

# International Officer and Director Candidates Handbook





**TOASTMASTERS INTERNATIONAL**  
[www.toastmasters.org](http://www.toastmasters.org)

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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

We match our actions with our words, demonstrate honesty and trustworthiness, communicate with sincerity and thoughtfulness, have the courage to acknowledge our mistakes, and always strive to do the right thing.

### Service

We strive to provide high-value, exceptional support by being responsive, attentive, and passionate in fulfilling our duties as individuals and as an organization to all.

### Respect

We treat all with dignity, welcome diverse perspectives, acknowledge all contributions, believe that all have positive intent, practice mutual accountability, and critique but never demean service.

### Excellence

We consistently strive to meet or exceed expectations by upholding the Toastmasters Promise, nurturing a collaborative environment, innovating to deliver creative solutions, and optimizing quality to produce superior service.

## 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

## Toastmasters International Envisioned Future

Toastmasters is a thriving and diverse global community. We enhance the personal lives and careers of individuals, enabling them to positively impact their communities. We empower people to develop communication and leadership skills through a welcoming, high-quality, experiential learning environment, resulting in greater self-confidence and personal growth.

# International Officers and Directors

Toastmasters International needs effective leaders who have the ability and foresight to guide the organization to new successes and even higher standards of quality. The Toastmasters International Board of Directors sets the organization's strategic direction. The Board of Directors consists of International Officers and Directors who act as ambassadors of the organization.

This handbook focuses on how to campaign for a position on the Board of Directors after you have declared your intent to run. Most information is pertinent to both International Officer and Director candidates, but whenever one role in particular is referenced, the following icons appear:



International Officers



International Directors

## Attributes and Qualifications

Members are elected to the Board based on their individual skills, Toastmasters accomplishments, ability to serve in the position, and demonstrated dedication to the organization.



### Attributes of Successful International Officers

- ▶ Advanced understanding of Toastmasters' direction and purpose
- ▶ Proven ability to inspire others and communicate the organization's mission, core values, and envisioned future
- ▶ Demonstrated ability to be a highly effective International Director
- ▶ Experience thinking strategically and developing and implementing a strategic plan
- ▶ Advanced leadership understanding and experience
- ▶ Significant experience leading committees
- ▶ Experience analyzing information and making executive-level decisions
- ▶ Ability and experience evaluating policy and making significant high-level policy decisions
- ▶ Experience with and understanding of effective Board-staff relations and authorities
- ▶ Personal integrity and experience ensuring that ethical standards are met



### Attributes of Successful International Directors

- ▶ Demonstrated understanding of Toastmasters' direction and purpose
- ▶ Ability to inspire others and communicate the organization's mission, core values, and envisioned future
- ▶ Demonstrated ability to function effectively as a team member
- ▶ Experience and ability to think strategically and participate in the development and implementation of a strategic plan
- ▶ Significant leadership understanding and experience
- ▶ High level of integrity and history of ethical conduct
- ▶ Effective listener, thinker, and speaker
- ▶ Ability to analyze information and make decisions
- ▶ Experience and achievement in Toastmasters
- ▶ Communication and leadership experience and achievement outside of Toastmasters
- ▶ Understanding of Toastmasters programs
- ▶ Experience in policy evaluation

## **Qualifications of International Officer and Director Candidates.**

To qualify for both International Officer and Director candidacy, you must be a Toastmasters member in good standing and an active member in a club at the time you are elected and during your term of office. You may run for only one office at the Annual Business Meeting, and your name may not appear on the convention program as a presenter of an education session the year before the election. In fact, all convention presenters are asked to sign a statement promising not to run for office the year immediately following their education session. A member of the International Leadership Committee (ILC) must wait one year after leaving the committee before becoming an International Officer or Director candidate.

### **Thinking about running for International Officer or Director? Ask yourself:**

- ▶ Do you possess the attributes of a Board Member?
- ▶ What will you bring to the position?
- ▶ Do you have a vision of the organization that will help it thrive in the future?
- ▶ How will you balance family, work, and Toastmasters?
- ▶ Will serving in this capacity enhance your leadership development?

