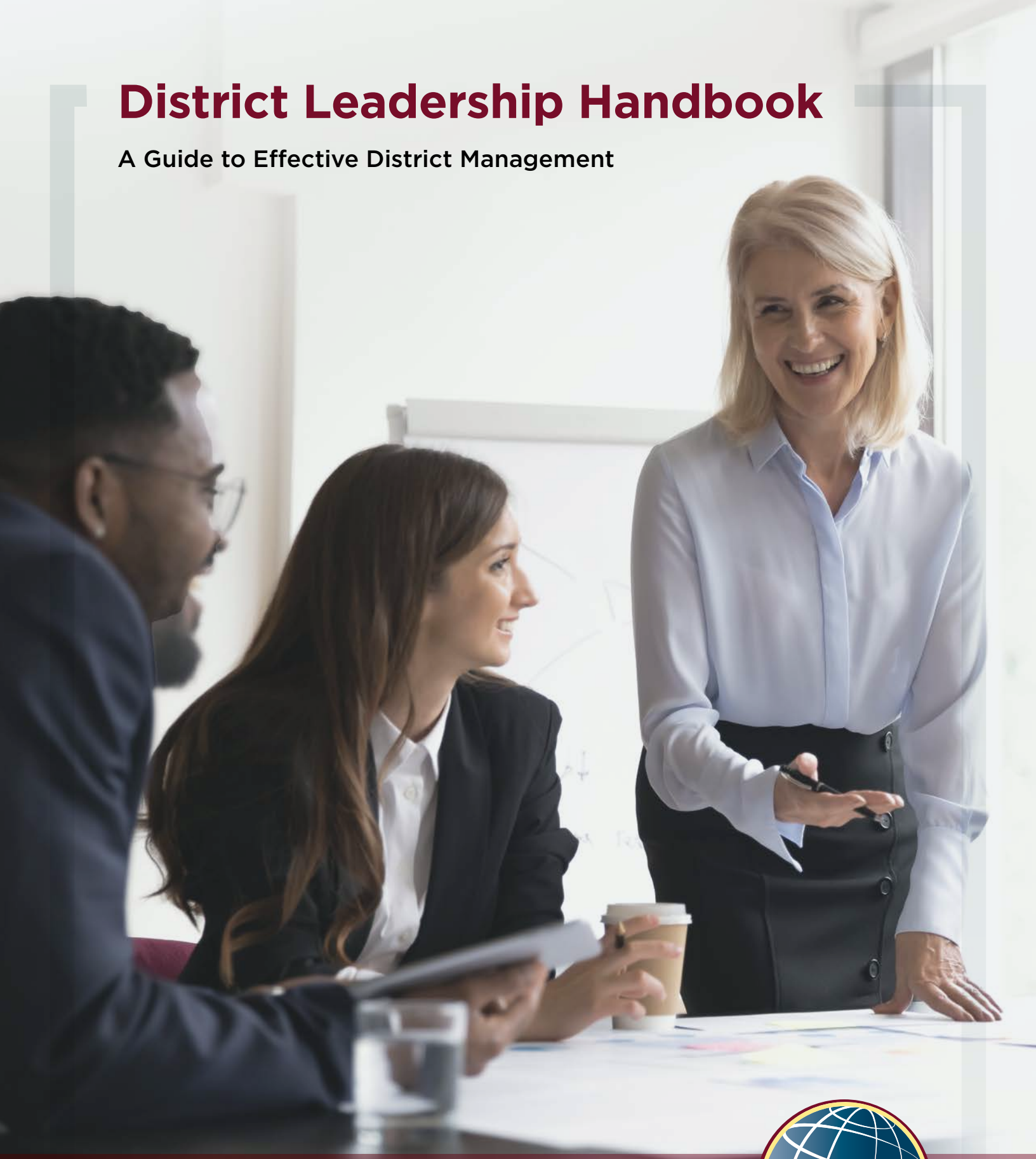
District Leadership Handbook

A Guide to Effective District Management



TOASTMASTERS INTERNATIONAL

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Map of Service To Members

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

Members

Clubs

Club Executive Committee
- Club President
- Vice President Education
- Vice President Membership
- Vice President Public Relations
- Club Secretary
- Club Treasurer
- Sergeant at Arms
- Immediate Past Club President

Areas

Area Council
(Recommended structure)
- Area Director
- Assistant Area Director Program Quality
- Assistant Area Director Club Growth
- Area Secretary
- Club Presidents
- Club Vice Presidents Education
- Club Vice Presidents Membership

Divisions

Division Council
(Recommended structure)
- Division Director
- Assistant Division Director Program Quality
- Assistant Division Director Club Growth
- Area Directors of the Division

Districts

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

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

Regions

Region Advisors

Board of Directors

International Officers
- International President
- International President-Elect
- First Vice President
- Second Vice President
- Immediate Past International President

International Directors

World Headquarters

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Missions, Values, and Promises

Toastmasters International Mission

We empower individuals to become more effective communicators and leaders.

District Mission

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

Club Mission

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

Toastmasters International Core Values

- Integrity
- Respect
- Service
- Excellence

Toastmasters International Brand Promise

Empowering individuals through personal and professional development.

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

A Toastmaster's Promise

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

- To attend club meetings regularly
- To prepare all of my projects to the best of my ability, basing them on the Toastmasters education program
- To prepare for and fulfill meeting assignments
- To provide fellow members with helpful, constructive evaluations
- To help the club maintain the positive, friendly environment necessary for all members to learn and grow
- To serve my club as an officer when called upon to do so
- To treat my fellow club members and our guests with respect and courtesy
- To bring guests to club meetings so they can see the benefits Toastmasters membership offers
- To adhere to the guidelines and rules for all Toastmasters education and recognition programs
- To act within Toastmasters' core values of integrity, respect, service, and excellence during the conduct of all Toastmasters activities

Introduction

District leaders are a part of Toastmasters International, an organization with a noble mission: to empower individuals to become more effective communicators and leaders.

Encouraging educational excellence in each club is fundamental in accomplishing this mission. Members receive the full benefits of their membership through the Toastmasters programs.

Serving as a District leader is a great responsibility and an exciting opportunity. The term of office is filled with chances to renew your perspective, collaborate with other leaders, and develop the capacity to translate values and strategies into productive actions.

Members of the District team depend on you to help them develop their own goals and achievements. Clubs see District leaders as facilitators to their success. District leaders instill a sense of enthusiasm, fidelity, and responsibility throughout the District.

The tools and resources in this handbook can help District leaders create strategies for success and fulfill their duties as leaders. Publications available on the Toastmasters International website are called out throughout this handbook. District leaders can use these resources to find answers to their leadership questions, whether you're an experienced leader or a novice.

The duty of a District leader is to uphold Toastmasters International's **Bylaws, Policy, and Protocol**. Sections from these governing documents are referenced throughout this handbook. For further information and clarification, please refer to the governing documents at **www.toastmasters.org/GovDocs** as the ultimate source of authority on any given topic.

A District's success depends on the quality of its leadership. It is up to District leaders to create and maintain an atmosphere of enjoyment, teamwork, and dedication. The team is responsible for fulfilling the District mission and achieving recognition in the Distinguished District Program.

A successful District establishes a climate in which everyone is committed to the District's mission.

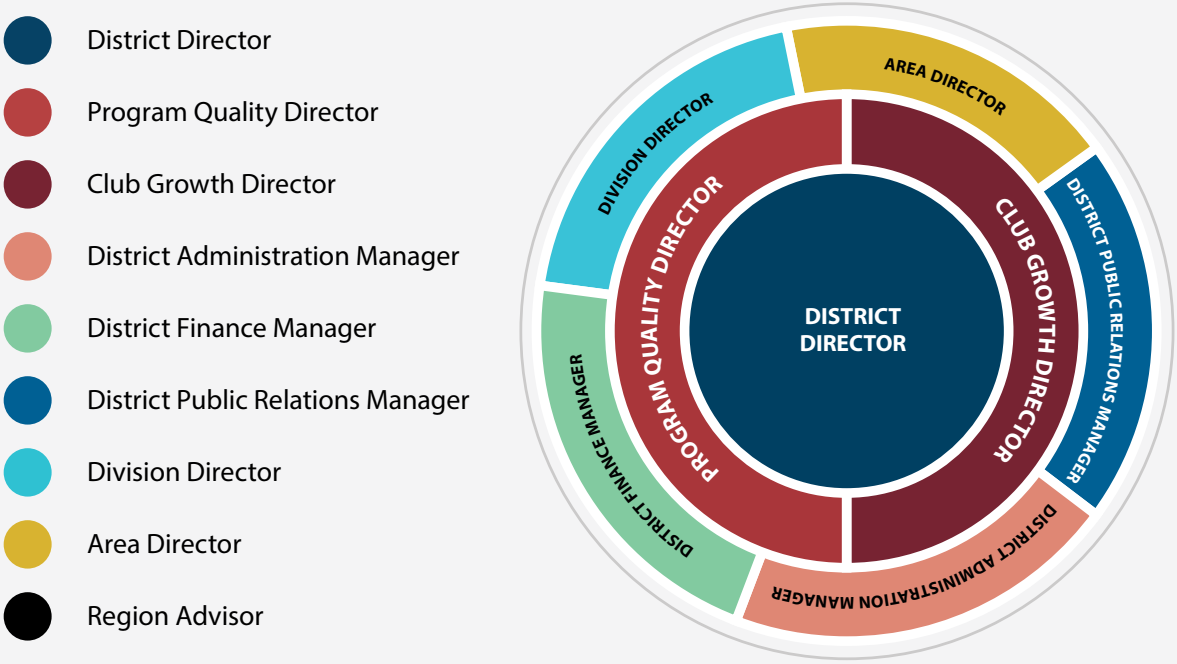
Leadership Education Philosophy

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

District-level Leadership Positions

In order to lead the team effectively, you must first understand your role within the organization as a District leader. Having a clear understanding of the responsibilities and the appropriate procedures for the role is essential to the success of the District. Once you know your responsibilities, you can work cohesively with the team members and fellow District leaders. The terms of all District leaders shall commence at midnight on July 1 and end on the following June 30, at 11:59 p.m. Vacancies filled after September 1 will not be considered as serving a complete term and will not count toward Distinguished Toastmaster recognition.

The District-level leadership positions described in this handbook are each represented by an icon specific to that role. Throughout the handbook, identify information especially pertinent to each role by locating the icon in the applicable sections:



While the Region Advisor role is a region-level position and not a District-level position, the Region Advisor is a primary resource for District leaders. Therefore, when information important to the Region Advisor role is mentioned, the Region Advisor icon appears.

District Leader Responsibilities

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

District Leadership Resources

District Executive Committee Roles

Toastmasters International District Recognition Program

Need Help?

Check out our frequently asked questions available on the Toastmasters International website: **www.toastmasters.org/Faq**. In addition, contact World Headquarters for assistance with any questions or concerns: **www.toastmasters.org/ContactUs**.

District Government

District Administrative Bylaws →
Article II: Purpose

Keys to Fulfilling The District Mission

- Build new clubs and support all clubs.
- Establish clear, measurable goals.
- Develop and execute a plan.
- Train club officers and District leaders to fulfill their responsibilities.
- Budget resources—time, money, materials, and people.
- Recognize and reward achievement.

Governing Documents

Toastmasters International Governing Documents

- Articles of Incorporation and Bylaws of Toastmasters International
- District Administrative Bylaws
- Club Constitution for Clubs of Toastmasters International
- Policy and Protocol

Each District is governed by the Bylaws, Policy, and Protocol of the organization; the District Administrative Bylaws is the governing document that specifically addresses District leadership and operations. While Districts cannot create policy, they do have the ability to implement procedure manuals that capture operational processes at the District level. Districts may not register as a separate entity with local government agencies unless directed by Toastmasters International.

Throughout this handbook, specific articles or sections of the governing documents, which contain pertinent information, are called out from the regular text. These call outs are hyperlinked to the governing documents on the Toastmasters International website.

Governing Documents Resource

Governing documents

District Procedures

Districts may establish procedures to provide consistency and help guide District leaders from year to year. Procedures may be established and changed by either the District Executive Committee or the District Council.

District operating procedures may not be called "policy" or "protocol," and they cannot duplicate, contradict or be more restrictive than Toastmasters International governing documents. Only Toastmasters' Board of Directors may create policies.

Consult District Leader Service and Support at World Headquarters before adopting new District procedures or before making significant changes to existing procedures, and provide a copy of the District's procedures manual to World Headquarters for review. Each year, post District procedures on the District website.

District Committees

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

District Executive Committee

The District Executive Committee includes the District Director, Program Quality Director, Club Growth Director, District Public Relations Manager, District Administration Manager, District Finance Manager, Division Directors, Area Directors, and Immediate Past District Director. Apart from these leadership roles, only individuals who are invited by the District Director and have specific business before the Committee may attend District Executive Committee meetings. In order to conduct business at these meetings, a quorum is required. A quorum is established when a majority of District Executive Committee members attend the meeting. The Committee is subject to the direction and approval of the District Council. See District Administrative Bylaws, Article XI: Committees, Section (a) District Executive Committee.

District Executive Committee

The District Executive Committee ensures that the District and its leaders are working toward the achievement of the District mission.

Policy and Protocol →

Protocol 7.1: District Events, Section 5: District Executive Committee Meetings, D

District Procedure to Discipline a Member

The District Executive Committee is empowered to resolve disputes related to District-level activities. A District disciplinary procedure helps the Committee resolve these disputes. When necessary, this procedure allows Districts to discipline Committee members, other appointed District officials, or Toastmasters members participating in District activities. The Policy Violations Quick Reference Guide assists with handling reported potential policy violations discreetly and promptly. It covers the most common questions with regards to the club, District, and international levels.

District Director · Program Quality Director · Club Growth Director · District Administration Manager · District Finance Manager · District Public Relations Manager · Division Director · Area Director · Region Advisor

A Toastmasters member who expresses concern about any ethics and conduct issues or other violation involving another member participating in District activities may submit a formal written complaint to the District Director. If the District Director determines the complaint is reasonably credible, a confidential and timely investigation must be completed in an effort to reach a mutually agreeable resolution. If a resolution is not reached, the District Director informs District Leader Service and Support at World Headquarters and appoints a District Disciplinary Committee to determine if sufficient evidence exists for a hearing to take place. See **Protocol 3.0: Ethics and Conduct, Section 3: District Procedure to Discipline a Member**. Removal of a District leader requires a two-thirds vote by the entire District Executive Committee. See **District Administrative Bylaws, Article VII: Officers, Section (h) Resignation or Removal**.

If anyone ever threatens to take legal action for an issue related to Toastmasters, World Headquarters must be contacted immediately by emailing **legal@toastmasters.org**.

Other District Committees

Other committees may be appointed by the District Director or the District Council. See **District Administrative Bylaws, Article XI: Committees, Section (e) Other Committees**.

Possible District Committees

- Program Quality Committee
- Club Growth Committee
- Public Relations Committee
- Youth Leadership Program Committee
- Speechcraft Committee
- Administrative Policies Committee
- Awards Committee
- Speakers Bureau Committee
- Newsletter Committee
- Past District Directors Committee
- Club Coach Coordinating Committee

The more active committees a District has, the more it can accomplish. That is why it is important for the District Director, Program Quality Director, and Club Growth Director to empower motivated members to participate in District committees. District committees are mentioned throughout the handbook.

District Committees Resources

District Administrative Bylaws

Toastmasters International District Recognition Program

District questions

Policy Violations Quick Reference Guide

District Council

District Council Authority

The District Council—which includes District Executive Committee members, and the representatives from each Member Club, who are the Club President and Vice President Education—serves as the administrative governing body of the District, operating with powers delegated to the District Council by the Board of Directors of

Toastmasters International. The District Council conducts all business of the District, assumes responsibility for the payment of all debts incurred in the presentation of District Council meetings and other District functions, and does not assess or impose any financial obligation on any club or member of a club. See **District Administrative Bylaws, Article IX: District Council, Section (b) Authority**.

District Council Meetings

The District Council holds at least two regular meetings during the program year. The first required meeting occurs as soon as practical after the Toastmasters International Annual Business Meeting but no later that September 30 to approve the District budget and appointed officers. The Annual Meeting is held between March 15 and June 1.

