

Board of Directors Handbook





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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.

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 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.

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 Board Of Directors

A member of the Board of Directors is part of the leadership team guiding the organization. The position requires a commitment of time and service. Board Members are working ambassadors for the organization and are elected to be representative of the individual members in their region. They voice the interests of those they know best and share their individual experiences to inform decision making.

Board Members' Fiduciary Duties

The Board of Directors has a fiduciary responsibility to Toastmasters, including duties of care, loyalty, and obedience. An explanation of these duties is provided below:

Duty of Care

- ▶ Exercise ordinary and reasonable care in the performance of your duties, exhibiting honesty and good faith.
- ▶ Be informed; ask thoughtful and relevant questions during discussions.
- ▶ Act in a manner which you believe to be in the best interests of the organization.

Duty of Loyalty

- ▶ Give undivided allegiance to the organization when making decisions affecting the organization.
- ▶ Do not put personal interests above the interests of the organization.
- ▶ Speak with the collective voice of the Board once a decision has been made.
- ▶ Disclose any actual, apparent, and potential conflicts of interest.

Duty of Obedience

- ▶ Act in accordance with the Toastmasters International governing documents, core values, and missions, as well as applicable laws and regulations, including employment-related laws.

Role of the Board of Directors

The primary role of the Board of Directors is direction setting, providing resources, and oversight. To fulfill their role, a Board Member must:

- ▶ Be familiar with Toastmasters International's governing documents and uphold them at all times; speak up when necessary to make sure members are following the governing documents.
- ▶ Safeguard Toastmasters' tax-exempt status (see page 26).
- ▶ Support the execution of the Strategic Plan.
- ▶ Support the operations of the organization.
- ▶ Support Board decisions.
- ▶ Plan for and determine priorities; ensure that changing global conditions are reflected appropriately in the work of the organization.
- ▶ Approve and monitor the annual budget and financial matters of the organization.
- ▶ Review the Strategic Initiatives Roadmap as it corresponds to the annual budget and objectives in the Strategic Plan.
- ▶ Modify and support policies as needed.
- ▶ Review and recommend administrative and education plans and programs for the organization.

- ▶ Participate in Toastmasters events, such as Executive Committee meetings, Board meetings, committee meetings, International Convention, Mid-year Training, and District visits and conferences. (See Board of Directors Timeline on page 18.)
- ▶ Rely on advice and information given by International Officers, key employees, legal counsel, Board committees, and others who are acting within their appropriate level of competence.
- ▶ Be familiar with the Board of Directors Social Media Participation Chart (see page 25).
- ▶ Select, retain, and annually evaluate a Chief Executive Officer.
- ▶ Handle significant member disciplinary matters as necessary.

For more information, see Policy 11.0: Board of Directors.

Board Members' Legal Duties

The Board of Directors is a governing body of the association, responsible for the ultimate direction of the management of the affairs of the organization. The Board can act legally only by consensus and only at a duly constituted and conducted meeting, or by unanimous written consent. Some rights and obligations are determined by law; others are determined by the Articles of Incorporation, Bylaws of Toastmasters International, District Administrative Bylaws, Club Constitution for Clubs of Toastmasters International, and Policy and Protocol. If you perform your duties in accordance with organizational policies, you are protected by law and have no liability based on any failure or alleged failure to discharge your obligations as a Board Member.

Support of Board Decisions

You work for the benefit of all clubs and individual members in the organization. You form opinions on issues that are placed before you; these opinions are reflected as you discuss and vote on the issues. Once the final vote is taken, your function as an ambassador of Toastmasters International is to support the actions and decisions of the Board. Think independently and act collectively— whether or not you agree with the outcome. Board Members have no right or authority to act on their own behalf in the name of the organization unless granted specific authority by the Board.

Confidentiality

All Board and committee meeting agendas, background materials, and deliberations are confidential. This includes discussions online. Once the minutes have been distributed to the membership, you are free to discuss an issue that has been unrestricted.

Under no circumstances may you discuss the Board's internal deliberations, such as who supported or did not support an issue, or share the background materials. These always remain confidential, unless specifically unrestricted.

Note: Past International Presidents and Past International Directors, after signing the Confidentiality Statement, receive RESTRICTED topics in the Board minutes.

For more information, see Policy and Protocol 11.3: Board of Directors Confidentiality.

Board Meetings and Committees

Now that you have been elected by the membership to serve on the Board of Directors, you will participate in meetings, video/teleconferences, and committee work. Meetings provide you the opportunity to participate in discussions and make decisions that relate to the goals of the organization in alignment with the Strategic Plan. The Board meets onsite, or in a hybrid format, twice a year, and throughout the year via video/teleconference and online.

Board Behavior and Protocol

The Board of Directors has a responsibility to the entire organization; this includes other Board Members. To hold productive and efficient meetings, follow the Toastmasters International core values when participating during a Board video/teleconference or onsite/hybrid meeting; this includes committee discussions.