### **Qualifications of International Officer Candidates**

To qualify for International Officer candidacy, you must have served a two-year term on the Board of Directors.

To run for International President-Elect, you must have served at least one year as a Vice President.

### **Qualifications of International Director Candidates**

To qualify for International Director candidacy, you must be an active member of a Toastmasters club in good standing in the region from which you are nominated during the entire 12-month period immediately preceding your nomination by the ILC or at the Annual Business Meeting.

Per the Bylaws, Article IX: Elections, Section 2.b, no person shall be elected to any of the International Director positions unless at the time of election that person either

(1) shall have served an entire term as a District Director and as an Immediate Past District Director or

(2) shall have served as the chair or chief officer of a non-district administrative unit during the entire administrative year immediately before the unit became a District or Provisional District or shall have served as such officer and as District Director during the entire administrative year in which the unit became a District or Provisional District, and in both such cases, such service shall have been completed at least two years before the time of the election.

Pursuant to Policy 10.0, a Region Advisor may not stand for election at the Annual Business Meeting in the same year in which their term ends.

### **Decided to run for International Officer or Director?**

Submit your Letter of Intent online. Visit [toastmasters.org/CandidateQualifications](https://toastmasters.org/CandidateQualifications) to complete the Letter of Intent and Candidate Biography, and submit an image file of a high-resolution color photograph of only your head and shoulders (at least 1 MB in size and in a 2:3 portrait ratio)

For more information about the qualifications for International Officers and Directors, see the **Bylaws of Toastmasters International, Article IX, Section 2.**

# Candidacy

You may declare your intent to run for International Officer or Director on or after September 1 of the election cycle. However, to be considered an official candidate, a Letter of Intent, submitted by you to World Headquarters, must be accepted by the ILC. The deadline to submit the Letter of Intent, as well as your Candidate Biography and photograph, is October 1 of the election cycle.

## International Leadership Committee Evaluation Process and Nominations

The purpose of the ILC is to identify, evaluate, and nominate qualified members to serve on the Board of Directors. All candidates must be evaluated by the ILC in the election cycle in which the candidate stands for election at the Annual Business Meeting.

As part of the ILC evaluation process, candidate assessments are conducted for all International Officer and Director candidates. Leaders whose dues are paid and who have served with you during your previous leadership roles are asked to complete the assessment. Candidates also complete a self-assessment. Members of the ILC and each candidate have access to their results. Candidates may designate up to three individuals to also receive the results of their assessments. These individuals must sign a confidentiality form before they will be sent the results. This form is separate from the Acknowledgement of Campaign Responsibilities form signed by campaign team members.

Interviews with all candidates are scheduled and conducted by the ILC and usually begin in November and can extend into March of the following year. Interviews are conducted using videoconferencing.

During their evaluation process, ILC members take into account assessment results, interviews, input from current and past leaders and other Toastmasters members, each candidate's Toastmasters membership and leadership history, each candidate's Toastmasters education award and recognition history, and candidate materials. After completing their evaluation the committee nominates the best candidates for each of the open Board positions.

**For more information about the International Leadership Committee, see Policy 9.1, Section 2.**  
**For more information about the candidate assessment, see Policy 9.1, Section 3.**

## Floor Candidates

Those who were evaluated by the ILC and were not nominated may run from the floor at the Annual Business Meeting. If you intend to run from the floor, you must provide written notification indicating your intent to run to the International President no later than July 1.

Floor candidates are not included in the Candidate Corner on the Toastmasters website or published in the Candidate Brochure. Announced floor candidates are provided the same opportunity as nominated candidates at the convention. Floor candidates are allotted space at the onsite Candidate Corner, are introduced at the Opening Ceremonies, and participate in the Candidate Showcase.

# Campaigning

Once your Letter of Intent has been accepted by the ILC, you may begin campaigning. At that time you may set up your campaign website to promote your candidacy.