Each program year, the District Executive Committee determines whether the Annual Meeting of the District Council is conducted online or hybrid. All other meetings of the District Council are conducted online. The agenda is posted at least 14 days prior to the meeting, and notice of voting is sent in writing to all District Council members at least four weeks in advance. Include the dates of the council meetings and conference on the District website and in communications to club officers and District leaders during the year.

Members attending the District conference who are not voting members of the council may attend but shall not participate in council deliberations. See **Policy and Protocol, Protocol 7.1: District Events, Section 6: District Council Meetings**.

Policy and Protocol →
Protocol 7.1: District Events, Section 6: District Council Meetings, G

District Council Quorum

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

Quorum

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

District Administrative Bylaws →
Article X: Council Meetings, Quorum, and Voting, Section (c) Quorum

Records

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

Policy and Protocol →
Protocol 8.4: District Fiscal Management, Section 2: District Financial Records, A

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

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

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

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

Documents of Previous Administrative Year Due to World Headquarters August 31

- Canceled checks
- Bank statements
- Paid invoices
- Cash-receipts journals
- Cash-disbursement journals
- Fixed Asset Template
- Accrual Template
- All other supporting documents

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

Material	Length of Time
Meeting minutes and attendance records	Indefinitely
Copies of audits, budgets, profit and loss statements, and financial statements	7 years
Long-range and operational plans	3 years
Correspondence	3 year

District Government Resources

District questions

District financial questions

District Structure

District Alignment

All Districts have geographic boundaries. Districts may also contain clubs that have no physical meeting location, subject to rules established by the Board of Directors. The geographic boundaries of a District are established at the time of its formation. Should the District want to change its boundaries, any proposed changes must be approved by the District Councils of all Districts involved and submitted to World Headquarters for the consideration of the Board of Directors.

Once each year, Districts must review and amend, if necessary, the alignment of the clubs, Areas, and Divisions within their boundaries. The result is subject to the approval of the District Council at its Annual Meeting between March 15 and June 1.

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

Individual alignment templates will be sent to Districts by the end of June. Alignment plans are returned to World Headquarters by July 15 on the template provided. No other format is accepted.

Take the necessary time to discuss strategy with the District Alignment Committee and define goals and expectations.

The District Alignment Committee

The task of aligning the clubs, Areas, and Divisions within the District is the responsibility of the District Alignment Committee. The District Alignment Committee is a group of District members appointed by the District Director and led by the alignment chair. The alignment chair ensures the committee prepares an alignment proposal and submits it to the District Executive Committee prior to the District Council meeting.

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

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

December

The District forms an Alignment Committee and orients the committee members, making sure they have the background, resources, and information necessary to function properly.

January/February

The District Alignment Committee identifies alignment changes, gathering input from Area and Division Directors as needed. To ensure leadership roles are filled appropriately during the next program year, the District Alignment Committee must inform the District Leadership Committee about any proposed changes.

February/March

The District Alignment Committee prepares the alignment proposal and provides it to the District Executive Committee for review. The District gives appropriate notice to clubs affected by the alignment being considered.

March/April/May

The District Council approves final alignment.

June/July

The alignment is reported to Toastmasters International. Clubs, Areas and, Divisions are provided with the final alignment.

Policy and Protocol →
Protocol 7.0: District Structure, Section 1.D.

Alignment Considerations

The District Alignment Committee considers several factors when recommending alignment changes.

- At least three Areas per Division
- No fewer than four clubs and no more than six per Area
- Geographic proximity to other clubs
- Ability to participate in the Distinguished programs
- Area Director to effectively provide service, without requiring the clubs to change how meetings are conducted to accommodate an Area Director visit
- Potential loss of clubs in those Areas and Divisions
- Club size and strength
- Prospective clubs and expected growth
- Strategy focused on the benefits for all
- Low and ineligible clubs must be included
- Advanced clubs may not be segregated into Areas
- Areas cannot be segregated by club type

District Reformation or Consolidation

All Districts, Divisions, and Areas of Toastmasters International should provide the highest potential for continued club and membership growth. Thus, new Districts should be created and existing Districts consolidated or reformed only after the Board of Directors has determined that there are enough existing clubs in a geographical area to be included within the proposed new or consolidated Districts. These clubs also must be of sufficient membership strength to ensure efficient and financially sound administration of such proposed Districts.

Alignment plans that do not meet policy requirements cannot be accepted. The District Alignment Committee must ensure that the proposal meets these requirements before bringing it forward. See **Protocol 7.0: District Structure, Section 1: Club Assignments**.

Communicate the approved alignment with clubs, Areas, and Divisions. Provide the final alignment to World Headquarters as soon as possible, and no later than July 15. See **Protocol 8.4: District Fiscal Management, Section 3: District Reserve Account, C.I**.

Divisions

Areas are assigned to Divisions (at least three Areas per Division) by the District Alignment Committee and approved by the District Council. Divisions must be designated by a single letter. For example, Divisions may be assigned the letters N, S, and C for Northern, Southern, and Central. The same letter cannot designate more than one Division in a District.

Each Division has a director, responsible for supervising activities within the Division. The Division Director works under the supervision of the District Director.

Division Council Functions

- Advisory group for the Division
- Achievement of club, Area, Division, and District objectives
- Council meetings, training, and contests

Division Purpose

- Provide District support and resources to clubs and members through Area Directors
- Aid in administration
- Assist in the presentation of speech contests
- Assist with training Area Directors and club officers
- Help clubs and Areas achieve Distinguished goals

Division Councils

Division Council members are the Division Director, Assistant Division Director Program Quality, Assistant Division Director Club Growth, and Area Directors within the Division.

The Division Council manages Division activities; facilitates the achievement of club, Area, Division, and District goals; and helps with administrative activities, such as Division Council meetings, training, and contests.

The Division Council meets at least twice each year. Meetings are conducted onsite, online, or in a hybrid format. The Division Director notifies attendees at least four weeks before each meeting.

See **Protocol 7.1: District Events, Section 7: Division Council Meetings.**

Areas

Clubs are assigned to Areas (four to six clubs per Area) by the District Alignment Committee and approved by the District Council. Area assignments for new clubs are reported in writing to World Headquarters at the time the club receives its charter. These assignments must be confirmed by the District Director.

Area Purpose

- Ensure each club fulfills the responsibilities to its members to become a Distinguished club.
- Promote and extend the benefits of membership in Toastmasters clubs.
- Help with the organization of new clubs.
- Facilitate training of club officers.
- Encourage clubs to undertake efforts that create greater community awareness of Toastmasters and make Toastmasters available to more people.
- Oversee and conduct speech contests in the District.

Area Councils

Area Council members include the Area Director, Assistant Area Director Program Quality, Assistant Area Director Club Growth, Area Secretary, Club Presidents, Club Vice Presidents Education, and Club Vice Presidents Membership.

The Area Council manages Area activities and supports each club to fulfill the club mission.

The Area Council meets at least twice each year. Meetings are conducted onsite, online, or in a hybrid format. The Area Director notifies attendees at least four weeks before each meeting.

See **Protocol 7.1: District Events, Section 8: Area Council Meetings**.

Clubs

At the center of Toastmasters is the club. The mission of the club is to provide a supportive and positive learning experience in which members are empowered to develop communication and leadership skills, resulting in greater self-confidence and personal growth.

All existing clubs that meet within the boundaries of a District, and all new clubs formed within those boundaries are assigned to that District. Online clubs may also be assigned to a District. Assignment of a new club to an Area is made by the District Director, subject to approval by the District Executive Committee.

The District's role is to build new clubs and support all clubs in achieving excellence. The District must take the initiative in acquainting the clubs with the activities, services, and assistance offered by the District and by Toastmasters International.

Club Officer Installation

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

Gavel Clubs

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

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

Gavel Club Resources

Gavel Club questions

Governing documents

District Timeline

July	August	September

Specific Deadlines

July 1

Start Toastmasters year

Start: Audit documents to Audit Committee

Start: Distinguished Programs

July 15

- Due: District leader list (along with signed **District Leader Agreement and Release Statement**)
- Due: District calendar
- Due: Area and Division alignment changes
- Due: District Signature Form and bank signatory card

August 15

Due: Audit documents to Audit Committee

August 31

- End: club officer training for Distinguished credit
- Due: Year-end Audit Report for previous year
- Due: previous year's financial records
- Due: Fixed Asset Template and Accrual Template

September 1

- Due: changes to District leader list for leadership credit

September 30

- Due: Division and Area Directors Training Report
- Due: District Success Plan submitted through District Central
- Due: District budget

Important Tasks

July

- Start: first-round club visits
- Continue first-round club officer training
- Submit first-round club officer training reports online
- Continue Division Director and Area Director training
- Transfer all records to new administration
- Create District budget
- Contact clubs that have not submitted club officer lists
- Foster leadership team-building
- Prepare previous year's financial records for submission to World Headquarters
- Review District accounting system webinars
- Develop comprehensive communication plan for the new program year
- Publicize the District's semifinalist in the International Speech Contest
- Work on the District Success Plan Due by September 30
- Create the **District Marketing Plan** located in the Club Growth Director Tools
- Complete Pre-work to prepare for District Leader Training

August

- Submit first-round club officer training reports online
- Attend District Leader Training prior to International Convention
- Prepare for District Executive Committee meeting and District Council meeting
- Place orders for custom District event items at **www.toastmasters.org/DistrictProductGuide**
- Prepare previous year's financial records for submission to World Headquarters
- Pay all remaining prior year bills
- Publicize the District's semifinalist in the International Speech Contest
- Clubs submit membership-renewal dues online
- District Council to decide if Area Directors will be appointed or elected for the following program year by Nov. 1
- Decide which speech contests will be held within the District
- Work on the District Success Plan
- Create the **District Marketing Plan** located in the Club Growth Director Tools

September

- Work on the District Success Plan
- Clubs submit membership-renewal dues online
- District Council to decide if Area Directors will be appointed or elected for the following program year by Nov. 1
- Publicize the District's speech contests

District Director · Program Quality Director · Club Growth Director · District Administration Manager · District Finance Manager · District Public Relations Manager · Division Director · Area Director · Region Advisor

District Timeline

October	November	December

Specific Deadlines

October 1

- Due: membership-renewal dues for credit in the Distinguished Club Program

October 31

- Due: Quarter 1 Profit and Loss Statement with certification page and narratives
- Due: round one club officer training reports (June, July, August)

November 1

- Due: appointment of Audit Committee
- Due: appointment of District Leadership Committee Chair
- Start: second-round club officer training
- Due: changes to the process to appoint or elect Area Directors from the District Council

November 30

- Due: first-round Area Director club visit reports

December 1

Due: appointment of District Leadership Committee

December 31

Due: club officers lists from clubs with semiannual terms

Important Tasks

October

- Plan Audit Committee appointments for Mid-year Audit
- Evaluate training for opportunities for improvement
- Clubs submit membership-renewal dues online
- District Director appoints District Leadership Committee (DLC) Chair, **Protocol 9.0**
- District Council to decide if Area Directors will be appointed or elected for the following program year by Nov. 1

November

- Contact clubs that have not paid membership-renewal dues
- Share successes and challenges with other leaders
- Show appreciation for volunteers
- DLC members are recommended by the DLC Chair and approved by the District Director
- Submit second-round club officer training reports online (District Central will open to enter club officer training after November 15)
- Start second-round club officer training

December

- Start second-round club visits
- Plan for elections
- Plan for annual conference
- Form District Alignment Committee
- Publish call for candidates
- Set date for audit
- Complete Accrual Template and Inventory Template
- Complete Pre-work to prepare for Mid-year Training

District Director · Program Quality Director · Club Growth Director · District Administration Manager
District Finance Manager · District Public Relations Manager · Division Director · Area Director · Region Advisor

District Timeline

January	February	March

Specific Deadlines

January 1

Start: Audit documents to Audit Committee

January 15

Publish call for candidate declarations

February 1

Due: Audit documentation to Audit Committee

February 15

Due: Mid-year Audit Report

Due: first half of financial documents

Due: Accrual Template and Inventory Template

February 28 (or 29)

End: Club Officer Training for Distinguished credit

Important Tasks

January

Prepare Mid-year Audit Report

Continue second-round club officer training

Submit second-round club officer training reports online

Prepare credentials forms for Annual Meeting of the District Council

Audit Committee conducts audit

Attend Mid-year Training

Febuary

Submit second-round club officer training reports online

Prepare credentials forms for annual Annual Meeting of the District Council

Order speech contest awards

Prepare for the annual District conference, including District Executive Committee meeting and District Council meeting

Place orders for custom District event items at **www.toastmasters.org/DistrictProductGuide**

District Leadership Committee submits report to District Director six weeks before District conference

Publish District Leadership Committee report four weeks before Annual Meeting of the District Council

Clubs submit membership-renewal dues online

March

Clubs submit membership-renewal dues online

Submit second-round club officer training reports online

Order speech contest awards

Send credentials forms to Club Presidents and Vice Presidents Education at least two weeks before the Annual Meeting of the District Council

Prepare for the annual District conference, including District Executive Committee meeting and District Council meeting

District Leadership Committee submits report to District Director six weeks before Annual Meeting of the District Council

Publish District Leadership Committee report four weeks before Annual Meeting of the District Council

March 15–June 1: Annual Meeting of the District Council occurs (actual date set by each District).

District Director · Program Quality Director · Club Growth Director · District Administration Manager
District Finance Manager · District Public Relations Manager · Division Director · Area Director · Region Advisor

District Timeline

April	May	June

Specific Deadlines

April 1

Due: membership-renewal dues for credit in the Distinguished Club Program

April 30

Due: Quarter 3 Profit and Loss Statement with certification page and narratives

May 31

Due: club officer training reports

Due: round two club officer training reports (November, December, January, February)

Due: second-round Area Director club visit reports

June 1

Start: first-round club officer training

Start: training for Division and Area Directors

June 30

Due: club officer lists

End: Distinguished programs

End: Toastmasters year

Important Tasks

April

Clubs submit membership-renewal dues online

Host the annual District conference

Conduct the International Speech Contest and video recording for region quarterfinal submission

Submit second-round club officer training reports online

Report election and appointment results soon after Annual Meeting of the District Council

Publicize and promote District conference

District Leadership Committee submits report to District Director six weeks before Annual Meeting of the District Council

Publish District Leadership Committee report four weeks before Annual Meeting of the District Council

May

Plan for the transition of District leaders

Contact clubs that have not paid membership-renewal dues

Host the annual District conference

Report election and appointment results soon after Annual Meeting of the District Council

Publicize and promote District conference

Prepare for Division and Area Director training beginning in June

Conduct the International Speech Contest and video record for region quarterfinal submission

June

Start first-round club officer training

Submit first-round club officer training reports online

Start Division Director and Area Director training

Plan District calendar

Start Year-end Audit

Submit Area and Division alignment report on template provided by July 15

Meet with incoming District leaders about transitioning to next administration

Foster leadership team-building

Pay all bills for the year by June 30

Prepare files to hand over

Prepare Fixed Asset Template and Accrual Template

Publicize Toastmasters International Speech Contest semifinalist

Complete Pre-District Leader Training modules

District Director · Program Quality Director · Club Growth Director · District Administration Manager · District Finance Manager · District Public Relations Manager · Division Director · Area Director · Region Advisor

Role Checklists

These role checklists outline basic tasks to complete. Your District Council or Toastmasters International may also have further tasks and responsibilities to fulfill.