Video/Teleconferences

- ▶ Join the call at least five minutes prior so the video/teleconference can begin promptly at the scheduled time
- ▶ Mute your audio to avoid outside distractions
- ▶ Wait for the chair to open the topic for discussion or questions
- ▶ Indicate your desire to speak as instructed by the chair
- ▶ Wait for your name to be called
- ▶ Bring forward questions or comments relative only to the topic at hand
- ▶ Allow each Board Member an opportunity to speak on the subject before requesting to speak again on the same topic
- ▶ Listen to what each Board Member has to say and respect their viewpoint
- ▶ Use appropriate titles or names during discussion

Onsite/Hybrid Meetings

- ▶ Be ready to begin promptly at the scheduled meeting time
- ▶ Listen to the topic— refrain from having side conversations
- ▶ Wait for the chair to open the topic for discussion or questions
- ▶ Indicate your desire to speak as instructed by the chair
- ▶ Wait for your name to be called
- ▶ Bring forward questions or comments relative only to the topic at hand
- ▶ Allow each Board Member an opportunity to speak on the subject before requesting to speak again on the same topic
- ▶ Listen to what each Board Member has to say and respect their viewpoint
- ▶ Use appropriate titles or names during discussion

Expectations of Board Members

- ▶ Prepare for meetings by reading all the material made available to you.
- ▶ Participate in discussions on matters that come before the Board via meetings and online.
- ▶ Focus on the Strategic Plan and the mission and goals of the organization.
- ▶ Set aside the needs of special interest groups and your personal agenda.
- ▶ Work towards consensus.
- ▶ If you are unable to participate in a Board meeting notify the International President and Secretary.

Participating in discussions and making decisions as a Board Member

Ask yourself the following questions when making decisions on the Board:

- ▶ Is it in the members' best interests?
- ▶ How many people will benefit?
- ▶ Do the benefits outweigh the costs?
- ▶ If a new or modified program, can World Headquarters monitor and carry it out?

Board Meeting Agenda-Building Process

Step 1: The Chief Executive Officer provides a list of outstanding and routine agenda items to the International President in advance of each meeting.

The outstanding and routine agenda items are derived from:

- ▶ Strategic Plan
- ▶ Strategic Planning Committee
- ▶ Executive Committee
- ▶ Board of Directors
- ▶ World Headquarters Leadership
- ▶ Meeting Minutes
- ▶ Board/Standing Committees
- ▶ Toastmasters club officers, District leaders, and Toastmasters members
- ▶ Toastmasters governing documents

Step 2: The International President and Chief Executive Officer review the list of new, outstanding, and routine agenda items and finalize the agenda.

Step 3: World Headquarters prepares background information on each agenda item. This information is posted to an online forum in advance of the meeting as stipulated in Policy.

Have a potential agenda item in mind?

Board Members may propose agenda items for upcoming meetings. Submit your agenda item request no later than 75 days prior to the start of the meeting at which the agenda item would be discussed.

Keep the following in mind:

- ▶ Not all requests will end up on the agenda; however, all requests will be presented to the International President and Chief Executive Officer for review.
- ▶ Last minute requests are also accepted.
- ▶ All submissions should be clear regarding the topic for discussion and what the assignment entails.
- ▶ For your request, World Headquarters may need to perform research, which may take time.

Before you submit an agenda item for the next Board of Directors meeting, ask yourself these questions:

- ▶ Is it consistent with our mission, envisioned future, and core values?
- ▶ Does it support our current strategic priorities?
- ▶ Has it recently been discussed by the Board?
- ▶ Would it contribute to the overall success of members, clubs, or Districts?
- ▶ Is it a scheduled item (Policy and Protocol, *Speech Contest Rulebook*, etc.)?

Then complete the **Agenda Item Submission Request Form**.