You must provide a list of your campaign team members to World Headquarters, and update it any time there are changes. Campaign team members are categorized as paid or unpaid. This categorization does not refer to their Toastmasters membership, but whether you are financially compensating them for the work they do on your campaign.

For more information about campaigning, see **Policy 9.1**.

## Campaign Focus

It is recommended that you focus your campaign on your accomplishments in Toastmasters, in the community, and in your professional life rather than what you may propose to accomplish as an International Officer or Director. Integrate the **attributes** of an International Officer or Director as part of your campaign. Voters will be interested in hearing how Toastmasters has aided your personal growth and how you have helped others in club, Area, Division, District, international, and community activities.

A thorough knowledge of Toastmasters, its programs, and its governing documents is essential. Your campaign materials and website are meant to reflect your background, skills, and experience.

## Campaign Ethics

Campaigns need to be conducted in a positive and professional manner. Candidates at all levels of the organization must maintain the highest levels of ethical conduct. It is important that you maintain the utmost integrity while running a professional and positive campaign.

Publications, letters, speeches, and conduct of campaign participants must be represented in a standard of excellence reflecting well on the organization.

You are responsible for your actions and those of your campaign team. Campaign team members and individuals who provide services to you as a candidate must follow the same rules as you. In addition, each must sign an Acknowledgment of Campaign Responsibilities form and submit it to World Headquarters prior to active service on your campaign team.

For more information about political ethics, see **Policy 3.0, Section 6**.

## Brand and Trademarks Design Guidelines

Toastmasters International is committed to protecting our brand, trademarks, and copyrights.

All campaign materials, including a candidate's website, must follow the correct branding and trademark guidelines, detailed below. All guidelines are subject to change without notice.

- ▶ Only branded colors must be used for all materials, including text.
- ▶ Only branded fonts must be used for all text. Arial is the most commonly used font.

As a candidate, you cannot create a campaign logo. The Toastmasters logo must not be altered or truncated in any way. To download the logos, visit the **Brand Portal** on the Toastmasters website. Please send all your campaign materials to **candidates@toastmasters.org** for review before distribution.

For more information about the Brand and Trademarks, see the **Toastmasters International Brand Manual**.



## Campaign Expenses

Campaigning is at your own expense. If you use resources effectively, you can run for office with minimum expenses. Candidates, or members on behalf of candidates, are not permitted to raise campaign funds through any activities involving Toastmasters members, clubs, Areas, Divisions, or Districts. Further, candidates must not accept funds from clubs, Areas, Divisions, or Districts.

### Typical campaign expenses:

- ▶ Website design and domain
- ▶ Printing business cards
- ▶ Travel to District events
- ▶ Travel (airfare and accommodation) to International Convention
- ▶ Convention registration

## Campaign Communications

Candidates may only send campaign communications to Campaign Messaging Recipients (as defined in Policy 9.1, Section 7.F.I.). These communications may only be sent after the ILC nominations are announced. Restrictions on the number and type of campaign communications are outlined in Policy 9.1, Section 7.H. These restrictions are primarily on unsolicited communications. An unsolicited communication is one initiated by the candidate or a campaign team member. A solicited communication is initiated by a Campaign Messaging Recipient or other Toastmasters member. Candidates are allowed to respond to solicited communications.

## Voice/Video Conversation

One of the two types of campaign communications outlined in Policy 9.1, Section 7.H., is Voice/Video Conversation, defined as any live communication with a Campaign Messaging Recipient that includes voice and/or video. Candidates may conduct one Voice/Video Conversation with each Campaign Messaging Recipient but may send no more than two unsolicited messages in order to set up the conversation.

### What should a scheduling message look like?

A scheduling message is not a campaign message and therefore must not include campaign messaging. The scheduling message needs to be limited to a greeting, a simple declaration of your candidacy, an invitation for the individual to have a conversation with you, and a link to your scheduling site.