District Director

- Complete Pre-District Leader Training modules
- Attend District Leader Training
- Attend Mid-year Training
- Submit District Leader List
- Submit District Calendar
- Submit District Success Plan
- Submit District Alignment
- Submit District Budget
- Submit District Audit Reports
- Attend Annual Business Meeting
- Attend Region District Director calls
- Conduct District Executive Committee meetings
- Conduct District Council meetings

Program Quality Director

- Complete Pre-District Leader Training modules
- Attend District Leader Training
- Attend Mid-year Training
- Assist in completing the District Success Plan
- Assist in completing the District Budget
- Submit District Training Report
- Submit International Speech Contest Results and Recordings
- Attend Region Program Quality Director calls
- Attend District Executive Committee meetings
- Attend District Council meetings
- Establish committees

Club Growth Director

- Complete Pre-District Leader Training modules
- Attend District Leader Training
- Attend Mid-year Training
- Assist in completing the District Success Plan
- Assist in completing the District Budget
- Complete District Market Analysis Plan
- Attend Region Club Growth Director calls
- Attend District Executive Committee meetings
- Attend District Council meetings
- Establish committees

District Administration Manager

- Complete Administration Manager Training (If provided in future)
- Assist in completing the District Success Plan
- Publish minutes of District Council meetings
- Publish minutes of District Executive Committee meetings
- Attend District Executive Committee meetings
- Attend District Council meetings
- Submit District Calendar

District Finance Manager

- Complete Finance Manager Training (if provided in future)
- Assist in completing the District Success Plan
- Complete District Budget
- Submit Accrual Template
- Submit District Signature Form
- Submit Fixed Asset Template
- Submit Inventory Template
- Submit Monthly Narratives and Certification
- Submit Quarterly P&L Reports
- Submit Mid-year Audit Report
- Submit Year-end Audit Report
- Attend District Executive Committee meetings
- Attend District Council meetings

District Public Relations Manager

- Complete Public Relations Manager Training (if provided in future)
- Assist in completing the District Success Plan
- Assist in completing the District Budget
- Complete District PR Plan
- Attend Region Public Relations Manager calls
- Attend District Executive Committee meetings
- Attend District Council meetings

Division Director

- Complete Division Director Training
- Complete Division Success Plan
- Conduct Division Council meetings
- Attend District Executive Committee meetings
- Attend District Council meetings

Area Director

- Complete Area Director Training
- Complete Area Success Plan
- Complete Area Director Club Visit Reports
- Conduct Area Council meetings
- Conduct Area Speech Contest(s)
- Attend District Executive Committee meetings
- Attend District Council meetings

Leadership Roles

District leaders will have many opportunities to assist the clubs and members in the District over the coming term, while also further developing leadership skills. Self-evaluation forms are available to use and track leadership development during your term. To find these forms, please visit the **District Leader Tools** webpage. We recommend taking the self-assessment monthly or bimonthly. Below, is a summary of each District leader role and helpful resources.

All District leaders must be active individual members of Member Clubs in good standing within the District where they are elected or appointed to serve and must be in good standing with Toastmasters International.

District Director

The District Director shall work together with the Program Quality Director and the Club Growth Director toward the District mission, while supporting each one in their respective roles and their development as a leader. District Directors are responsible for directly administering and overseeing the District's day-to-day operations, finances, and human resources. The District Director is the only officer who is authorized to sign off on contracts during the program year.

The District Director must empower the District leadership team members to work together toward the District mission, while supporting each one in their development as a leader. Together with the Program Quality Director and Club Growth Director, you are expected to participate in District Leader Training and Mid-year Training and complete the **Pre-District Leader Training modules** on the Toastmasters International website.

The District Director must have been an active member of a Toastmasters club in good standing for the entire preceding 12 months, or have been a member for 12 consecutive months within that past three years, in the District. The District Director must have served at least six consecutive months as a Club President and at least 12 consecutive months as a Program Quality Director, Club Growth Director, or Division Director, or a combination of the preceding at the time of taking office. The District Director may serve in their role for a full year and cannot be re-elected to the same office for a succeeding term. See **District Administrative Bylaws, Article VII: Officers.**

For a full list of District Director competencies, visit **www.toastmasters.org/DistrictLeaderCompetencies**.

District Director Responsibilities

Guidance

The District Director supervises and guides all elected and appointed District leaders and is responsible for their success. The leadership skills provided by the District Director are more than a means of directing and facilitating the work of the District; the personal leadership style sets the tone and direction for the entire District.

It is the District Director who inspires and motivates team members to achieve goals, keeping in mind their development needs.

The District Director delegates tasks and authority as appropriate.

When conflicts arise, the District Director assists in their resolution.

The District Director collaborates with people inside and outside of the District to achieve District goals.

Financial Resources

The District Director has a fiduciary responsibility and is accountable for the District's management of funds that support the District mission. The District

Director administers and oversees the District's financial resources.

Along with the District Executive Committee, the District Director prepares the District budget to be approved by the District Council.

The District Director authorizes all purchases on behalf of the District.

Chair

At District Executive Committee meetings and District Council meetings, the District Director serves as chair. This means the District Director manages the proceedings and keeps the agenda moving forward. The District Director is expected to manage procedural matters in the conduct of the meeting, and to apply *Robert's Rules of Order, Newly Revised* when applicable. The book may be purchased online or at a local retailer.

It is the District Director's responsibility to appoint District leaders and Committees as provided for in the District Administrative Bylaws, subject to approval by the District Council.

Operations

The District Director works with Toastmasters International on matters related to District operations.

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

The District Director leads the District to success by helping clubs reach goals related to education, membership, and training.

The District Director has a working knowledge of Toastmasters governing documents and manuals for District leaders and club officers.

To serve the needs of members, the District Director collaborates with the Program Quality Director and Club Growth Director.

Division, Area, and Club Administration

The District Director monitors Division, Area, and club administration to ensure forms, reports, lists, and other information are submitted to World Headquarters in a timely manner. This includes the Area Director's Club Visit Report and club officer lists.

District Director Resources

District Leader Tools

District Success Plan

District Finance

Distinguished Club Program

Club Success Plan

Governing documents

District Leader Tutorials

Toastmasters International District Recognition Program

Distinguished Performance Reports

Managing District Finances: A Guide for District Leaders

Program Quality Director

The Program Quality Director shall work together with the District Director and the Club Growth Director toward the District mission, while supporting each one in their respective roles and their development as a leader.

The Program Quality Director is responsible for all aspects of education and training within the District. This includes supporting quality club programming efforts, promoting the Distinguished Club Program, and planning, organizing, and executing the District conference. The Program Quality Director is responsible for promoting and supporting club quality and member retention.

Along with the District Director and Club Growth Director, the Program Quality Director is expected to participate in District Leader Training and Mid-year Training and complete the **Pre-District Leader Training modules** on the Toastmasters International website.

The Program Quality Director must have served at least six consecutive months as Club President and at least 12 consecutive months as a Program Quality Director, Club Growth Director, Division Director, Area Director, or a combination of the preceding.
The Program Quality Director may serve in their role for a full year and cannot be re-elected to the same office for a succeeding term. See **District Administrative Bylaws, Article VII: Officers**.

For a full list of Program Quality Director competencies, visit **www.toastmasters.org/DistrictLeaderCompetencies**.

Program Quality Director Responsibilities

Education Goals

The Program Quality Director promotes all members in achieving education awards and recognizing those achievements.

The Program Quality Director oversees and promotes training for club officers, Area, and Division leaders.

The Program Quality Director is familiar with education and training resources on the Toastmasters website as well as manuals for club and District leaders.

Training Programs

The Program Quality Director plans, organizes, and directs the District's training programs.

The Program Quality Director is responsible for ensuring Division and Area leaders and club officers are properly trained to fulfill their roles and responsibilities.

Part of the training program duties involve selecting training coordinators and facilitators to conduct District training programs and supporting them in their efforts.

The Program Quality Director is responsible for managing a network of trainers as well as soliciting feedback from training participants regarding the trainers.

As the administrative year comes to a close, the Program Quality Director will work closely with the incoming Program Quality Director so that training programs transition smoothly.

District Executive Committee

The Program Quality Director is the second-ranking member of the District Executive Committee. In the absence of the District Director, the Program Quality Director chairs that body.

In consultation with and subject to the approval of the District Director, the Program Quality Director appoints a District Conference chair, training coordinators, and committee chairs to promote education achievements within clubs.

District Conference

The Program Quality Director will plan, organize, and direct the event and will work with the District Director to ensure all costs and contracts are acceptable. The District Director will be the final signatory for all District event contracts.

The Program Quality Director supervises the selection of the District conference site.

The Program Quality Director is responsible for the educational content presented at the conference.

Speech Contests

The Program Quality Director coordinates and supervises the International Speech Contest at the District level.

Keep in mind that all District-level speech contests are conducted only at the annual District conference. The District-level International Speech Contest will need to be video recorded for region quarterfinals submission.

The Program Quality Director will have a working knowledge of the Speech Contest Rulebook. Additional information can also be found in Policy 6.0: Speech Contests.

Division, Area, and Club Administration

The Program Quality Director monitors Division, Area, and club administration to ensure forms, reports, lists, and other information are submitted to World Headquarters in a timely manner. This includes the Area Director's Club Visit Report and club officer lists.

Program Quality Director Resources

District Leader Tools

Speech contests

Speech Contest Rulebook

Speech contest frequently asked questions

Region quarterfinals frequently asked questions

The Toastmasters Education Program

Training club and District leaders

How to Be a Distinguished Club

District Leader Tutorials

Governing documents

Managing District Finances: A Guide for District Leaders

Tools and products for District conference

Toastmasters International District Recognition Program

Club Growth Director

The Club Growth Director shall work together with the District Director and the Program Quality Director toward the District mission, while supporting each one in their respective roles and their development as a leader.

The Club Growth Director is responsible for all aspects of marketing, club-building, and club-retention efforts within the District. This includes defining an overall marketing strategy for the District, developing outreach and club-retention efforts with existing community and corporate clubs, and penetrating new markets. Additionally, the Club Growth Director supports challenged clubs and helps them to become Distinguished.

Along with the District Director and Program Quality Director, the Club Growth Director is expected to participate in District Leader Training and Mid-year Training and complete the **Pre-District Leader Training modules** on the Toastmasters International website.

The Club Growth Director must have served at least six consecutive months as Club President and at least 12 consecutive months as a Program Quality Director, Club Growth Director, Division Director, Area Director or a combination of the preceding. The Club Growth Director may serve in their role for a full year and cannot be re-elected to the same office for a succeeding term. See **District Administrative Bylaws, Article VII: Officers**.

For a full list of Club Growth Director competencies, visit **www.toastmasters.org/DistrictLeaderCompetencies**.

Club Growth Director Responsibilities

Marketing Strategy

The Club Growth Director develops a marketing plan in conjunction with District team members. The marketing plan introduces new initiatives and guides the District in meeting membership and club-growth objectives.

With the District Director's approval, the Club Growth Director appoints members to chair club growth committees, such as the club extension chair, club quality chair, club retention chair, and club new source research chair. These positions form the District marketing team. Once formed, these committees help the Club Growth Director to design, develop, and implement District marketing projects.

As the brand steward at the District level, the Club Growth Director is responsible for ensuring the District adheres to Toastmasters International brand standards.

Membership and Club Growth

The Club Growth Director recruits, trains, and supervises a strong club-building team; the Club Growth Director will work closely with the Region Advisor to meet the District's membership and club-building goals.

In collaboration with and subject to the approval of the District Director, the Club Growth Director appoints committee chairs as necessary to aid with the responsibilities of the Club Growth Director.

The Club Growth Director is responsible for assisting the club and the District Director to appoint club sponsors, mentors for new clubs (within 60 days of the organization of the new club), and club coaches for existing clubs that are struggling. The Club Growth Director will train, motivate, and supervise the club sponsors, mentors, and coaches and manage the Club Coach program to help struggling clubs achieve recognition in the Distinguished Club Program.

District Executive Committee

The Club Growth Director is the third-ranking member of the District Executive Committee, presiding over that body and the District Council in the absence of the District Director and Program Quality Director.

Each month, the Club Growth Director reports on the activities of the District marketing team to the District Executive Committee. The Club Growth Director is responsible for delegating and holding District marketing team members accountable.

Division, Area, and Club Administration

The Club Growth Director monitors Division, Area, and club administration to ensure forms, reports, lists, and other information are submitted to World Headquarters in a timely manner. This includes the Area Director's Club Visit Report and club officer lists.

The Club Growth Director will provide quantitative feedback regarding District progress at District leadership meetings.

Club Growth Director Resources

District Leader Tools

Club Growth Director Handbook

District Market Analysis Plan

Toastmasters marketing resources

District marketing team

Brand Portal

Membership-building programs

Club Mentor Program Kit

Club Coach Program

Sponsor, mentor, and, coach training materials

District Leader Tutorials

Governing documents

Managing District Finances: A Guide for District Leaders

Toastmasters International District Recognition Program

Toastmasters Lead Management program guidelines

District Administration Manager

The District Administration Manager is responsible for maintaining the historical records of the District, recording and distributing meeting minutes, and otherwise maintaining accurate, timely records of District business.

The District Administration Manager may be elected or appointed as decided by the District Council. If appointed, the District Director makes the appointment subject to the approval of the District Executive Committee and the District Council. The District Administration Manager is eligible for re-election or re-appointment for one succeeding term only. See District Administrative Bylaws, Article VII: Officers, Section (c) Other Officers.

For a full list of District Administration Manager competencies, visit www.toastmasters.org/DistrictLeaderCompetencies.

District Administration Manager Responsibilities

Meeting Minutes

The District Administration Manager is responsible for recording, organizing, and keeping accurate minutes of District Executive Committee meetings and District Council meetings.

Documents

The District Administration Manager upholds the District Administrative Bylaws and District procedures, and keeps a permanent history of District accomplishments.

Correspondence

The District Administration Manager is responsible for all District correspondence.

The District Administration Manager helps prepare the mailing of announcements for District meetings, copies of minutes, and other District reports to clubs.

District Administration Manager Resources

Club Leadership Handbook

Governing documents

District Finance Manager

The District Finance Manager is tasked with the fiscal oversight and management of the District property. The District Finance Manager works closely with the District Director, Program Quality Director, and Club Growth Director to ensure that the District is making cost-effective decisions—within policy—that result in effective fiscal management.

The District Finance Manager should have knowledge of accounting and be acquainted with the handling of financial matters.

The District Finance Manager may be elected or appointed as decided by the District Council. If appointed, the District Director makes the appointment subject to the approval of the District Executive Committee and the District Council. The District Finance Manager is eligible for re-election or re-appointment for one succeeding term only. See **District Administrative Bylaws, Article VII: Officers, Section (c) Other Officers**.

For a full list of District Finance Manager competencies, visit **www.toastmasters.org/DistrictLeaderCompetencies**.

District Finance Manager Responsibilities

Budgeting

The District Finance Manager will develop, plan, and recommend a program for using District financial resources. This includes assisting the District Director in developing a realistic budget based upon the goals of the District.

The District Finance Manager will record, monitor, forecast, and evaluate the District's financial performance.

The District Finance Manager is responsible for the requisition, receipt, and disbursement of District funds.

Profit and Loss Statements

Each month, the District Finance Manager is responsible for recording revenues and expenses in the District accounting system; the District Finance Manager is also responsible for reconciling District, Division, Area, and conference bank accounts. In addition to these duties, the District Finance Manager submits the Profit and Loss Statement to the following groups during the time frames specified below:

- **District Directors, Program Quality Directors, and Club Growth Directors**: monthly
- **World Headquarters, District Executive Committee, and District Council:** quarterly
- **District Audit Committee:** semi-annually

When the Profit and Loss Statement is submitted to the District Audit Committee, the District Finance Manager must also submit all financial information and records. This allows the Committee to review financial results and perform the Mid-year or Year-end audits.

District Assets

The District Finance Manager is your responsible for accounting for all District fixed assets and inventory.

District Finance Training

The District Finance Manager should be familiar with Toastmasters International's Bylaws, Policy and Protocol, and Managing District Finances, a comprehensive financial resource that can help manage the fiscal responsibilities of the District.

It is also important for the District Finance Manager to understand how to use the District accounting system. Training modules on how to use this system is available on the Toastmasters International website at www.toastmasters.org/DistrictFinanceTraining.

District Finance Manager Resources

District Finance

District financial questions

Governing documents

District Accounting System Training Modules

Managing District Finances: A Guide for District Leaders

District Public Relations Manager

The District Public Relations Manager is responsible for coordinating publicity efforts in the District. By establishing and maintaining lines of communication between the District and its members, as well as between the District and the public, the District Public Relations Manager works to increase awareness of Toastmasters through all available media.

The District Public Relations Manager may be elected or appointed as decided by the District Council. If appointed, the District Director makes the appointment subject to the approval of the District Executive Committee and the District Council. The District Public Relations Manager role is eligible for re-election or re-appointment for one succeeding term only. See **District Administrative Bylaws, Article VII: Officers, Section (c) Other Officers**.

For a full list of District Public Relations Manager competencies, visit **www.toastmasters.org/DistrictLeaderCompetencies**.