Business Conducted Online

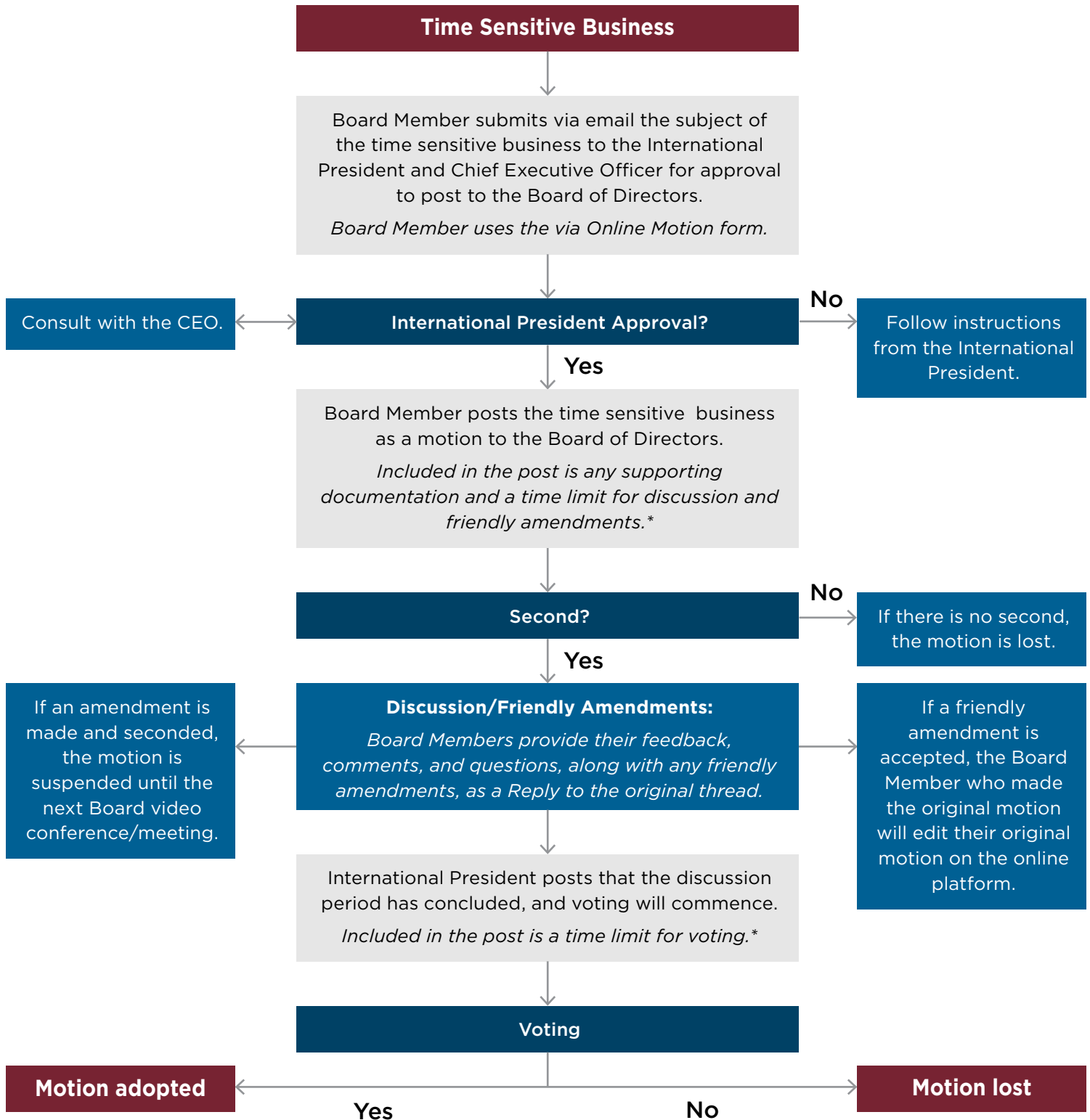
If you have an agenda item that is time sensitive, complete the Online Motion form. The International President, in consultation with the Chief Executive Officer, will determine if the matter is urgent enough to require immediate action by the Board. Ensure that the relevant background information, necessary for the Board to make an informed decision, has been collected and included with the form.

In addition to time sensitive business, approval of the meeting minutes will be conducted through an online process. Furthermore, the chair of a Board committee can request to present part or all of the committee's work to the Board through an online motion.

For more information, see Protocol 11.1: Board of Directors Meetings.