**Example:**     **Dear Toastmaster Leader,**  
**My name is John Doe and I am running for International Director from Region 23. I would appreciate the opportunity to speak with you about my candidacy and your thoughts on our organization. Please use the following link to schedule a conversation or reply to this email with a date and time that works for you: johndoe4id.com/schedule**

Candidates are not permitted to initiate unsolicited communications with District Directors, Program Quality Directors, or Club Growth Directors during the month of June. Instead, it is recommended that candidates focus their communications in June on the other Campaign Messaging Recipients, such as the current and past Board Members and current and past Region Advisors.

As the organization continues to grow and evolve, candidates need to keep in mind the following:

- ▶ The time required for Campaign Messaging Recipients to have conversations with all the candidates in a given election cycle can be overwhelming and interfere with their other responsibilities.
- ▶ Campaign Messaging Recipients may have a preference for scheduling either onsite or online conversations. Not all Campaign Messaging Recipients will attend the International Convention.
- ▶ There may be more Campaign Messaging Recipients than can reasonably conduct interviews onsite during Candidate Corner at the International Convention.
- ▶ Advances in and access to videoconferencing technology have made the scheduling and conducting of Voice/ Video Conversations online easier than in the past.

Each candidate should find a balance between conversations conducted online and those held onsite at the International Convention that works best for the Campaign Messaging Recipients.

## **Scheduling Software**

After the announcement of the ILC nominations, candidates may use a scheduling software to manage their Voice/ Video Conversations and/or their onsite interviews with Campaign Messaging Recipients during the International Convention. World Headquarters will provide an option for the candidates to use. If a candidate decides to use a different scheduling software, they must inform World Headquarters which software they are using. Floor candidates must be identified as such, regardless of the software being used.

World Headquarters will provide technical support to the candidates using the software provided; candidates will be responsible for managing the operation of their calendars.

Automated communications generated by the scheduling software relating to the confirmation, cancellation, reminder, or rescheduling of an appointment can be used and are not considered campaign communications. These communications may include links to the candidate's campaign website but must not contain campaign materials or messages.

## **Website and Social Media Guidelines**

For online campaigning, guidelines to follow are:

### **Campaign Website**

- ▶ Candidates may have a website to promote their candidacy. It must stand alone and have a unique URL each election cycle.
- ▶ Candidates may link to or reference their campaign website only on the website of the declared home club (as stated on their Letter of Intent), the Candidate Corner on the Toastmasters International website, and in campaign communications made by the candidate.
- ▶ Campaign websites must not contain any links to personal social media profiles.
- ▶ The candidate's website may include a blog with automatic notices and must have an opt-in/out option.
- ▶ Candidate campaign websites must be removed within 10 days after:
  - The announcement by the ILC of nominated candidates if the candidate has not been nominated and has not informed World Headquarters of intent to run from the floor, or
  - The Annual Business Meeting.

## Social Media

- ▶ Candidates and campaign team members are prohibited from creating campaign social media profiles.
- ▶ Candidates and campaign team members are prohibited from campaigning on their personal social media profiles.
- ▶ Candidates are prohibited from participating in Toastmasters-related discussion groups online, including websites and social media.
- ▶ Sending an unsolicited friend request or private message to a Campaign Messaging Recipient through a personal social media profile is considered a campaign communication (Electronic Mailing).
- ▶ A candidate's personal social media profiles may contain a single post per platform announcing their candidacy. This post may also include a link to the candidate's campaign website.

### Social Media Announcement Example

I am excited to announce that I will be running for International Director from Region 23 this year. Please visit my campaign website for more information: johndoe4id.com

		From the Candidate's personal social media profiles		
		Home club- or District-related content	Non-campaign-related content	Campaign-related content
Posting location	Campaign Messaging Recipients' social media profiles	Yes	Yes	No
	Other Toastmasters members' social media profiles	Yes	Yes	No
	Nonmembers' social media profiles	Yes	Yes	No
	Candidate's personal social media profiles	Yes	Yes	Can link to candidate's website only
	Home club pages	Yes	Yes	No
	Home District pages	No	No	No
	TI official pages	No	No	No
	Non-Toastmasters groups/pages	Yes	Yes	No

For more information about the International Candidate Campaigning, see **Policy 9.1, Section 7**.