District Public Relations Manager Responsibilities

Communication Plan

The District Public Relations Manager develops a comprehensive communication plan at the beginning of the program year. The purpose of this plan is to keep members informed of Toastmasters activities, news, and events, such as club officer training, and Division and Area Director training.

The District Public Relations Manager is responsible for informing the local community about club and District events and member achievements, which enhances the public's awareness of the organization and its members.

The District Public Relations Manager motivates members to become involved, and contributes content for the District's newsletter, website, and social media sites.

Public Relations and Publicity

In order to attract new members, one of the responsibilities is to create a public relations plan that garners positive publicity in local media outlets.

Brand Stewardship

The District Public Relations Manager is the guardian of the organization's image: the Toastmasters brand. When communicating with members, prospective members, and local media, the District Public Relations Manager considers Toastmasters branding guidelines and applies them to promotional materials as appropriate.

District Public Relations Manager Resources

Let the World Know

District Public Relations Manager Training Webinar

Media Center

Public Relations

Brand Portal

PRM Communication Plan

Governing documents

Division Director

The Division Director will lead and support the Division through the support of the Area Directors.

One of the primary goals as Division Director is to ensure that each club achieves its mission and fulfills its responsibilities to its members.

To achieve this, the Division Director will coordinate Division activities, set Division goals, and assist in the training of Area Directors and club officers.

The Division Director must have served at least six consecutive months as a member of a District Council. The Division Director may be re-elected to one succeeding term. See **District Administrative Bylaws**, **Article VII: Officers**.

For a full list of Division Director competencies, visit **www.toastmasters.org/DistrictLeaderCompetencies**.

Division Director Responsibilities

Guidance

The Division Director provides motivation and guidance to Area Directors to help them fulfill their roles and responsibilities.

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

Division Progress

The Division Director participates in Division Director training provided by the District.

The Division Director reports regularly to the District Director, Program Quality Director, and Club Growth Director on Division progress.

Division Council

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

At Division Council meetings, the Division discusses each Area's and each club's plan, goals, and progress in their Distinguished programs, plans for Division speech contests and the need for assistance.

The Division Director reviews club officer training plans and achievements at the Division Council meetings.

Distinguished Programs

The Division Director is responsible for the Division achieving Distinguished Division recognition.

The Division Director will assist Area Directors and clubs in achieving Distinguished recognition.

Speech Contests

The Division Director coordinates Division speech contests and assists the Area Director with Area speech contests.

Division Director Resources

How to Build a Toastmasters Club

Club Leadership Handbook

Toastmasters International District Recognition Program

Distinguished Club Program

Club Success Plan

Speech Contest Rulebook

Training Club Leaders

Governing documents

Division Success Plan

Area Director

The Area Director serves as the direct liaison between the District and the clubs.

The **District Administrative Bylaws** provide for the selection of Area Directors either by appointment by the District Director or by election from the Area Councils. Toastmasters International recommends that District Directors appoint Area Directors.

Area Directors conduct multiple club visits a year within their respective Areas to understand and support club needs. In turn, these visits help District leaders understand how to support and meet the needs of each club. It is important that Area Directors have the support needed from the Division Director to serve the clubs. The success of the District depends on it.

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

For a full list of Area Director competencies, visit **www.toastmasters.org/DistrictLeaderCompetencies**.

Area Director Responsibilities

Guidance

The Area Director is responsible for leading the Area by serving the needs of clubs.

In order to understand clubs' needs, the Area Director contacts Club Presidents monthly to discuss their performance in the Distinguished Club Program and follows up on items identified during previous contact.

The Area Director also discusses District training and other District events with the Area clubs.

Area Council

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

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

In accordance with the District Council's decision to elect or appoint Area Directors as specified in the **District Administrative Bylaws, Article VII, Section (c)**, evaluate and assess Area Director candidates in order to either provide one or more appointment recommendations to the District Director or elect the following year's Area Director.

Area Director's Club Visits

Make at least two club visits per club per year to fulfill the Area Recognition Program requirements.

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

Evaluate how well the club adheres to the Moments of Truth.

Submit the Area Director's Club Visit Report online.

Area Directors are encouraged to visit their respective clubs more than twice a year.

Area Progress

The Area Director participates in Area Director training provided by the District.

The Area Director reports regularly to the Division Director and District leaders on Area progress.

Distinguished Programs

It is the Area Director's responsibility to motivate and assist each club in the Area to become Distinguished.

Area Speech Contests

The Area Director is responsible for coordinating Area speech contests and may ask the Division Director for assistance in planning.

Area Director Resources

Serving Clubs through Visits: A Guide for Area Directors

How to Build a Toastmasters Club

Club Leadership Handbook

Toastmasters International District Recognition Program

Distinguished Club Program

Club Success Plan

Speech Contest Rulebook

Training Club Leaders

Area Success Plan

Additional Leadership Roles

The District may have leadership roles in addition to those outlined on the previous pages. See **District Administrative Bylaws, Article VII: Officers, Section (a) District Officers**. Although fulfilling one of these roles does not allow a member to earn leaadership credit toward an education award and may not be logged in the member record, Toastmasters who accept these roles gain valuable experience.

The following includes notable leadership roles. Other leadership roles, such as committee chairs, are addressed in applicable sections of this handbook.

Immediate Past District Director

The Immediate Past District Director provides counsel and guidance to District leaders and plans, directs, and organizes projects and committees as requested by the District Director. One of the major responsibilities of this role is to ensure the incoming District Director receives all pertinent District documents prior to June 30. Other responsibilities include serving as a member of the District Executive Committee and District Council, upholding the Bylaws and Policies of Toastmasters International, encouraging dedicated members to accept leadership positions, and helping the District achieve Distinguished recognition.

Logistics Manager

The logistics manager assists with meeting locations and organizes the room, ensuring the atmosphere is conducive to successful events, such as business meetings, speech contests, and training. The logistics manager sets up necessary equipment, assists District leaders with meeting arrangements, distributes program materials, keeps track of District property, and addresses disruptions during events. Proven abilities in organization and diplomacy are a must for this role.

Webmaster

The webmaster assists the District leaders with updates to the District website. Although the District Director is the publisher of the District website and ultimately responsible for its content, the webmaster plays an important role in maintaining the website. This involves posting District announcements, removing outdated content, and troubleshooting functionality issues. Members who typically excel in this role are internet savvy and creative.

Parliamentarian

The parliamentarian assists the District Director with planning and conducting District meetings. Working with Toastmasters International, the responsibilities of the parliamentarian include interpreting Toastmasters Bylaws and Policies, reviewing District procedures as requested by the District Director, and ensuring all meetings follow proper protocol. The parliamentarian is an invaluable resource for the District Director, offering help, guidance and support during meetings, and answering any questions the District Director has related to rules and procedures. Members who assume this role must have a thorough understanding of *Robert's Rules of Order, Newly Revised*.

Parliamentarian Resource

Parliamentary procedure

Region Advisor ●

The Region Advisor is responsible for supporting, coaching, and mentoring District leaders in their efforts to fulfill the District mission. In doing so, a greater number of people are afforded the opportunity to benefit from the Toastmasters programs.

The Region Advisor role is a region-level leader and not a District-level leadership position. The Region Advisor coaches Districts to success and helps District Directors, Program Quality Directors, Club Growth Directors, and District Public Relations Managers develop as leaders and work collectively as a team overcoming any potential challenges. The Region Advisor provides marketing support to District leaders and helps identify strategies that enable Districts to extend the network of clubs and enhance club performance.

Regions with eight or fewer Districts have one Region Advisor and regions with nine or more Districts have two Region Advisors. See **Policy 10.0: Region Advisors, Section 5.D**.

Region Advisor Responsibilities

Region Advisor Visits

Visits are intended to provide support, leadership development, skill building, mentoring, and coaching to District leaders. Districts must accept visits by a Region Advisor (per **Protocol 10.1: Region Advisor Visits**).

Marketing Objectives

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

District Leader Training

Region Advisors conduct District leader training sessions at the International Convention and Mid-year Training.

Region Advisor Peer Group Calls

Region Advisors hold monthly District leader peer group calls to create an environment of teamwork and support. Plan to attend peer group calls to share best practices, marketing ideas, challenges, solutions, and successes.

Region Advisor Resources

Region Advisor Tools

Region and District Map

Region Advisor Tutorials

Region Advisor Handbook

Region Advisor Visits

District Recognition

Each program year, Toastmasters International recognizes Districts, Divisions, Areas, and clubs in the achievement of Distinguished program goals. One of the duties as a District leader is to promote these programs. Earning recognition is based on performance, not on District size. There is no limit to the number of Areas, Divisions, and Districts that can achieve Distinguished, Select Distinguished, President's Distinguished, and Smedley Distinguished recognition.

District Strategies Guide

Please view the District Strategies Guide to help enhance success in achieving the District mission.

The District Success Plan

The District Success Plan is an extensive planning tool the District leadership team completes at the beginning of each program year. The plan helps the District to evaluate current situations, establish specific goals, and develop strategies that can be used to achieve success in the Distingushed District Program. The plan must be submitted to World Headquarters by September 30.

Division and Area Directors Training Report

It is the responsibility of the District to see that Area Directors and Division Directors are given the appropriate training to make it possible for them to fulfill their duties to the clubs in the most effective manner possible. The Program Quality Director completes the Division and Area Directors Training Report detailing the Area and Division Directors trained. Conduct the training programs as early as possible in the Toastmasters year, but no later than September 30.

Policy and Protocol →
Protocol 3.0: Ethics and Conduct, Section 6: Recognition Program Violations, C

Distinguished District Program

The Distinguished District Program focuses on club quality and member satisfaction and recognizes Districts that meet goals in growth and educational achievement through the support of their clubs. It is also a management tool to focus Districts on increasing membership, forming new clubs, and ensuring clubs are meeting the needs of their members. Learn more about the Distinguished District Program and the recognition requirements for Areas, Divisions, and Districts in the Toastmasters International District Recognition Program.

Qualifying Requirements

A qualifying requirement is a prerequisite or prior condition for participation in the program. If a qualifying requirement is not met, Distinguished recognition may not be received.

To be considered for recognition, Districts must meet two qualifying requirements:

1. Submit the Division and Area Directors Training Report to World Headquarters by September 30 showing that 85% of Division and Area Directors were trained.
2. Submit the District Success Plan to World Headquarters by September 30.

Districts that fulfill the qualifying requirements and achieve the following are eligible for recognition at year-end:

Achievement	Recognition Earned
1.5% increase of membership payments base, 1.5% increase of club base, and Distinguished clubs equal to at least 40% of the District's club base	Distinguished District
3% increase of membership payments base, 3% increase of club base, and Distinguished clubs equal to at least 45% of the District's club base	Select Distinguished District
5% increase of membership payments base, 5% increase of club base, and Distinguished clubs equal to at least 50% of the District's club base	President's Distinguished District
8% increase of membership payments base, 8% increase of club base, and Distinguished clubs equal to at least 55% of the District's club base	Smedley Distinguished District

Distinguished District reimbursement form

Awards

The rewards for Districts that earn recognition are as follows:

	Distinguished District	Select Distinguished District	President's Distinguished District	Smedley Distinguished District
District Director and spouse will receive complimentary International Convention registration and complimentary tickets to each of the official meal functions and speech contests, if ticketed separately.				x
Single-room accommodation for two additional nights (total of four nights) at the International Convention for the District Director				x
VIP seating at International Convention events (if applicable) for the District Director and spouse				x
Round-trip airfare (coach) to the International Convention for the District Director			x	x
Single-room accommodation for two nights at the International Convention for the District Director		x	x	x
One discounted registration to the International Convention for the District Director and complimentary ticket to the speech contest, if ticketed separately.	x	x	x	
Complimentary admission to the Golden Gavel presentation for the District Director.	x	x	x	x
Awards for the District Director, Program Quality Director, and Club Growth Director presented at the Hall of Fame	x	x	x	x
Patch for the District banner	x	x	x	x
Certificates to recognize those who contributed to the District's success	x	x	x	x

District Excellence Awards

The Program Quality Directors of Districts that meet Distinguished goals in training and number of Distinguished clubs receive the Excellence in Program Quality Award.

The Club Growth Directors of Districts that meet Distinguished goals in club and membership growth receive the Excellence in Club Growth Award.

Districts that are Distinguished for three or more consecutive years are recognized with an Excellence in Leadership Award.

All of these awards are presented to recipients at the Toastmasters International Convention.

Distinguished Division Program

The Distinguished Division Program recognizes Divisions that plan, set goals, and achieve success. The program builds on club success and complements the goals that Districts set to earn Distinguished recognition. Divisions may receive Distinguished, Select Distinguished, or President's Distinguished recognition by meeting the goals outlined below. Division goals are established based on the number of clubs and Areas in a Division.

Qualifying Requirements

Divisions with at least three Areas are automatically contenders for Distinguished recognition.

To be considered for recognition, Divisions must meet one qualifying requirement:

1. Divisions must have no net club loss.

Achievement	Recognition Earned
Distinguished clubs equal to at least 40% of the Division's club base	Distinguished Division
Distinguished clubs equal to at least 45% of the Division's club base	Select Distinguished Division
Distinguished clubs equal to at least 50% of the Division's club base plus net club growth of one	President's Distinguished Division

Distinguished Area Program

The Distinguished Area Program recognizes Areas that plan, set goals, and achieve success. The program builds on club success and complements the goals that Divisions and Districts set to earn Distinguished recognition. Areas may receive Distinguished, Select Distinguished, or President's Distinguished recognition by meeting specific goals. All goals are calculated using an Area's club base.

Qualifying Requirements

Areas with a club base of at least three are automatically contenders for Distinguished recognition. **Keep in mind that an Area's club base increases if April membership dues are paid after July 1**.

To be considered for recognition, Areas must meet two qualifying requirements:

1. Areas must have no net club loss.
2. Areas must submit the **Area Director's Club Visit Report** for 75% of its club base for first-round visits by November 30 and for 75% of its club base for second-round visits by May 31.

Achievement	Recognition Earned
Distinguished clubs equal to at least 50% of the Area's club base	Distinguished Area
Distinguished clubs equal to at least 50% of the Area's club base plus one more Distinguished club	Select Distinguished Area
Distinguished clubs equal to at least 50% of the Area's club base plus one more Distinguished club and a net club growth of one	President's Distinguished Area

Read the *Toastmasters International District Recognition Program* for additional information.

District Recognition Program Resources

Division and Area Directors Training Report

Recognizing District members for performance excellence

Distinguished Performance Reports

Distinguished Club Program

The Distinguished Club Program consists of 10 goals for clubs to achieve during the program year. Toastmasters International tracks clubs' progress toward these goals throughout the year.

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

Qualifying Requirements

To be considered for recognition, clubs must either have 20 members or a net growth of at least five new, dual, or reinstating members as of June 30. Transfer members do not count toward this total until they have renewed their membership in their new club.

Following are the goals that clubs should strive to achieve during the year:

Education

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

Membership

7. Four new, dual, or reinstating members
8. Four more new, dual, or reinstating members

Training

9. A minimum of four club officer roles trained during each of the two training periods

Administration

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

Achievement	Recognition Earned
Five of 10 goals	Distinguished club
Seven of 10 goals	Select Distinguished club
Nine of 10 goals	President's Distinguished club

For more information about the goals, please see the ***Distinguished Club Program*** and ***Club Success Plan***

Credit may be received for only one type of education award per member, per year, per club.

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

Distinguished Club Program Resources

Distinguished Club Program

Club Success Plan

Recognition Outside the Distinguished Programs

Districts may choose to recognize District leaders for Toastmasters accomplishments outside of the Distinguished program. District level recognition programs that compete with Toastmasters' recognition programs are not permitted. Any program created at the District level will need to be tracked and monitored by the District.

For guidance on offering District-level incentives to promote club and membership building, educational achievements, or other progress in the Distinguished programs, contact districts@toastmasters.org.

District Outstanding Toastmaster of the Year

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

Division Director of the Year

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

Area Director of the Year

The Area Director of the Year award is granted to the Area Director who makes the most outstanding contributions to District goal achievement.