Time Sensitive Business Flowchart

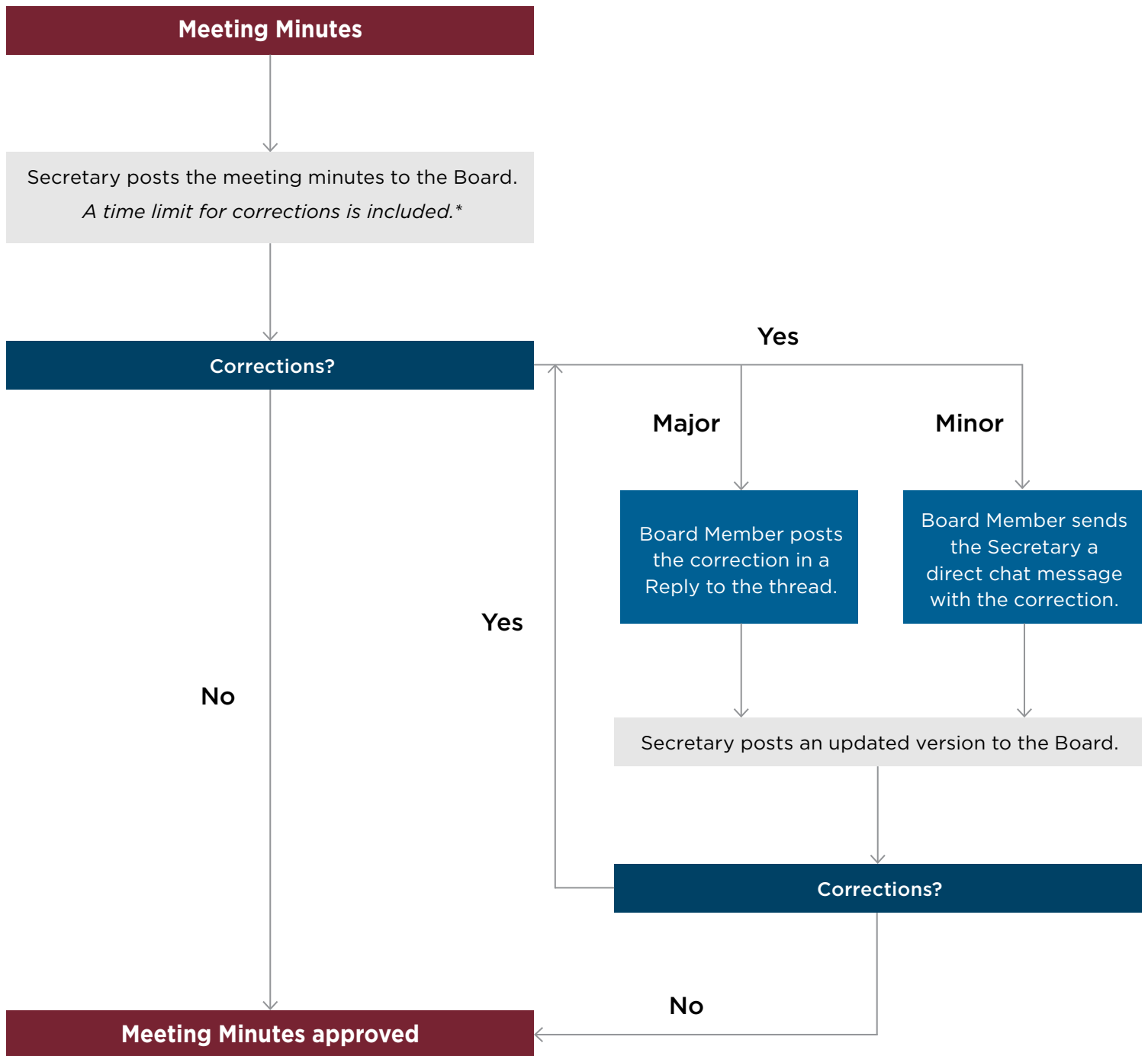


*The International President, as chair of the Board of Directors, has the right to alter the time prescribed for discussion, friendly amendments, and/or voting. Time limits should not be less than 24 hours.

For internal use only.