## **Campaigning at District Events**

### **Presentations**

A presentation can include an educational session, keynote speech, or panel discussion delivered at a District (including Area and Division) event. Opposed International Officer candidates must not give presentations at District events. International Director candidates are permitted to give presentations at District events within their declared home region. All other candidates for the same office in that region must be given equal opportunity to appear on the program and to be featured in any associated materials.

An International Director candidate who is invited to give a presentation at a District event is responsible, out of courtesy, for informing the District leaders about the policy regarding equal opportunity for all candidates within their region.

International Officer and Director candidates are not permitted to deliver campaign speeches at any District (including Area and Division) event.

## **Participation at the International Convention**

### **Candidate Corner**

The Candidate Corner is a place at the convention for International Officer and Director candidates to distribute business cards (no other print materials are permitted) and mingle with and answer questions from voting delegates.

Depending on available space, each candidate is provided a six-foot (1.83-meter) table. If space is limited, two candidates share a six-foot (1.83-meter) table. Candidates are given a poster-sized campaign photo—created from the photo submitted—for use at their tables.

### **Opening Ceremonies**

All International Officer and Director candidates, including nominated and floor candidates, are introduced to the audience during the Toastmasters International Convention's Opening Ceremonies. Prior to the event, a practice session for candidates takes place with the World Headquarters team.

### **Candidate Showcase**

The Candidate Showcase provides an opportunity for voting delegates to hear candidate statements and listen to the candidates answer questions. All candidates, opposed and unopposed, participate in the showcase. Before the event, a rehearsal for candidates—overseen by the showcase chair and co-chair—takes place to explain expectations.

**For more information about the International Candidate Showcase, see Policy 9.1, Section 11.**



## **Annual Business Meeting**

The Annual Business Meeting is the business portion of the Toastmasters International Convention, where International Officer and Director candidates are voted for and proposals are brought to the voting membership.

Business conducted at the Annual Business Meeting includes the following:

- ▶ The chair announces nominated candidates. Floor candidates must have their names entered into nomination by a voting delegate.
- ▶ All opposed candidates give a two-minute speech.
- ▶ Voting delegates submit their votes for all open positions and any proposals for amendments to the Bylaws and Club Constitution.

## **President's Inauguration and Celebration**

The President's Inauguration and Celebration are the close of the convention. In addition to celebrating the incoming International President, the new Board Members are installed.

### **Just elected to the Board of Directors?**

If you are elected to the Board of Directors, you participate in your new role immediately in these convention activities:

- ▶ Board of Directors group photo.
- ▶ Prior to the start of the President's Inauguration and Celebration, assemble for the Board Member procession.
- ▶ Board of Directors orientation (up to two days).

**Incoming International Directors receive reimbursements for expenses as stipulated in Protocol 11.2.**

## Campaign Rules at a Glance

The following table is meant to be a quick reference. For complete details, see the corresponding governing document citations under the headings in the leftmost column.

	Permitted	Not Permitted
<b>Endorsements</b> Policy 9.1, Section 9	Using quotations and testimonials only with the written permission of their authors.	Endorsing or supporting of any candidate by current Board Members or their spouses or partners. Endorsing or supporting of any candidate by current Region Advisors. Endorsing or supporting of any candidate by District Directors, Program Quality Directors, or Club Growth Directors.
<b>Fundraising/Donations</b> Protocol 8.2, Section 2.F.		Raising campaign funds through any activity involving Toastmasters members, clubs, Areas, Divisions, or Districts. Accepting donations from clubs, Areas, Divisions, or Districts.
<b>Photographs, Audio, and Video</b> Policy 9.1, Section 9.A.	Using photos, audio, and video of the candidate only.	Using photos, audio, or video of individuals other than the candidate.
<b>Use of Toastmasters Intellectual Property</b> Protocol 4.0, Section 1.B. Policy 9.1, Section 7.C.	Using Toastmasters trademarks on business cards, electronic media, websites, campaign literature, and similar items once the International Officer/Director candidate's Letter of Intent and Candidate Biography have been received by World Headquarters and accepted by the ILC. Following the standards as found in the Toastmasters International Brand Manual.	Using Toastmasters trademarks on trophies, ribbons, buttons, pins, banners, clothing, or other items bearing marks, copyrighted materials, or any colorable imitation without prior written approval from the Chief Executive Officer. Creating a candidate-specific logo. Using an unofficial tagline or theme.
<b>Visits to Clubs, Districts, or District Leaders</b> Policy 9.1, Section 7.A.	Visiting within the candidate's declared home region only.	
<b>Campaign Communications</b>		
<b>Electronic Mailings</b> Policy 9.1, Section 7.H.I.	Sending one after the ILC's nomination results have been posted to the Toastmasters International website.	
<b>Voice/Video Conversation</b> Policy 9.1, Section 7.H.II.	Conducting one after the ILC's nomination results have been posted on the Toastmasters International website. Communicating with Campaign Messaging Recipients no more than two times to set an appointment for a Voice/Video Conversation. Communicating among campaign team members.	Making unsolicited communications in June to District Directors, Program Quality Directors, or Club Growth Directors outside the candidate's home District.