Recognition Resources

Awards and recognition items

Other recognition forms and requirements

Leadership Training

Providing effective training and leadership opportunities for club officers and District leaders is one of the Program Quality Directors' primary responsibilities. Without properly trained leaders, clubs and Districts cannot effectively meet members' needs or introduce the benefits of Toastmasters to others. Use all District meetings and events as training opportunities.

Policy and Protocol →
Protocol 7.1: District Events, Section 4: Club Officer Training, E–F

Training for the District Director, Program Quality Director, and Club Growth Director is the responsibility of the World Headquarters staff and the Region Advisors at District Leader Training before the International Convention and at Mid-year Training, as well as through online learning opportunities.

Include training for all District leaders in the District's training schedule. As part of District leader and club officer training, Districts may include educational sessions on communication and leadership for all members. However, District funds may not be used to subsidize separate sessions for non-officers. See **Protocol 7.1: District Events, Section 4: Club Officer Training**.

Collaboration

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

Program Quality Committee

The District may have a Program Quality Committee to help it achieve its education and training goals. This group works with the Program Quality Director. It helps to train District leaders and club officers and to achieve the District goals for Distinguished clubs.

Training Program Goals

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

Protocol 7.1, Section 3

Ongoing training of Division and Area Directors is conducted at District meetings, such as District Executive Committee meetings.

Training Tips

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

Recognition

The District is encouraged to recognize individuals for participation in or completion of training. However, the District may not create any education awards, including degrees or diplomas, nor may it create awards or programs that certify individuals.

Preparation

Programs

Use Toastmasters International training programs. Determine the needs of the training participants based on District recognition goals. Then analyze the District's past performance, strengths, and weaknesses. Develop a training program outline that incorporates the materials available on the Toastmasters International website at www.toastmasters.org/Districttraining.

Presenters and Session Leaders

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

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

Ask session leaders to review ***From Speaker to Trainer***. It is an excellent resource for presenters at leader training sessions. Use it during the preparation of all District training events.

Characteristics of Session Leaders

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

Sessions

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

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

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

Arrangements

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

Training Arrangements

- Order supplies from World Headquarters and elsewhere at least six weeks in advance.
- Print programs, handouts, and visual aids.
- Coordinate set-up of tables, seating, and audiovisual equipment.

Promotion

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

Feedback

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

Provide follow-up support during the year. Hold formal or informal review sessions at the District conference, District Executive Committee meetings, Division Council meetings, Area Council meetings, and other events.

Encourage Feedback

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

Training Division and Area Directors

Hold initial Division Director and Area Director training before the District year begins, as soon as Division and Area Directors are elected or appointed to office. If this is not possible, hold initial training early in the District year, but no later than September 30.

Initial Area Director and Division Director training must be a minimum of four hours. Area and Division Directors should participate in training provided by the District in which they are serving. Train the Directors together in a central location. Districts may train Area Directors by Division or group Divisions together. One-to-one training should rarely occur.

As part of the Distinguished District Program, at least 85% of the District's Area and Division Directors must be trained, and a Division and Area Directors Training Report, available on District Central, must be submitted to World Headquarters by September 30.

Training Division and Area Directors Resources

Division and Area Director training materials

Division and Area Directors Training Report

Training Club Officers

One of the Area Director's responsibilities is to ensure club officers in the Area have access to training sessions conducted by the District that prepare them to succeed during their terms of office. Club officers are elected either annually or semiannually. Schedule club officer training to accommodate these election schedules.

Districts train club officers twice yearly: in June, July, or August and in November, December, January, or February. For clubs that elect annually, the second training gives club officers the opportunity to discuss problems and get advice from District leaders. It is also a chance to network with officers of other clubs. For clubs electing semiannually, this training allows new officers to learn their roles and responsibilities and meet District leaders. See **Protocol 7.1: District Events, Section 4: Club Officer Training, A**.

The way the training program is organized and administered varies from District to District. In some Districts training is conducted on a Division level, coordinated by the Division Director and assisted by the Area Directors of that Division. In other Districts, the entire program is the responsibility of the Area Director.

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

Policy and Protocol →
Protocol 7.1: District Events, Section 4: Club Officer Training, B

It is the responsibility of the District leaders to report, through District Central, which club officers attended training to ensure that the club receives Distinguished club credit.

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

Training Club Officers Resources

Club officer training materials

Training Club Leaders

Club Officer Training Certificate

Toastmasters Education Program

The primary concern of the Program Quality Director is to maintain the integrity of the Toastmasters education program for all clubs in the District. In order to do this, the Program Quality Director must gain expertise in all aspects of the program, and thoroughly understand how all components of the program work together to help members develop their communication and leadership skills in a friendly environment.

Speeches

All speeches members present in their club meetings should be from the projects in the Toastmasters education program.

Special Meetings for Prepared Speeches

To allow the most speaking opportunities for members, clubs should meet weekly. If a club has a large number of members and has difficulty accommodating all those who want to speak at meetings, the club may occasionally conduct a special meeting devoted solely to speeches. These meetings are called "Speakathons;" historically they have also been known as "speech marathons" or "speakouts." The only reason such meetings may be held is to help individual members improve speaking skills, and they may be organized only by a club. Districts, including Areas and Divisions, may not organize this type of event. See **Protocol 2.3 Club programs and Events**. Direct questions can be sent to **educationprogram@toastmasters.org**.

Requirements of Special Meetings for Prepared Speeches

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

Meeting Roles

As described in **The Navigator**, participation in club meeting roles helps members develop their leadership skills while simultaneously conducting regular club business. At club meetings members take on meeting roles. Each role adds value to the members' learning experience and helps improve their communication and leadership skills. For more information about fulfilling a club meeting role, reference ***A Toastmaster Wears Many Hats*** or visit **www.toastmasters.org/MeetingRoles** for more detailed information.

Club Leadership

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

Club Leadership Resources

Toastmasters Education Program

Toastmasters Pathways learning experience

Financial Structure and Process

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

Managing District finances

The guide, *Managing District Finances*, is a comprehensive financial resource for District leaders. Use the information in this guide to successfully manage the fiscal responsibilities of the District.

Bylaws of Toastmasters International →
Article XII: Districts, Section 2: How Financed

Fiduciary Responsibility

The District Director has fiduciary responsibility and is directly responsible for ensuring the District is appropriately managing the funds that support its mission. The District Finance Manager supports the District Director in this endeavor by providing monthly Profit and Loss Statements and a variety of other resources to help understand and control how the District funds are being used. It is important that the District Director, Program Quality Director, Club Growth Director, and District Finance Manager work together on finance and budgeting within the District.

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

The District Reserve Account

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

Fiduciary Responsibility Resources

Governing documents

Managing District Finances: A Guide for District Leaders

Revenue

Districts receive 25% of every dollar World Headquarters receives on membership dues payments from clubs within the District.

The District receives a monthly statement detailing the 25% allotment and any disbursements for orders and funds requisitioned. The District Director and District Finance Manager can requisition these funds throughout the year, provided the District first meets certain reporting requirements.

Fundraising

Fundraising is a source of revenue Districts can use to offset costs for educational sessions and to further the purpose of Toastmasters International. Revenue derived from fundraising can be used for the training of club officers and District leaders, for events connected with the Toastmasters education program, for the purchase of supplies and education program materials, and to offset the cost of speakers at major events.

Fundraising Activities

Toastmasters International is an educational organization and not a service club whose main focus is to raise funds for community or charitable causes. It is important that fundraising activities be conducted according to Policy and Protocol and not occur on a continuing basis. To do so would jeopardize the organization's tax status. This could lead to a substantial increase in membership dues. See **Protocol 8.2: Fundraising, Section 1–2**.

Ralph C. Smedley Memorial Fund®

Toastmasters International established the Ralph C. Smedley Memorial Fund® ("Smedley Fund") in 1965 to advance the Toastmasters International mission through the research, development, and distribution of educational programs and materials relating to communication and leadership.

Policy and Protocol →
Policy 8.5: Ralph C. Smedley Memorial Fund,® Section 1

District Finance Section of the Website

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

Smedley Fund Resources

For more information about the Smedley Fund, please visit **www.toastmasters.org/Smedley**

For questions about the Smedley Fund, please contact **smedleyfund@toastmasters.org**

Budgeting

The funds allotted to the District must be used for the benefit of the District and its mission. To ensure District funds are used appropriately, District leaders prepare a budget at the beginning of the year that describes how funds are allocated. The budget includes estimates of the income available and the expected expenditures for the District year.

The tools necessary to complete the District budget are in the District Finance section of the website. Estimate the District's non-membership revenue for the year. Toastmasters International will provide the District with its estimated membership revenue. Take into consideration all District events expected to generate funds. Keep estimates realistic and conservative.

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

Once the goals and priorities are defined, put District financial resources behind those priorities. Refrain from allocating a lump sum of money to Divisions, Areas, and so on. Financially support specific activities that result in membership growth and retention, new clubs, and education achievements. Remember that Division, Area, and conference accounts are District accounts. As such, they must be reviewed by the District and included in detail on the Profit and Loss Statements.

Policy and Protocol →
Protocol 8.4: District Fiscal Management, Section 1: District Funds, A

When preparing a budget and allocating funds, treat the first item on this list as the most important compared to the others. Then, consider the second item on the list for funding before the remaining items and so on. This does not mean that items at the beginning of the list should receive more funds than items at the end of the list. Instead, strive to provide sufficient funds for higher-priority items. If financial resources are limited, give items at the beginning of the list top priority for full funding compared to the remaining items. For example, the District may not need to spend as much money on training as on District communications.

Policy and Protocol →
Protocol 8.4: District Fiscal Management, Section 5: District Budget, G

As the budget is prepared, remember that District funds may never be used for the payment of new club fees or membership dues. See **Policy 8.0: Dues and Fees, Section 9**.

Budget Approval Process

The District Executive Committee reviews the budget to ensure that it meets the requirements described previously. Once the committee is confident that the budget meets policy, the budget is sent to Toastmasters International for review. The budget must be approved by Toastmasters International before the first District Council meeting.

The council members then vote to approve the budget during the first District Council meeting, which needs to be conducted online by September 30. If the council does not approve the budget, the District Executive Committee reconvenes to change it. If the changes are minor, the chair of the District Council may poll the District Executive Committee during the meeting to see if the committee could quickly revise the budget before the council adjourns. If the changes are not minor or the District Executive Committee does not agree to them, the District Executive Committee must meet again later to work out an acceptable budget. The committee then presents this second, amended budget to the District Council for their approval by electronic vote.

Toastmasters International reviews the budget to make sure it conforms to policy. If the budget is not in compliance, Toastmasters International contacts the District with instructions to modify it. Be sure to submit the budget on the form provided by Toastmasters International. A complete budget includes narratives and appropriate signatures.

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

Budgeting Resources

District Finance

Budgeting questions

Governing documents

Managing District Finances: A Guide for District Leaders

District Leader Tutorials

Using the District Budget

District Financial Controls

Because District funds (including Area, Division, and conference funds) are Toastmasters International funds, the District must apply financial controls to ensure proper stewardship of these funds. For example, the estimated District budget must be signed by the District Director, Program Quality Director, Club Growth Director, and District Finance Manager. District checks must be signed by the District Director and District Finance Manager. Checks made payable to the District Director or District Finance Manager must be signed or approved in advance in writing by the Program Quality Director or Club Growth Director. Alternate signers are permissible only if approved by the Toastmasters International Executive Committee. See **Protocol 8.4: District Fiscal Management, Section 4: Financial Controls, D, and Section 5: District Budget, B**.

Approvals

All expense reimbursement claims must be approved by the District Finance Manager and District Director or, in the case that the claim is the District Director's, approval must come from the District Finance Manager and Program Quality Director or Club Growth Director. Any expenditure greater than $500 USD must be authorized in advance and in writing by the District Director, District Finance Manager, and the Program Quality Director or Club Growth Director.

Receipts

Itemized point-of-sale receipts are required for all reimbursements. Credit card statements and bank statements are not receipts. When no receipt is available, a detailed explanation of the expenditure is required to be considered for reimbursement. Mileage reimbursements require supporting documents consisting of the travel date, distance, and travel purpose. See **Protocol 8.4: District Fiscal Management, Section 4: Financial Controls, J-L**.

Compensation

District leaders may not receive a salary or any other compensation. Expenses incurred for the benefit of the organization may be reimbursed only to the extent provided for in the District budget. See **District Administrative Bylaws, Article VII: Officers, Section (i) Compensation**.

Other District Expenses

At times, Districts may incur non-routine expenses that must be appropriately managed to protect Toastmasters International's tax-exempt status. As such, expenses for personal gifts must never be lavish or excessive and must relate to activities that directly support the organization's mission. Examples of acceptable personal gifts include thank-you cards, Toastmasters gift certificates, and Toastmasters products. Cash and cash equivalents, including but not limited to non-Toastmasters gift certificates, gift cards, or any other stored-value products, are not permitted. See **Protocol 8.4: District Fiscal Management, Section 8**.

Profit and Loss Statements

District Finance Managers provide monthly reports showing variances with explanations to the District Director, Program Quality Director, and Club Growth Director within 30 days of the end of the month. The Profit and Loss Statements also must be provided at each District Executive Committee and District Council meeting. See **Protocol 8.4: District Fiscal Management, Section 4: Financial Controls, Sections F-G**.

Bank Signatories

The District Director, either the Program Quality Director or Club Growth Director, and District Finance Manager may jointly establish District bank accounts and shall have signatory authority on all accounts established by the District and those established on behalf of the District by Toastmasters International, including any Division, Area, and conference accounts. Alternate signers are permissible only if approved by the Toastmasters International Executive Committee. See **Policy 8.4: District Fiscal Management, Section 5**.

Policy and Protocol →
Policy 11.4: Board of Directors Committees, Section 1: Executive Committee, H

Account Statements from World Headquarters

Each month World Headquarters sends the District Finance Manager and District Director a District Reserve Account Statement showing available funds held by Toastmasters International for the District's use.

District Reserve Account Statements

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

Requisitioning Funds

The District may withdraw funds and place District orders from its reserve account throughout the year provided the District is in good standing with the reporting requirements.

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

Item	Date
District Leader List	July 15
District Signature Form and bank signatory card	July 15
District Leader Agreement and Release Statement	July 15
District calendar	July 15
Year-end Audit Report and related financial records (from preceding administrative year)	August 31
District Success Plan*	September 30
Division and Area Directors Training Report*	September 30
District budget	September 30
Quarter 1 Profit and Loss Statement (for period of July 1 through September 30)	October 31
Mid-year Audit Report (for period of July 1 through December 31) and related financial records	February 15
Quarter 3 Profit and Loss Statement (for period of January 1 through March 31)	April 30

*Qualifying requirements for the Distinguished District Program

See **Protocol 8.4: District Fiscal Management, Section 3: District Reserve Account, C**.

Withdrawals from the District reserve must be made on the standard requisition form available in the District Finance section of the Toastmasters website. Both the District Director and District Finance Manager must sign the form. Toastmasters International cannot honor District requisitions for amounts that exceed the total in the reserve account.

Submit requisitions at 30- to 60-day intervals to cover expenses incurred or estimated needs for the near future, and allow three to five business days for processing. Toastmasters International can send funds via wire transfer or check upon request.

Policy and Protocol →
Protocol 8.4: District Fiscal Management, Section 3: District Reserve Account, A

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

Charging Purchases to the District Account

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

Conflicts of Interest

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

Policy and Protocol →
Policy 7.2: District Management, Section 2: District Conflict of Interest, C–J

Division Accounts

If authorized by the District and included as part of the District budget and Profit and Loss statements, a Division may be allocated funds and have its own Division budget. Although a Division may have its own budget, the District Director must supervise the bank account activities and include them in the quarterly Profit and Loss statements submitted to World Headquarters.

Because the funds in Division bank accounts are District and Toastmasters International funds, these accounts must have the District Director, District Finance Manager, and either the Program Quality Director or Club Growth Director as signatories. Alternate signers are allowed only if approved by the Toastmasters International Executive Committee.

All Division account activities are subject to the same policies as District account activities.