Meeting Minutes Flowchart

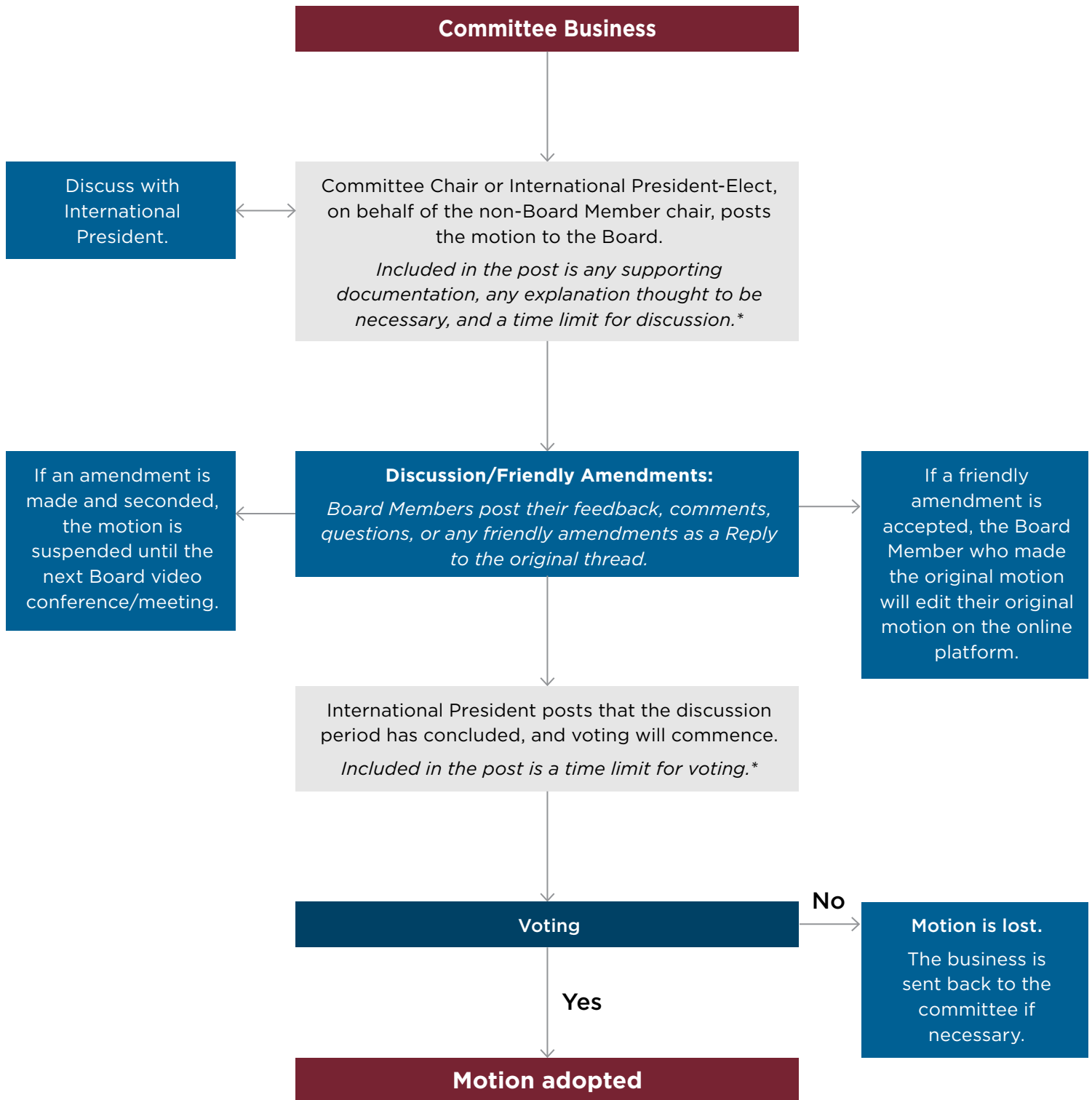


*The International President, as chair of the Board of Directors, has the right to alter the time prescribed for discussion, friendly amendments, and/or voting. Time limits should not be less than 24 hours.

For internal use only.



Committee Business Flowchart



*The International President, as chair of the Board of Directors, has the right to alter the time prescribed for discussion, friendly amendments, and/or voting. Time limits should not be less than 24 hours.

For internal use only.

Executive Committee

The International Officers (International President, International President-Elect, First Vice President, Second Vice President, Immediate Past International President, and Chief Executive Officer) are members of the Executive Committee.

The International President serves as chair, and the Chief Executive Officer is an ex officio member. The Executive Committee answers to the Board of Directors and is subject to its general direction. The Committee has additional powers as the Board may delegate to it. The Executive Committee meets onsite, or in a hybrid format, before each onsite/hybrid Board meeting and in November. In addition, the Executive Committee meets throughout the year via video/teleconference and online.

Executive Committee Purpose

- ▶ Provide financial oversight, including the preparation and submission of a recommended budget and review of monthly financial reports and auditors' reports.
- ▶ Oversee organizational policy and operations to be executed by the Chief Executive Officer.
- ▶ Exercise such controls over the performance and position of the Chief Executive Officer as stipulated by Policy 11.4: Board of Directors Committees and in accordance with the Bylaws of Toastmasters International.
- ▶ Conduct urgent or emergency business requiring immediate action between meetings.
- ▶ Report activities to the Board of Directors for discussion and adaptation.

Strategic Planning Committee

Executive Committee members also serve as the Strategic Planning Committee. The Immediate Past International President serves as chair, and the Chief Executive Officer is an ex officio member. Updates to the Toastmasters International Strategic Plan and any recommendations for action on programs proposed by the Strategic Planning Committee are reviewed and discussed with the Board of Directors.

Strategic Planning Committee Purpose

- ▶ Review the purpose, mission, core values, and envisioned future of the organization.
- ▶ Develop strategic goals for growth in line with the mission of Toastmasters International.
- ▶ Update and produce—as part of the strategic planning process—a strategic plan for use by the organization.
- ▶ Identify broad approaches for achieving strategic goals, recommending operational objectives to the Board of Directors, including, but not limited to, the adoption of appropriate organizational programs.

Board Committees

The International President, in conjunction with the Executive Committee, recommends to the Board the establishment of committees and the assignment of Board Members to participate in committee work. The members and chair of each committee are determined by the International President in accordance with Policy 11.4: Board of Directors Committees, Section 3.C. Serving on a Board committee enables you to share your experiences and skills toward the committee's goals to determine the best possible decision on every issue.

The chair of a Board committee works with World Headquarters in developing agendas and delegating assignments for the committee. A committee report is prepared by the committee members and is presented in a Board meeting.

For more information, see Policy 11.4: Board of Directors Committees.

Mentoring

The following is a checklist designed to provide each mentor and protégé with an idea of their responsibilities in their respective roles within their partnership. While this is not an all-inclusive list, it acts as a guideline as the partnership between the mentor and protégé develops.

Mentor

The second-year International Director is the first-year International Director's go-to person for fielding questions or providing history on Board agenda items, minutes, or questions that new Board Members may not be comfortable asking in front of the whole group.

- ▶ Discuss the best way to communicate (email, phone, Microsoft Teams, etc.)
- ▶ Share personal/professional background and hobbies
- ▶ Discuss your expectations/needs of the relationship
- ▶ Establish a mutually agreeable plan and set goals with your protégé that can be measured and celebrated
- ▶ Plan a schedule on when and how to meet regularly
- ▶ Recognize the needs of your protégé and have the ability to fill in the gaps of knowledge – a protégé often doesn't know what they don't know
- ▶ Put your protégé first – ensure you are working to give your protégé the tools to carry out the duties of the Board and become a mentor next year
- ▶ Share experiences related to what you believed when elected to the Board versus what you do now
- ▶ Ask your protégé how they would like to grow in their first year as an International Director
- ▶ Explain unwritten Board traditions
- ▶ Be patient, empathetic, and encouraging
- ▶ Talk about the value of reviewing minutes and familiarizing yourself with the decisions of previous boards