	Permitted	Not Permitted
<b>Electronic Campaigning</b>		
<b>Social Media</b> Policy 9.1, Section 7.H.IV.	Making a single post on each personal social media platform announcing candidacy and providing a link to campaign website.	Creating campaign social media profiles. Using personal social media profiles for campaigning. Participating in Toastmasters-related discussion groups online.
<b>Websites</b> Policy 9.1, Section 7.H.IV.	Creating a campaign website that stands alone and has a unique URL each election cycle. Linking to or referencing this campaign website only on the website of the declared home club (as stated on their Letter of Intent), the Candidate Corner on the Toastmasters International website, and in campaign communications. Including a blog with automatic notices, which must have an opt-in/out option.	Reusing a campaign website from a previous election cycle.
<b>District Event Campaigning</b>		
<b>Campaign Speeches</b> Policy 9.1, Section 7.H.III.a.		Delivering campaign speeches.
<b>District Publications</b> Policy 9.1, Section 7.E.	Sending publications only to the candidate's home District and limited to the regular distribution list.	Advertising in District conference programs or other District publications. Publishing articles or notices about candidates from outside the District.
<b>Presentations</b> Policy 9.1, Section 7.H.III.	<ul style="list-style-type: none"> <li>● Giving presentations by unopposed International Officer candidates.</li> <li>● Giving presentations by International Director candidates within their declared home regions. All candidates are to be given equal opportunity.</li> </ul>	<ul style="list-style-type: none"> <li>● Giving presentations by opposed International Officer candidates.</li> </ul>
<b>Home District Activities</b> Policy 9.1, Section 7.H.III.	Participating in the candidate's home District activities.	Serving in any District-level (including Area and Division) role.
<b>Hospitality Suites</b> Policy 9.1, Section 7.H.V.c.		Hosting hospitality suites by the candidate or their representative.

	Permitted	Not Permitted
International Convention Campaigning		
<b>Campaigning</b> Policy 9.1, Section 7.H.V.	Campaigning in the Candidate Corner.	Campaigning in any other common area of the hotel or convention center. Holding a demonstration or parade.
<b>Physical Campaign Materials</b> Policy 9.1, Section 7.H.V.	Distributing only business cards in the Candidate Corner.	Displaying or distributing physical campaign materials. Affixing materials to walls or plugging into electrical outlets. Distributing any physical campaign items including, but not limited to, buttons, USB drives, gifts, food, gum, or beverages. Having balloons. Airing audio/video presentations.
<b>Hospitality Suites</b> Policy 9.1, Section 7.H.V.c.	Having a room to store materials or meet with campaign team.	Using a hospitality suite to solicit votes.

### Have questions about your candidacy or running for International Officer or Director?

If you have any questions about running for International Officer or Director, please contact **[candidates@toastmasters.org](mailto:candidates@toastmasters.org)**, or call World Headquarters at +1 720-439-5050.





[toastmasters.org](https://toastmasters.org)