Travel Reimbursement

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

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

	Mid-year Training (If not provided by World Headquarters)	International Convention (If not provided by World Headquarters)
District Director	x	x
Program Quality Director	x	x
Club Growth Director	x	x
Immediate Past District Director		x

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

Using the District Budget Resources

Forms

District Finance

Questions about placing online supply orders

Funds requests

Governing documents

Managing District Finances: A Guide for District Leaders

District Leader Tutorials

District Assets

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

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

Following are examples of acceptable and unacceptable District assets:

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

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

Audits

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

Audit Committee

The Audit Committee is appointed by the District Director and is composed of at least three Toastmasters members who are not members of the District Executive Committee. Led by the audit chair, the Committee confirms that District funds were spent appropriately.

District Administrative Bylaws →
Article XI: Committees, Section (c) Audit Committee

Following is a timeline with audit due dates:

Between July 1 and November 1	The District Director appoints a District Audit Committee for the Mid-year Audit.
Between January 1 and January 31	The District Finance Manager provides the Mid-year Audit Report for the period of July 1 through December 31 to the District Audit Committee, which presents the report to the District Executive Committee for approval.
February 15	Once approved, the Audit Committee or District Finance Manager submits the Mid-year Audit Report and financial records to World Headquarters.
Between March 1 and June 1	At the District Council meeting, the District Executive Committee presents the Mid-year Audit Report.
Between July 1 and August 15	The District Finance Manager provides the Year-end Audit Report for the period of July 1 to June 30 to the District Audit Committee, which presents the report to the District Executive Committee for approval.
August 31	Once approved, the Audit Committee or District Finance Manager submits the Year-end Audit Report and financial records to World Headquarters.
Between August 1 and September 30	At the District Council meeting, the District Executive Committee presents the District audit for the prior 12 months ending June 30.

See **Protocol 8.4: District Fiscal Management. Section 6: District Audit, Sections B-G.**

Audit Resources

District Finance

Governing documents

Managing District Finances: A Guide for District Leaders

Fundrasing and Taxes

Clubs, Areas, Divisions, and Districts may conduct fundraising activities to offset the costs of educational sessions and to further the purpose of Toastmasters International, provided that certain guidelines are met. See **Protocol 8.2: Fundraising, Sections 1-2**.

Districts are not required to file taxes and should not do so. Districts are part of Toastmasters International and are consolidated with World Headquarters for tax reporting purposes. It is the responsibility of the individual clubs to determine the tax filing or other legal requirements in their city, state, province, and/or country, and to file proper forms as appropriate. Failure to comply with tax or other legal requirements may result in the revocation of a club's charter. See **Protocol 8.2: Fundraising, Section 3: Tax and Other Legal Requirements**.

Tax Resources

Governing documents

Tax Deductions for U.S. Toastmasters

Tax questions

Club and Membership Growth

The District's mission is to build new clubs and support all clubs in achieving excellence. Districts should strive to have a 1.5% net increase of clubs and membership payments each year to become Distinguished or better.

The Club Growth Director and the Club Extension Committee coordinate club-building efforts within the District, but any member can participate in the club growth process.

Preparation for Building and Supporting New Clubs

In order to manage the Club Growth Directors' time effectively and meet District goals, establishing a District marketing team is important. By setting up a team, it will help execute the many duties and responsibilities assigned to the Club Growth Director. To further support Club Growth Directors in their role, Toastmasters International provides each District with the Toastmasters Lead Management (TLM) system, which is a platform where all District leads are processed, tracked, and managed by the Club Growth Director and their respective team. In addition to this handbook, there is a ***Club Growth Director Handbook*** that provides more information about club building and the duties of the Club Growth Director.

Access to TLM:

- District Director
- Program Quality Director
- Club Growth Director
- District Administration Manager
- District Finance Manager
- Logistics Manager
- Division Directors
- Area Directors
- Club Extension Chair

Preparation Resources

Club Growth Director Handbook

How to Build a Toastmasters Club

Optional: District Marketing Team Overview

Optional: District Marketing Team Resources

Toastmasters Lead Management System (TLM)

Build New Clubs

One of the most stimulating and rewarding ways to introduce the benefits of Toastmasters membership to others is by organizing new clubs in the District. This offers more people the opportunity to benefit from the Toastmasters education program. Organizing new clubs also provides District leaders with an opportunity to develop and extend their own leadership skills. Reference the following sections to better understand how to build new clubs.

Lead Generation

World Headquarters regularly receives inquiries from individuals interested in establishing a club and the Club Growth Director receives this information through the TLM system. Aside from the leads received through the TLM system, use the following steps as a guide to generate additional leads to build new clubs.

1. Consider communities, corporations, or other large organizations within the District as potential club sponsors.
2. Determine how each lead could benefit from a Toastmasters program.
3. Research each lead and customize the answer based on the information gathered, explaining how Toastmasters can fill the community or company's specific needs.
4. Ask local Toastmasters if they have any contacts at the identified lead. If possible, try to secure the approval of high-level officials within the organization, such as the Chief Executive Officer, human resources director, or training manager.
5. If the lead is a corporation, the Corporate Sponsors list may be requested from the Corporate Relations Team. The list will help determine if they have an established Toastmasters club(s) and may result in developing an initial contact with the company.

Lead Generation Resources

Corporate Sponsors

Initial Contact

After the Club Growth Director has completed the research and acquired all information, send an introduction email to the contact person. In it, offer brief information about Toastmasters and advise that a member of the Club Growth Team will follow up with a phone call. Within a few days, phone the contact person to schedule an introductory meeting.

In the call, the Club Growth Director will introduce themselves and quickly explain they would like to meet in person to discuss the value of the Toastmasters program, how it can benefit them, and how simple it is to get started.

Club Sponsor

A club sponsor guides the new group through the organizing a new club process. Once the club is organized, any charter officer may contact **newclubs@toastmasters.org** and confirm the sponsor role for credit. Club sponsors are eligible to receive credit toward their Distinguished Toastmaster award.

Initial Contact Resources

How to Build a Toastmasters Club

Club Growth Director Handbook

Change to Club-Building Communications Guide

Club-Building Communication Scripts

The Introduction Meeting

Make the most of the meeting with a potential community or corporate sponsor. Use the meeting to ask questions and identify any specific needs. Prepare to share examples of how Toastmasters can fulfill the community or organization's needs and use the **Features, Benefits, and Value chart** to illustrate the points. The presenter can also use the **Introduction Slide Presentation templates** and customize them to guide the meeting discussion. Ask for the contact person's support in forming the new club and then work with the District marketing team to assign club sponsors to help with the demonstration meeting. Once the demonstration meeting is confirmed, the lead is then considered qualified.

Club Mentors

Be sure to find club mentors for the new group. A club mentor is an experienced member who advises the group for six months to a year. Club mentors may join the new group as charter members. Club mentors serving six months or more are eligible to receive credit toward their Distinguished Toastmaster award and should be reported to World Headquarters.

The Introduction Meeting Resources

Club Growth Director Handbook

How to Build a Toastmasters Club

All About Toastmasters

The Benefits of Toastmasters Membership

Corporate Club Soft Skills

Transform Your Talent

An Introduction to Community Clubs Slide Presentation

An Introduction to Corporate Clubs Slide Presentation

The Demonstration Meeting

After the Club Growth Director has conducted an introduction meeting, work with the club sponsor(s) and other experienced Toastmasters to schedule and conduct the demonstration meeting(s). For corporate club opportunities, ask the corporate contact to invite all employees to attend. Use this meeting to highlight the Toastmasters experience, show how Toastmasters will meet their identified needs, answer questions, and distribute materials. The purpose is to demonstrate how Toastmasters works and establish a plan. The objective is to get the qualified lead to start the new club building process. Usually, meetings like this produce several potential members who decide they would like to learn more.

Even if the demonstration meeting does not result in the immediate start of a new club, keep in touch with the group. There may be a chance to start a new club with the group in the future.

The Demonstration Meeting Resources

Club Growth Director Handbook

Demonstration Meeting Sample Agenda

Find Your Voice

A Toastmaster Wears Many Hats

Your Path To Leadership

Corporate relations questions

The New Club Building Process

If a club decides to organize, complete the **Application to Organize a Toastmasters Club** during the charter or demonstration meeting and request the new club processing fee. Send the **Application to Organize a Toastmasters Club** and the new club processing fee to World Headquarters or complete the Application to Organize and payment **online** so the prospective club can receive their Charter Kit. At this point, the opportunity is now considered a prospective club until all remaining charter paper work and fees are successfully processed. New members are responsible for the cost of their new member fee in order to gain access to the education program once the club is organized, unless the club is sponsored and the sponsoring organization covers the cost.

As members join, their membership dues payments should be collected. As soon as a minimum of 20 members is established, at least 17 of whom are non-dual members (except in advanced clubs), the club adopts the **Club Constitution for Clubs of Toastmasters International** and the Addendum of Standard Club Options. The club elects officers, and applies for a charter by submitting all new club documents and the appropriate funds. Most clubs are able to complete all new club requirements within a few months of submitting the **Application to Organize a Toastmasters Club**. Once the club is officially organized, make sure a club mentor is assigned and begins holding regular meetings that follow the Toastmasters club program.

For the complete new club process and necessary forms, make sure to reference ***How to Build a Toastmasters Club***.

The New Club Process Resources

How to Build a Toastmasters Club

Charter questions

Membership Growth

Support All Clubs

The District mission includes supporting all clubs in achieving excellence. The District supports all clubs, from newly organized to long-standing clubs. The Area Director serves as a liasion between the District and the club who may be essential to understanding the club's needs.

Attracting and Retaining Members

Attracting new members to Toastmasters and retaining existing members means that more people are learning the vital skills of communication and leadership. The District's role is to promote both membership and retention.

Membership-building and retention are club functions. People join clubs—they do not join Areas, Divisions, or Districts. Districts support clubs by providing the motivation, support, resources, and public relations assistance necessary to help attract and retain members.

Providing the Right Resources

Recognizing a struggling club or a club not on track to be distinguished is an opportunity for the District to step in and offer appropriate resources. Regularly review the Area Director Club Visit Reports to identify struggling clubs. Depending on the club's current needs, direct them to available resources such as The Successful Club Series, The Club Coach Program, and Membership Growth.

Quality Club Meetings

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

The District can support clubs to achieve quality club meetings by encouraging each club to conduct ***Moments of Truth*** and to read ***Master Your Meetings***. These resources are significant in providing clubs with guidelines to achieve quality club meeting success.

Resource Matrix

Club Scenario	Club Resource to Offer
Would like to assess the quality and circumstance of the club	*Moments of Truth*
	Successful Club Series Set
Would like to have more than 12 active members	Club Coach Program
Would like to attract and add new members	*Membership Growth Manual*
	Additional Membership-building Resources
Would like to improve member engagement and participation	*Master Your Meetings*
	Additional Club Quality Resources

Quality Club Meeting Resources

How to Build a Toastmasters Club

Club Maintenance

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

Policy and Protocol →
Policy 2.0: Club and Membership Eligibility, Section 2: Club Minimum Requirements

Membership-renewal Dues

World Headquarters emails membership-renewal dues notifications to club officers in August and in February. Clubs renew online through Club Central. Area Directors, follow up with each club to promote timely renewal submission. As District leaders, identify clubs having membership problems to offer assistance.

When membership-renewal dues are submitted on time, everyone benefits. The District receives a portion of each membership-renewal dues payment a club submits. Clubs receive credit toward one of the goals in the Distinguished Club Program. And most importantly, members continue to enjoy the benefits Toastmasters offers.

If club officers do not submit renewal dues by October 1 and April 1, then the dues are not on time. If a member has not paid their dues on-time they will also lose access to Base Camp until their dues are paid. These dues cannot be considered for credit toward Goal 10 in the Distinguished Club Program. Please reference the **Club Status Guide** to see how the club status affects different areas of the Toastmasters program.

Steps to Reinstatement

1. Collect current renewal dues for a minimum of eight members, at least three of whom were members of the club immediately before the club became inactive.
2. Pay any past due account balance
3. Either pay a $360 USD reinstatement fee or pay dues for the required eight members for the previous renewal period
4. Submit a current club officer list

Policy and Protocol →
Policy 8.0: Dues and Fees, Section 9

Membership-renewal Dues Resources

Distinguished Club Program

Club Success Plan

Toastmasters International District Recognition Program

Reinstatement of Clubs

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

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

For questions about reinstatement and its impact on recognition, contact **districts@toastmasters.org**.

Reinstatement of Clubs Resource

Reinstatement questions

Club Visit Focus

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

Area Director's Club Visits

The Area Director's club visits are opportunities for the District to support club officers and enhance club quality. Area Directors visit each club within the assigned Area at least twice per year. Area Directors are encouraged to visit clubs more frequently if possible. First-round visits should take place between July and November. Second-round visits should take place between December and May. It is recommended that visits are completed earlier than later within each period so that feedback per the visit report may be acted upon. Area Director visit reports are submitted through District Central. The recommendations and support provided by the Area Director makes a tremendous impact on the future of the clubs in the Area. The contributions of the Area Director empower club officers to help members learn, grow, and achieve.

Preparation for Club Visits

- Review the online **Distinguished Club Program Report**.
- Become familiar with the online **Area Director's Club Visit Report**—it is the evaluation tool during the visit.
- Contact the Club President at least one month prior to the visit.
- Request the ***Club Success Plan*** from the Club President and review it prior to the visit.
- Ask the Club President about the club's historical information and demographics.
- With the Club President, determine the club's specific needs so the visit can be customized and ensure the club gets the most out of it.

Each club visit varies depending on the arrangements made with the Club President. Focus on those items that are applicable based on the agreements.

Spend time with the club officers. Ask how communication can be improved. Discuss year-end goals and strategies to achieve them. Use the ***Distinguished Club Program*** and ***Club Success Plan*** as a guide. Recommend methods for moving forward and point out opportunities for enhancement.

After Club Visits

- Submit the **Area Director's Club Visit Report** online through **District Central**. When submitted online, credit is granted and a copy of the form is automatically sent by email to the District leaders, Club President, and the Club Vice President Education. Reports are due twice a year, by November 30 and May 31.
- Additional visits should be conducted in between official visits to learn how progress has been since the last visit. Ask if there is any additional District support that can be provided.
- Keep records of the club visits and pass them on to the next year's Area Director. This ensures that the clubs' needs are continually met.

Area Director's Club Visits Resources

Serving Clubs through Visits: A Guide for Area Directors

Moments of Truth

Distinguished Club Program

Club Success Plan

Tracking Distinguished Club Program progress

Toastmasters International District Recognition Program

Area Director's Club Visit Report

Public Relations and Marketing

Building brand recognition is important for the vitality of any organization. Club officers and District leaders can use customizable templates in the Brand Portal (Logos, Images, and Templates) section of the Toastmasters International website (**www.toastmasters.org/resources/BrandPortal**) to increase brand awareness and ensure brand consistency throughout communications.

District Communications

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

A District may publish its website in donated space and acknowledge the donation on the website. Districts may sell advertising space to offset the cost of renting space. Clubs, Districts (including Areas and Divisions), and regions must follow the guidelines for any alliance Toastmasters International has with another organization when advertising on Toastmasters related websites or social media profiles. Please review **Protocol 4.0** and **Policy 5.0** for further details.

Toastmasters members may not receive any compensation to create, maintain, or host websites for Districts, Divisions, Areas, or clubs.

Policy and Protocol →
Protocol 9.0: District Campaigns and Elections, Section 6: Campaign Communications, R

District newsletters, websites, social media, and directories must include this disclaimer: "The information on this website is for the sole use of Toastmasters' members, for Toastmasters business only. It is not to be used for solicitation and distribution of non-Toastmasters material or information."

District Website and Social Media

The District Director is the publisher of the District website/social media and is responsible for its content. It includes information useful to current and prospective members.

Website/Social Media Material

- The District newsletter or material from it
- The District calendar
- A link to the Find a Club Near You feature on the Toastmasters International website
- Information about organizing new clubs
- Features and benefits of membership
- Membership-building tips for clubs
- Dates to identify the timeliness of the information
- The names, telephone numbers, and email addresses of District leaders, the webmaster, and District support personnel (with express written permission from each person)
- Names and years of service of past District leaders

Unacceptable Material for Websites/Social Media

- Individual member mailing addresses, email addresses, and telephone numbers (even on a password-protected site)
- International Officer or Director candidate information (unless the candidate is from that District)
- Advertisements by or on behalf of candidates for District office
- Material that is not brand-compliant

Policy and Protocol →
Protocol 4.0: Intellectual Property, Section 2: Websites and Social Media

District Website Resources

Find a Club Near You

Public Relations

District Newsletter ●

The District Director is the publisher of the District newsletter and is responsible for its content, which provides information to promote the District and club missions. The newsletter is distributed to members within the District.