Preparation for Board Business

- ▶ Explain the strategic role of the Board
- ▶ Explain the operational role of World Headquarters
- ▶ Review Board meeting agendas and material prior to each call
- ▶ Follow up between Board meetings
- ▶ Review the details of Board meetings if your protégé misses a meeting
- ▶ Invite your protégé to ask any questions related to the budget or fiduciary responsibilities
- ▶ Review strategies for preparation and participation in Board video/teleconferences and onsite/hybrid meetings
 - Ask questions to gain an understanding of the discussion
 - Once a vote is taken, the Board speaks as a collective voice
 - Discuss time commitments
- ▶ Discuss best practices regarding committee work

Region Advisors

- ▶ Explain the role of the Region Advisors
- ▶ Discuss the responsibility to participate on monthly Progress Review and other Region Advisor calls

District Visits/Travel/Training

- ▶ Share best practices on preparing for District visits
- ▶ Share best practices regarding District performance
- ▶ Share best practices and experience related to Mid-year Training

Protégé

In order to get the most from a mentoring relationship, a protégé must come prepared. A protégé who is serious about learning is open to new ideas and ready to take on responsibility for their own development as a Board Member.

- ▶ Discuss the best way to communicate (email, phone, Microsoft Teams, etc.)
- ▶ Share personal/professional background and hobbies
- ▶ Discuss your expectations/needs of the relationship
- ▶ Establish a mutually agreeable plan and set goals with your mentor that can be measured and celebrated
- ▶ Plan a schedule on when and how to meet regularly
- ▶ Share topics and issues that are important to you
- ▶ Feel comfortable sharing with your mentor; they are there to help you grow
- ▶ Be prepared

Preparation for Board Business

- ▶ Review Board meeting agendas and materials; arrange time with your mentor to discuss any background information prior to each call
- ▶ Check in with your mentor if you need to miss a meeting
- ▶ Read past minutes and past Board decisions, bring any questions to your mentor
- ▶ Review strategies for preparation and participation in Board video/teleconferences and onsite/hybrid meetings
 - Ask questions to gain an understanding of the discussion
 - Once a vote is taken, the Board speaks as a collective voice
 - Discuss time commitments
- ▶ Discuss how to prepare for Board committee work with your mentor

Region Advisors

- ▶ Share what you have learned during your Progress Review and other Region Advisor calls

District Visits/Travel/Training

- ▶ Discuss how to prepare for District visits
- ▶ Discuss what you have learned regarding your Districts' performances
- ▶ Discuss how to prepare for Mid-year Training

Additional Thoughts

- ▶ This is a form of peer mentoring. The goal is to facilitate more trusting and meaningful Board Member relationships, build cohesion, and contribute to a shared understanding that will promote more informed decision making.
- ▶ While the mentor is the go-to person for any questions that the protégé may have, it is important to remember that if the pair needs further clarification, they can turn to the Executive Committee member that has been appointed to mentor the pair.
- ▶ The mentor/protégé relationship works best when there is a good rapport between the mentor and protégé. Don't be afraid to share something about yourself and get to know your counterpart.
- ▶ Be flexible.
- ▶ Talk about the effectiveness of the mentoring process; adjust as needed.

Region Advisors

Region Advisors support District success by working with the District Directors, Program Quality Directors, and Club Growth Directors in their efforts to fulfill the District mission of building new clubs and supporting all clubs in achieving excellence. Region Advisors understand and adapt to each District's uniqueness.

District leaders, Region Advisors, and International Directors collaborate in a supportive accountability partnership that encourages growth, celebrates progress, and drives shared success.

District leaders are accountable to the Region Advisors for the progress of their Districts towards the organization's goals and achievement in the District Recognition Program. Region Advisors report to the International President. Through monthly Progress Review calls, the Region Advisors provide information to the Board of Directors regarding the successes and challenges of the Districts they are supporting.

Progress Review Calls

Each International Director, and their Executive Committee mentor, meet with the Region Advisor(s) supporting their region once a month. During these conversations:

- ▶ Check in with the Region Advisor; ask how they are doing and review progress on any action items from the last meeting.
- ▶ Review the Assessment Worksheet.
- ▶ Discuss progress towards the organization's goals (e.g., club growth, club retention, etc.)
 - Provide positive reinforcement and constructive feedback, as appropriate.
- ▶ Discuss any upcoming District visits.
- ▶ Set expectations for the next meeting.

Other Region Advisor Calls

Board Members may also be asked to participate in other calls with the Region Advisors and District leaders. The Board Members' role on these calls includes, but is not limited to, developing relationships; providing additional support and encouragement; and sharing updates on recent Board decisions (after the release of the corresponding meeting minutes).

District Visits

As a Board Member, you participate in District visits. These visits provide a great opportunity for you to make positive contributions to the success of the District and Toastmasters International. Board Members are ambassadors of the Toastmasters organization and must always represent Toastmasters in a professional manner. The schedule is created by World Headquarters, then reviewed and approved by the incoming International President. The District visit schedule for each upcoming year is typically reviewed and finalized by May each year. You are always free to visit your home District as a member.

Scheduling Visits

International Officers

- ▶ The schedule is drafted by World Headquarters based on an eight-year rotation schedule.
- ▶ Visits are scheduled on criteria which may include:
 - The elapsed time since an International Officer last visited.
 - The performance of the District and benefit the visit can create for the District.
 - The number of International Officer visits to Districts in the region within the same program year.
 - The convenience of combining an already scheduled District visit with a visit to another District.
- ▶ The International President and Chief Executive Officer may also recommend visits.
- ▶ Once the schedule is complete, World Headquarters contacts the District leaders, providing information and assistance in preparing for the officer's visit.

International Directors

- ▶ A schedule is drafted by World Headquarters based on the criteria provided in Protocol 11.5: Board of Directors Visits. District Leaders may submit any additional visit requests to World Headquarters for consideration by the International President.
- ▶ International Directors will work directly with District leaders to solidify the details of the District visit. World Headquarters will assist when needed.
- ▶ The International President and Chief Executive Officer may also recommend additional visits.
- ▶ Once the schedule is complete, World Headquarters will contact the District leaders and International Directors, providing them information and assistance in preparing for the director's visit.

For more information, see Protocol 11.5: Board of Directors Visits.

Pre-planning Conference Call

World Headquarters will contact the District officers and International Officers and Directors, providing them with information and assistance in preparing for the visit. Three to four months prior to the visit, World Headquarters will schedule a conference call including the District leaders and the visiting International Officer. International Directors typically schedule their own calls with District leaders, but may choose to ask World Headquarters to schedule and conduct these calls. During the discussions, the District leaders will have the opportunity to discuss their needs and challenges.

This call is a very important component of your District visit. You are encouraged to be very engaged, ask questions and provide your opinions and feedback. In the call you will review the following:

- ▶ The main focus of the District for that program year, and any challenges that the District is experiencing.
- ▶ New club-building opportunities; now is the time to provide any assistance or insight you may have on scheduling these visits.
- ▶ District conference: Themes, keynote, and education sessions—you will have the opportunity to speak with the District leaders regarding your keynote speech and education sessions and the subjects you offer that would be most beneficial to the District and its members.
- ▶ Public relations and media opportunities.
- ▶ Logistical information including travel dates, airport information, and accommodations.

Before you visit a District

- ▶ **Follow Up with District Leaders:** Maintain contact with District leaders as they are planning your visit. Review your schedule with them, and provide them with feedback and suggestions regarding how they can best use your time while you are visiting.
- ▶ **Review District performance data:** Reports can be found here: dashboards.toastmasters.org
- ▶ **Corporate Recognition:** Corporate Recognition Awards Program Script Worksheet to be filled out by the District officers.

Connecting with Members

During District visits, meet and greet members.

- ▶ How has their Toastmasters experience been?
- ▶ What brought them to Toastmasters?
- ▶ How long have they been members?
- ▶ Reiterate and share the mission, core values, and purpose of the organization, club, and District.

Be an Ambassador

Prepare a keynote speech and an education session based on the subjects the District leaders mentioned on the conference call (i.e. team building, member retention, leadership succession, Toastmasters relevance in professional environments, etc.). The District may ask you for suggestions based on your previous experiences. On occasion, Districts may ask you to present topics not related to the mission of Toastmasters. Politely decline these subjects and suggest another mission-driven topic.

New Club Visits

During District visits, you will participate in club building opportunities. The District will set up visits for some of their club leads while you are in the District. It is important to remember that sometimes it is not always possible for the Districts to schedule these appointments prior to the visit; flexibility is key. You may also need to help the District Director or Club Growth Director participate in cold calls.

Corporate Recognition Visit

What better way to thank a corporation than by presenting them with a unique award? Districts are asked to fill out the Corporate Recognition Awards Program Script Worksheet once the recognition award is approved. This will provide you with company background information to help you become familiar with the corporation prior to the presentation. World Headquarters will also provide you with the corporate recognition script to assist in the preparation of your presentation. Districts plan these visits to include the club and the media. We encourage Districts to arrange for the award to be presented to a chief officer or director of the organization.

District Performance and Success

During a District visit, meet with the District Director, Program Quality Director, and Club Growth Director:

- ▶ Reinforce and review the brand standards as outlined in Policy 4.0: Intellectual Property, Section 2.
- ▶ Review the Toastmasters International Strategic Plan and what it means for the District.
- ▶ Identify and encourage future leaders—explain the role of the Board of Directors.
- ▶ Reinforce the District mission and how the District leaders can work towards it.

Other Events

Districts may also plan other events or visits such as an open house, meet and greet, participation in a panel discussion, a corporate summit, meeting with past District leaders, and visits to struggling clubs. Each event provides the opportunity for you to be an ambassador for Toastmasters International.

If you participate in a new club visit at a corporation, focus on the benefits and values that Toastmasters brings to the corporation/organization.

- ▶ Table Topics builds impromptu speaking skills and gives employees the confidence and expertise needed to communicate effectively.
- ▶ Structured communication and leadership development creates opportunities for employees to cultivate skills that help the company grow and succeed.
- ▶ Evaluations help employees give and receive feedback while improving their listening and presentation abilities.
- ▶ Every employee has the opportunity to practice leading meetings and motivating teams by participating in various meeting roles.

Just returned from a District Visit?

Within 30 days after a District visit, submit the following to World Headquarters:

- ▶ **Comprehensive District Visit Report:** Using this report during subsequent visits helps identify what has changed since the previous visit.