Make sure the newsletter is sent to all council members at least two weeks before the Annual Meeting of the District Council. In November or December, include an article describing each District office, its responsibilities, and the qualifications required to serve in the office. Include a form for submitting the names of candidates.

Newsletter Material

- The names, telephone numbers, and email addresses of District leaders, the webmaster, and District support personnel (with express written permission from each person)
- Motivation to grow clubs and membership and meet education goals
- Promotion of Toastmasters membership and education programs
- Promotion of the mission of Toastmasters, the District, and clubs
- Distinguished Recognition Program
- District calendar
- District Leadership Committee report and a statement from each nominated candidate
- District and Toastmasters International website addresses
- Administrative information
- Call for candidates
- Information about club and member retention efforts

District Directories

If published, a District directory is distributed to members of the District Council. The District Director is the publisher and is responsible for its content. At the discretion of the District Director, the directory may be distributed to past District Directors, club officers, and others upon request.

District Directory Material

- District leader and club officer email addresses and telephone numbers (with express written permission from each person)
- Toastmasters International and District missions
- Club meeting times, locations, contact information, and websites/social media
- Email addresses of Past District Directors, Past International Presidents, and Past International Directors (with express written permission from each person)
- Membership and education program information
- District Recognition Program performance history
- Calendar of events

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

Surveys

With few exceptions, only Toastmasters International may conduct and release the results of surveys of members and former members. The Chief Executive Officer may grant permission to outside entities, such as academic sources, to conduct surveys and release and use their results. Clubs may survey their own members and Districts may survey their members about education programs in order to use the results within the District. See **Policy 4.0: Intellectual Property, Section 5: Surveys**.

Membership and Mailing Lists

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

Policy and Protocol →
Policy 4.0: Intellectual Property, Section 4: Membership Contact Information

District Communications Resources

Member questions

Brand Portal

Creating materials with Toastmasters logos

Trademarks and Copyrights

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

Toastmasters International's principal asset is its reputation. Toastmasters International maintains its reputation and the distinction between itself and other communication training programs through the registrations and other measures taken to protect its collective membership marks, trade names, trademarks, and service marks (including the official emblem or insignia). If Toastmasters International should fail to protect these rights, they could be lost, and Toastmasters International would no longer exist as the exemplary communication training organization it is. See **Policy 4.0: Intellectual Property, Section 3: Use of Toastmasters Material** and **Protocol 4.0: Intellectual Property, Section 1: Trademarks**.

Trademark and Copyright Resources

Trademark Use Request

Governing documents

Brand Portal

Speakers Bureaus

Many Districts organize speakers bureaus and encourage members to participate in them. Speakers bureaus allow members to gain valuable experience in speaking to audiences outside of Toastmasters. The Speakers Bureau Chair is responsible for selecting qualified speakers for the bureau who can positively represent the organization.

Speakers Bureau Resources

How to Start a Toastmasters Speakers Bureau

District Events

Hosting District Events

District leaders may have the opportunity to host guests at a banquet, speech contest, or other District event. When hosting these types of events, it is important to use proper etiquette to welcome and introduce guests.

Plan ahead for VIP guests and assign a host to each of them. The host should be available to greet guests at the door and assist them as needed. If a meal is available at the event, VIP guests and their companions may not have to pay for it. In many cases, the District anticipates and budgets for this expense. Confirm whether VIP guests will receive complimentary meals before hosting an event. Ensure all guests feel welcome and informed.

As a host, it is important to pronounce guests' names accurately and include their current titles as they are introduced. If any visiting dignitaries are overlooked during the introductions, acknowledge and introduce them as soon their presence is noted.

Event Sponsorship

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

District Reciprocation for Sponsorship

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

Acceptable Donations

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

Speaker Sponsorship

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

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

Speaker Agreement

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

Sale of Speakers' Products

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

Guidelines for Sale of Speakers' Products

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

Selecting the right speakers for the District conference is one of the most important aspects of planning and selection. The keynote speaker is the most critical. If an International Officer or Director is scheduled to visit during the District conference, as the most esteemed guest, they should be offered the most prominent speaking position.

Speaker Sponsorship Resources

Sample speaker agreement

Speaker guidelines

Governing documents

The District Conference

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

District Conference Purposes

- Annual Meeting of the District Council
- Communication and leadership training opportunities in support of the District mission
- Opportunities for networking and the exchange of ideas
- Recognition and celebration of District accomplishments
- International Speech Contest and other District-level speech contests
- Educational sessions that focus on achieving the club and District missions

Elements of a Successful District Conference

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

Planning

Planning is the key to a successful District conference. Members should leave the conference feeling that they enjoyed it, learned, and benefited from it. The District leadership team can make this happen with some creativity and planning.

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

Schedule the conference so it is accessible to most members and guests. Consider rotating the conference among accessible sites.

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

District Conference Theme

Districts may create a custom logo/theme for the conference providing they do not infringe on the copyrights or trademarks of any other organizations. This exception is for the conference only. Brand guidelines must be adhered to for all other events.

Proposed District conference themes must be approved by the Brand Team. Once a theme is chosen by the District, submit the proposed theme and logo designs to brand@toastmasters.org for review.

Refer to the Brand Manual for guidelines on creating materials for the District conference.

Chairs

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

Suggested District Conference Chairs

- Conference Committee chair (conference chair)
- Finance chair
- Education Program chair
- Venue chair
- Public Relations chair

Program

Under the guidance of the District Director and Program Quality Director, the Conference Committee chair is responsible for coordinating all aspects of the conference, suggesting venue options, scheduling presenters, and providing onsite assistance. The conference chair collaborates with the finance, education, venue, and public relations chairs to ensure the conference meets the District's goals.

Communication is essential to District conference success. Members of the conference committee meet regularly, follow up with fellow committee members and venue contacts, and keep the District Director and Program Quality Director informed of progress. Through clear communication and careful preparation, the committee can plan a conference that is informative, productive, and entertaining for all attendees.

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

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

Tips for an Outstanding Education Program

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

Financing

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

The District conference is a District event. The District must maintain direct control over any event, negotiation, or transaction that involves conference finances. Often, conferences are hosted by a club, Area, or Division. However,

only the District Director may approve and sign contracts on behalf of the District (eg. venue selection, negotiate prices, and purchase services). All expenses should be paid by the District Director and District Finance Manager.

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

District Administrative Bylaws →
Article IX: District Council, Section (b) Authority

Venue Contracts

Often, District conferences take place in hotels, but no matter what venue the District chooses, review the venue's contract thoroughly before you creating a budget for the conference. When booking the venue, also keep in mind video recording requirements for region quarterfinals, outlined in the Speech Contest Rulebook, and other needs. Additional items to include when preparing a budget are penalties associated with attrition, or slippage clauses. Sometimes fewer people attend the conference than expected, which means fewer banquet meals and rooms booked. Event sites such as hotels often charge when this occurs. For example, the District may be required to pay for meeting rooms and set-up, as outlined in the contract. Budget for these potential costs as conference expenses. The District Director of the program year will be the final signatory for all contracts being signed and paid using District funds for their year. Contracts shall not be committed to or signed for future years.

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

Meeting Rooms

If carefully planned, the District may be able to avoid meeting room charges. Depending on the volume of meals and sleeping rooms booked, many venues waive, or at least reduce, these charges.

Meals

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

Education Sessions

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

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

Session Guidelines

- Cover the many aspects of communication and leadership (e.g., speaking, listening, evaluation, and motivation).

- Focus on improving and strengthening clubs (e.g., the Distinguished Club Program, membership growth, outstanding club programming, public relations, Speechcraft).
- Consult with Division and Area Directors to find Toastmasters who are willing and available to give presentations.

The District has many talented Toastmasters, speakers should not need to be hired. If a non-Toastmasters speaker is desired, get one without paying a fee.

Venue Selection

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

The importance of planning cannot be overemphasized. Shop around for the conference hotel or meeting site. Consider two, three, or more sites and advise sales representatives the District is considering other venues. Ask for a package deal taking into account guest rooms and meal prices. The conference is a valuable piece of business and should be presented as such.

As the venue is selected, be sure the facility provides appropriate accommodations for people with disabilities. In the United States, the Americans with Disabilities Act requires hotels to be barrier-free in all areas accessed by the public. Under the act, a person with a disability has the right to reasonable accommodations to allow them to participate as fully as possible at conferences or other types of events. Other countries have similar laws that protect people with disabilities. As a District leader planning an event, ensure the selected venue complies with applicable laws in the jurisdiction related to accommodations for people with disabilities. See **Protocol 2.0: Club and Membership Eligibility, Section 2: Members with Disabilities**.

Venue Selection Guidelines

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

Charges and Written Agreements

Beware of hidden set-up charges for meal and meeting functions. Hotels and other venues expect the District to pay the charges if they are not negotiated in advance. The District may be able to get discounts on food and beverages, room fees, and parking. It is often possible to arrange complimentary rooms for an attending International Officer or Director, Region Advisor, and District Director.

Many event sites have frequent employee turnover. Do not depend on verbal agreements with a hotel representative who may not be with the hotel when the District conference is held. Make certain all waivers, discounts, materials, services, and confirmation of disability accommodation are written into the agreement with the venue.

Visiting the Venue

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

Public Relations

The Public Relations chair is responsible for the promotion of conference events to Toastmasters in the District and to the public. The Public Relations chair works closely with the District Public Relations Manager and Club Growth Director to ensure the conference receives exposure in District and club newsletters, websites, and available media. In some instances, the District Public Relations Manager may serve as the conference public relations chair.

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

Features in Promotional Material

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

Conference Announcements

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

News Releases

Send news releases about the District conference to local media, such as newspapers, radio, and television. The most newsworthy event is the Toastmasters International Speech Contest, so focus the public relations efforts on media coverage of the event. Be sure to publicize any prominent speakers on the program and the **Communication and Leadership Award** recipient.

Contact the local convention and visitors' bureau or chamber of commerce regarding a free listing to help promote the District conference. Refer to **Let the World Know** for more ideas and guidelines on promoting the event.

The Communication and Leadership Award

One of the most effective ways to gain publicity is through the **Communication and Leadership Award**. This award is presented by the District to an individual in the community who is recognized in the communication or leadership fields. Honorees may include members of the media, community leaders, business professionals, and entrepreneurs. Contact **pr@toastmasters.org** to discuss publicity opportunities for the honoree.

Hospitality Center

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

Physical Arrangements ●

Send conference registration forms to all attending International Officers, International Directors, and Region Advisors. Each needs to know important details such as whether the banquet requires formal attire. Make certain that guest speakers are given every courtesy and that their staging or audiovisual needs are met.

Registration Desk

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

Meal Tickets

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

Room Set-up

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

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

Flag Protocol

Prior to the District conference, ensure all country flags are displayed appropriately. The host country's flag is always placed stage right (the section of the stage that is right of center facing the audience); this is known as the position of honor. Additional flags are placed stage left (the section of the stage that is left of center facing the audience). All flags must have the same dimensions and be displayed at the same height.

Conference Banquet

The banquet often is the showcase event for a District conference. The banquet provides the opportunity to allow an International Officer or International Director to give a keynote address. It is also an opportunity to recognize outgoing and incoming District leaders and any special guests in the audience.

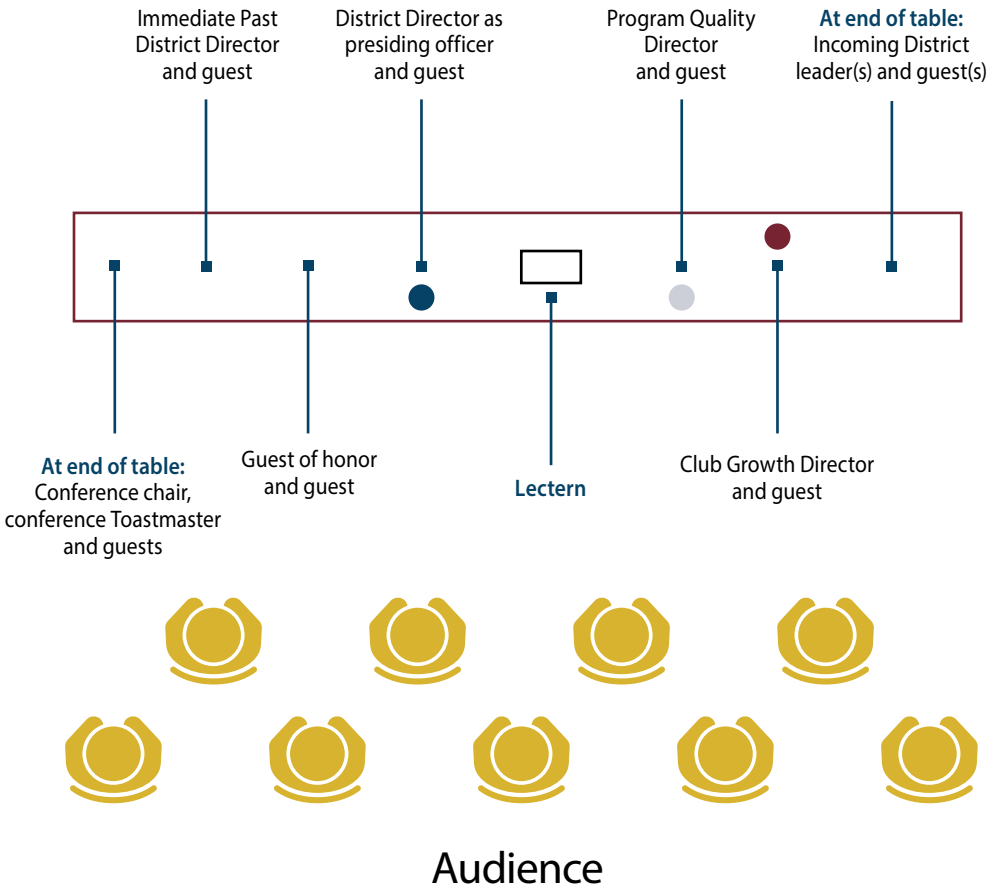
Banquet Set-up

For the banquet and speech contest, a head table or two may need to be placed on risers to accommodate program participants. Contestants are typically seated at a reserved table on the floor in front. Conduct the speech contest from a contest platform separate from the head table. Ideally, the contest platform is located on a side of the room opposite the head table. Place the timing device in front of the platform, clearly visible to contest speakers. Ensure the set-up will allow the contest to be recorded and adhere to all video recording requirements outlined in the Speech Contest Rulebook.

The Head Table

Typically, there is one head table with dignitaries and their guests. In most instances, the District Director, Program Quality Director, Club Growth Director, the Immediate Past District Director, and any International Officer, International Director, or Region Advisor are seated at the head table.

At the District conference, it may be appropriate to seat the incoming District Director, Program Quality Director, and Club Growth Director at the head table as well.



District Director · Program Quality Director · Club Growth Director · District Administration Manager · District Finance Manager · District Public Relations Manager · Division Director · Area Director · Region Advisor

Tips

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

Introductions

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

The highest-ranking leader or the guest of honor (International Officer, International Director, or Region Advisor) is typically announced last.

Order of Introduction of Head Table

- Other guests, such as the conference chair and their guests
- Incoming Club Growth Director and Program Quality Director and guests
- Immediate Past District Director and guest
- Club Growth Director and guest
- Program Quality Director and guest
- District Director and guest
- Guest of honor (International Officer, International Director, or Region Advisor) and guest

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

Rank

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

Order of Introduction of Special Audience Members

- Local dignitaries (government officials, media, etc.)
- Toastmasters officers (who currently serve on the Board of Directors and attend the conference in an unofficial capacity)
- International Directors (who currently serve on the Board of Directors and attend the conference in an unofficial capacity)
- Region Advisors
- Past International Presidents and Past International Directors
- Past Region Advisors
- Past District Directors
- Current District leaders

The Speech Contest

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

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

Arrange with the venue so that no food or beverage service takes place during the speech contest. Ensure that you are prepared to video record your International Speech Contest for region quarterfinal submission.

District Conference Resources

Put on a Good Show

The Speech Contest Rulebook

Questions about venue contracts

Products for the event

Elections

District leader elections are held during the Annual Meetings of the District Councils at District conferences worldwide between March 15 and June 1. All District leaders must be active individual members of Member Clubs in good standing within the District where they are elected or appointed to serve and must be in good standing with Toastmasters International. See **District Administrative Bylaws, Article VII: Officers, Section (d) Qualifications**.

District Leadership Positions

- District Director
- Program Quality Director
- Club Growth Director
- District Administration Manager*
- District Finance Manager*
- District Public Relations Manager*
- Division Director
- Area Director*

* May be appointed by the incoming District Director

Policy and Protocol →
Protocol 9.0: District Campaigns and Elections, Section 1: Schedule

District Leadership Committee

The work of the District Leadership Committee (DLC) is critical to ensuring long-term success for the District. Led by the committee chair, committee members screen District leader candidates for qualifications and ultimately nominate the best qualified candidates. Identifying the best candidates for elected positions takes time and commitment. The Committee should not limit itself to considering only those members who have expressed an interest in running, but should seek out qualified individuals. See Protocol 9.0: District Campaigns and Elections, 2: District Leadership Committee.

District Leadership Committee

The District Leadership Committee is charged with nominating candidates for District office. The purpose of the Committee is to find the best-qualified candidates possible to serve as District leaders.

District Administrative Bylaws →
Article XI: Committees, Section (b) District Leadership Committee

When the Committee finalizes its nominations, the DLC chair or the District Director notifies each nominated candidate to reconfirm their willingness to be nominated and their commitment to fulfill the duties of the office. Non-nominated candidates also are notified and advised of their eligibility to seek office as floor candidates. See Protocol 9.0: District Campaigns and Elections, Section 4: Nomination Results.

District Leadership Committee Resources

District Leader Elections Toolkit
Governing documents
District Leadership Committee
District leader competencies

District Leader Campaigns

District leaders lay the foundation for conducting a fair and accurate election. Candidates may ask questions about the campaign process and the rules they are expected to follow.

District leader candidates may develop communications as part of their campaigns. However, all candidates must follow the rules described in **Protocol 9.0: District Campaigns and Elections, Section 6: Campaign Communications**. Refer to this information when a candidate asks for guidance.

At the District conference, consider scheduling a Candidate Showcase so each District leader candidate may present before the Annual Meeting of the District Council. Prior to the conference, the District Director appoints members to serve as chair and co-chair of the Candidate Showcase. See **Protocol 9.0: District Campaigns and Elections, Section 9: Candidate Showcase**.

Candidates and Speech Contests

Candidates for elected District leader positions for the term beginning the subsequent July 1 are ineligible to serve as a contest official or as a test speaker at the Area, Division, or District level. Candidates for District office are also ineligible to enter any Toastmaster speech contest.

District Leader Campaign Resources

District Leader Elections Toolkit

Guidelines for candidates and campaigns

District Leader Election Voting Privileges

The only members who may vote in a District election are members of the District Council. Voting members of the District Council include Club Presidents, Vice Presidents Education, and the members of the District Executive Committee.

The Club President and/or Vice President Education of any Member Club may vote on behalf of the club as its representative. Either club officer may carry the club's two votes or each of these club officers may carry one vote, as determined by the club membership. The representative from any Member Club in good standing is entitled to a maximum of two votes. District Executive Committee members are entitled to one vote and may cast up to two additional votes as a representative of a Member Club, for a maximum of three votes. Belonging to or being an officer in more than one club does not allow a member additional votes. See **District Administrative Bylaws, Article X: Council Meetings, Quorum, and Voting, Section (d) Voting**.

The voting strength of club representatives on District Councils must be protected and preserved. No District may add voting members to District Councils who are not club representatives or members of the District Executive Committee.

If a club is considered inactive then the club officers are not entitled to voting privileges until dues have been paid. See **Policy 2.0: Club and Membership Eligibility, Section 4: Good Standing of Clubs**.

A newly organized club is entitled to voting privileges when the process is complete.

Preparing for the Annual Meeting of the District Council

The District Director sends a credential form to each Club President and Vice President Education 30 days before each Annual Meeting of the District Council in the District newsletter or separate mailing. In addition to the required District and club information, the credential form asks for the name and officer position (Club President or Club Vice President Education) of the club's representative or representatives. If the meeting will be conducted in a hybrid format, the form should provide a space to indicate if the representative or representatives will attend onsite or online.

Preparing the credentials desk

The Credentials Chair will need to select volunteers to run the credentials desk. The team members running the credentials desk must not have any affiliation with any candidates.

Credentials

The District determines when the credentials process will close and communicates the timeline to the clubs in the District. Each club must complete and return a credential form by the given deadline for the club's votes to be eligible to be cast at the meeting.

District Administrative Bylaws
Article X: Council Meetings, Quorum, and Voting

Credentials Chair

The Credentials Chair assists the District in conducting a successful election meeting. The Credentials Chair ensures that ballots are only issued to current District Council members. If possible, the Credentials Chair should be a Past District Director.

Preparing for the Annual Meeting of the District Council

The District Director sends a credential form to each Club President and Vice President Education 30 days before each Annual Meeting of the District Council in the District newsletter or separate mailing.

Preparing the Credentials Desk

The Credentials Chair will select volunteers to run the credentials desk. The team members running the credentials desk must not have any affiliation with any candidates.

Nominations from the Floor

Nominations made by the District Leadership Committee shall be effective when officially announced by the District Leadership Committee Chair or District Director. Additional nominations of qualified and eligible candidates may also be made from the floor at the Annual Meeting of the District Council with the consent of the person(s) nominated. Prior to running from the floor, a candidate for District Director, Program Quality Director, Club Growth Director, or Division Director must have completed the District Leadership Committee's evaluation process in the same election cycle in which the candidate stands for election at the Annual Meeting of the District Council for that specific role to be considered eligible. All eligible floor candidates must declare their intent to run to the District Director at least seven days prior to the elections.

Floor candidates who have not gone through the District Leadership Committee's evaluation process may only be nominated during the Annual Meeting of the District Council if the District Leadership Committee's report is invalid or for a role that is incomplete.

Floor nominations for roles other than the District Director, Program Quality Director, Club Growth Director, or Division Director may occur even when that individual has not been evaluated by the District Leadership Committee as long as the individual meets all other eligibility requirements.

Quorum

One-third of Club Presidents and Vice Presidents Education in the District constitutes a quorum for the Annual Meeting of the District Council that is held online or in a hybrid format. If business is conducted without a quorum, the decisions are only valid after it is approved by a majority of clubs on the basis of two votes per club. As soon as possible after the meeting, the District Director notifies the clubs so that affirmation can be obtained within a reasonable time. See **District Administrative Bylaws, Article X: Council Meetings, Quorum, Proxies, and Voting, Section (c) Quorum**.

District Leader Voting Privileges Resources

Governing documents

List of clubs eligible to vote

Credentials and Elections

Election Day

At the Annual Meeting of the District Council, the District Director, or a person designated by the District Director, explains the election rules and procedures to the delegates.

The DLC Chair, or designee, presents the committee report. During this period, the chair or designee reads the name of each nominated candidate for each elected position.

After all names are read, the District Director asks if there are additional nominations from the floor for the first contested election. Floor candidates must be nominated by a member of the District Council. However, floor candidates may self-nominate when they are a member of the District Council. If a floor candidate is absent, then his or her representative may state their eligibility qualifications. The District Director ensures District Leader Agreement and Release Statements are collected from floor candidates for all elected roles. All eligible floor candidates must have declared their intent to run to the District Director at least seven days prior to the elections. Nominated or floor candidates may stand for a maximum of two District officer roles at the Annual Meeting of the District Council.

After nominations close for an office, candidates give speeches for that office. Each District leader candidate, including floor candidates, is allotted a timed speech. These speeches are delivered in alphabetical order by the candidate's last name, by office, beginning with the highest contested office. Each speech is delivered from the platform and given by the candidate, if present. If the candidate is absent, the candidate's representative may give the speech. No other speeches, demonstrations, or other activities are allowed during the Annual Meeting of the District Council. Candidate speeches shall not contain negative information about other candidates.

Balloting for each office takes place immediately following candidate speeches for that role. District leader candidates appoint an observer to monitor the integrity of the voting and ballot counting process. Each election is completed and the winner announced before moving to the subsequent election. If there is only one candidate for an office, the District Director may entertain a motion to dispense with the secret ballot or ask the District Administration Manager to cast a single ballot for the candidate.

A candidate who receives a majority of the votes cast is declared elected. If no candidate receives a majority of the votes cast, then voting continues with the use of special ballots. Prior to the second ballot, the nominee having the lowest vote on the first ballot and any nominee receiving less than 10% of the votes shall be dropped, and on such succeeding ballots the same procedure shall be followed until a nominee has received a majority of all votes cast. In case of a tie between two remaining nominees, the election shall be decided by lot.

Candidates nominated for one office and not elected to the office may be nominated from the floor for subsequent offices as follows:

- Candidates must have completed the DLC interview process for each office.
- Candidates must have declared their intent to run at least seven days prior to the elections for each office.
- Upon approval of a new Division or new Divisions, candidates who have gone through the DLC interview process, for any Division, are eligible to run from the floor for the new Division or Divisions.

Upon adjournment of the Annual Meeting of the District Council, all election results are final and displayed in the registration area and on the District website.

For more information and guidance about election day procedures, see **Protocol 9.0: District Campaigns and Elections, Section 11: Elections**.

Election Day Resources

Candidate speeches and voting logistics

General District election information

Governing documents

Elections questions

District Leader Installation

The District leader installation ceremony is often conducted at the Annual Meeting of the District Council between March 15 and June 1. The purpose of this ceremony is to formally induct new District leaders and get their public commitment to achieve the District mission and lead their District to Distinguished recognition. Generally, the District Director is the most appropriate person to serve as inducting officer. However, if the ceremony coincides with a visit from an International Officer or Director, then one of these leaders may be asked to conduct the ceremony.

If time is a concern, Area Directors do not need to be inducted, or the Division and Area Directors may be inducted as a group. If time is not constrained and the District wishes to induct additional appointed leaders or committee chairs, do so before inducting Area Directors or as the District Administration Manager, District Finance Manager, and District Public Relations Manager are inducted.

District Leader Installation Resources

Purchase supplies for incoming leaders

Honor outgoing leaders

District leader installation script

Area Director Selection Process

In accordance with the District Council's decision to elect or appoint Area Directors as specified in the **District Administrative Bylaws, Article VII, Section (c)**, evaluate and assess Area Director candidates in order to either:

a. Provide one or more appointment recommendations through the elections of the Area Council to the District Director no later than a date recommended by the District Director and approved by the District Executive Committee. That date will be announced in the District's annual call for nominations. The recommendations are subject to alignment changes by the District Council.

b. Elect the following year's Area Director and provide the results of the election to the District Director no later than a date recommended by the District Director and approved by the District Executive committee. The date will be announced in the District's annual call for nominations. The elections are subject to alignment changes by the District Council.

Voting Members of the Area Council

- Club Presidents
- Club Vice Presidents Education
- Club Vice Presidents Membership
- Area Director
- Assistant Area Director Program Quality
- Assistant Area Director Club Growth
- Area Secretary

Area Director Election Voting Privileges

The Area Council meeting, at which the election for Area Directors is conducted or the appointment recommendations are made, must be held by the date set by the District Director. That date is announced in the District's annual call for nominations along with other elected District leader positions. The current Area Director determines the time and place of the meeting. Written notice of the election must be given to each Club President in the Area at least four weeks before the election. Notice includes the qualifications for candidates and lists the voting members of the Area Council.

No other member of the Area Council has a vote.

Area Director Election Quorum

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

Area Director Election Proxies

The Club President, Vice President Education, and Vice President Membership may designate, in writing, any paid member of the club to act as a proxyholder at the Area Council election meeting. In the event two of those leaders do not attend the meeting and have not designated, in writing, active members of the club to act as their proxyholders at the meeting, the leader or proxyholder in attendance is deemed to hold the proxy of the others and may cast the club's three votes. If two valid proxyholders are present and cannot decide among themselves who will cast the third vote, the third proxy goes to the highest-ranking leader (or proxyholder) present. Keep in mind that if one of these three club officer roles is not filled, no one may vote on behalf of that role.

Area Director Candidates

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

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

Each Area Council member in attendance or proxyholder is entitled to one vote. No Area Council member or proxyholder may cast more than three votes, even if that person is a member of more than one club.

The Area Director may act as a club proxyholder and may cast up to three votes. However, in the case of a tie, the Area Director is entitled to only one additional vote to break the tie.

Area Director Election Secret Ballots

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

Elections of International Leaders and Amendments

District Directors, Program Quality Directors, Club Growth Directors, Region Advisors, and International Officers and Directors may not endorse or officially support any International Officer or Director candidate. See **Policy 9.1: International Campaigns and Elections, Section 9: International Candidate Endorsements**.

International Leader Election Proxies

Toastmasters International sends an official proxy email to each Club President and Secretary for the Annual Business Meeting at International Convention. If a club member plans to attend the meeting, the Club President or Secretary may designate the member as the club's proxyholder. A proxy may also be assigned to the District Director currently in office or an active Toastmasters member from another club.

Bylaws of Toastmasters International →
Article X: Annual Business Meeting, Section 2: Proxies

The proxyholder must cast the club's votes as directed at the Annual Business Meeting. If the designated proxyholder cannot attend the Annual Business Meeting, he or she must notify the Club President or Secretary so the proxy can be reassigned to a member who will be in attendance.

For questions about proxies at the International Convention, please contact **proxyinfo@toastmasters.org**.

Amendments to the Bylaws of Toastmasters International

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

Policy and Protocol →
Policy 9.1: International Campaigns and Elections, Section 12: International Proxies and Credentials, C

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

Speech Contests

The Program Quality Director is the coordinator and supervisor of the District's speech contests; as such, encourage members to participate in the International Speech Contest and other contests the District may conduct. Strive to be the District's primary expert in the speech contest rules and be prepared to answer questions and fairly manage disputes as they arise.

Policy and Protocol →
Policy 6.0: Speech Contests, Section 1.B.

Speech Contest Resources

Speech Contest Rulebook

Speech contest questions

District Visits

Each year, International Officers, International Directors, and Region Advisors visit Districts. These visits give District leaders an opportunity to observe visiting international- and region-level leaders in action.

International Officer and Director Visits

International Officers and Directors conduct District visits as ambassadors promoting the Toastmasters organization. They help the District by leading club-building visits, presenting corporate recognition awards, and representing the organization at District events. These visits generally occur during District conferences.

District leaders and World Headquarters staff work together to coordinate International Officer visits. International Directors and District leaders collaborate to plan International Director visits, along with assistance from World Headquarters. A District must accept a visit from an International Officer or Director. World Headquarters will work in conjunction with the District leaders and the visiting Officer or Director to ensure all expectations are met. District leaders are asked to schedule club-building opportunities, media events, and corporate recognition visits to ensure the District visit is a success. District leaders must complete the **District Visit Checklist** and submit to World Headquarters as soon as possible.

International Officers and Directors

International Officers and Directors are the 19 elected members of the Board of Directors. International Officers include the:

- International President
- International President-Elect
- First Vice President
- Second Vice President
- Immediate Past International President

Region Advisor Visits

Region Advisors visit Districts to provide marketing support and expertise, and to expand District leaders' capacity to grow clubs. During visits, Region Advisors help District leaders by teaching marketing skills and focusing on goal planning. These visits generally occur from July-November, during club officer training, or District Executive Committee meetings.

Region Advisors and District leaders collaborate to plan Region Advisor visits. A District must accept a visit from a Region Advisor: **Protocol 10.1 Region Advisor Visits**. District leaders are asked to schedule club-building opportunities and media events to ensure the District visit is a success. District leaders must complete the **District Visit Checklist** and submit to World Headquarters as soon as possible. This provides an opportunity for the Club Growth Director and team to lead the meeting and receive feedback from the Region Advisor. This training will help the club growth team develop marketing skills while promoting Toastmasters.

District Visit Resources

Officer and Director District visits

Officer and Director District visit questions

Region Advisor District visits

Region Advisor District visit questions

List of company-sponsored clubs

Corporate Award Questions

Brand Portal

Features, Benefits, and Value

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