Remember to send a thank-you note to the District within two to three days of the visit.

Toastmasters-Related Expenses

Reimbursable items are defined in Protocol 11.2: Board of Directors Expenses; all reimbursements including credit card purchases and payments to Toastmasters International require receipts submitted through the online expense reporting system (Concur). Some reimbursable expenses while participating in Toastmasters business are:

- ▶ Mileage
- ▶ Taxi, shuttle, or public transportation
- ▶ Internet fees up to \$15 USD per day
- ▶ District conference registration

For more information, see Protocol 11.2: Board of Directors Expenses.

Board of Directors Timeline

This timeline represents routine activities you will participate in as a Board Member.

	August	September	October
International Director	<ul style="list-style-type: none"> ▶ Board of Directors meeting (4 days¹) ▶ Convention (4 days¹) ▶ Board Orientation (2 days) ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Board of Directors meeting (1 day²) ▶ Committee work³ ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Board of Directors meeting (1 day²) ▶ Committee work³ ▶ Progress Review call
International President	<ul style="list-style-type: none"> ▶ Executive Committee and Board of Directors meetings (8 days¹) ▶ Convention (4 days¹) ▶ Prepare Viewpoint for <i>Toastmaster</i> magazine ▶ Board Orientation (2 days) ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Board of Directors meeting (1 day²) ▶ Prepare Viewpoint for <i>Toastmaster</i> magazine ▶ Committee work³ ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ International Disciplinary Committee appointments ▶ Executive Committee meeting (1 day²) ▶ Board of Directors meeting (1 day²) ▶ Prepare Viewpoint for <i>Toastmaster</i> magazine ▶ Committee work³ ▶ Progress Review call
International President-Elect	<ul style="list-style-type: none"> ▶ Executive Committee and Board of Directors meetings (8 days¹) ▶ Convention (4 days¹) ▶ Board Orientation (2 days) ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Board of Directors meeting (1 day²) ▶ Committee work³ ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Executive Committee meeting (1 day²) ▶ Board of Directors meeting (1 day²) ▶ Committee work³ ▶ Progress Review call
First Vice President	<ul style="list-style-type: none"> ▶ Executive Committee and Board of Directors meetings (8 days¹) ▶ Convention (4 days¹) ▶ Board Orientation (2 days) ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Board of Directors meeting (1 day²) ▶ Committee work³ ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Executive Committee meeting (1 day²) ▶ Board of Directors meeting (1 day²) ▶ Committee work³ ▶ Progress Review call
Second Vice President	<ul style="list-style-type: none"> ▶ Executive Committee and Board of Directors meetings (8 days¹) ▶ Convention (4 days¹) ▶ Board Orientation (2 days) ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Board of Directors meeting (1 day²) ▶ Committee work³ ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Executive Committee meeting (1 day²) ▶ Board of Directors meeting (1 day²) ▶ Committee work³ ▶ Progress Review call
Immediate Past International President	<ul style="list-style-type: none"> ▶ Executive Committee and Board of Directors meetings (8 days¹) ▶ Convention (4 days¹) ▶ Board Orientation (2 days) ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Conference call² ▶ Committee work³ ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Conference call² ▶ Committee work³ ▶ Progress Review call

1 Additional preparation time may be needed for events.

2 Scheduling of meetings is subject to change.

3 Committee work may include conference calls and other assignments.

	November	December	January
International Director	<ul style="list-style-type: none"> ▶ Committee work³ ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Board of Directors meeting (2 days²) ▶ Committee work³ ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Board of Directors meeting (1 day²) ▶ Committee work³ ▶ Progress Review call
International President	<ul style="list-style-type: none"> ▶ Executive Committee meeting (4 days¹) ▶ Prepare Viewpoint for <i>Toastmaster</i> magazine ▶ Committee work³ ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Board of Directors meeting (2 days²) ▶ Prepare Viewpoint for <i>Toastmaster</i> magazine ▶ Committee work³ ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Executive Committee meeting (1 day²) ▶ Board of Directors meeting (1 day²) ▶ Prepare Viewpoint for <i>Toastmaster</i> magazine ▶ Committee work³ ▶ Progress Review call
International President-Elect	<ul style="list-style-type: none"> ▶ Executive Committee meetings (4 days¹) ▶ Committee work³ ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Board of Directors meeting (2 days²) ▶ Committee work³ ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Executive Committee meeting (1 day²) ▶ Board of Directors meeting (1 day²) ▶ Committee work³ ▶ Progress Review call
First Vice President	<ul style="list-style-type: none"> ▶ Executive Committee meetings (4 days¹) ▶ Committee work³ ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Board of Directors meeting (2 days²) ▶ Committee work³ ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Accredited Speaker Program Council appointments ▶ Executive Committee meeting (1 day²) ▶ Board of Directors meeting (1 day²) ▶ Committee work³ ▶ Progress Review call
Second Vice President	<ul style="list-style-type: none"> ▶ Executive Committee meetings (4 days¹) ▶ Committee work³ ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Board of Directors meeting (2 days²) ▶ Committee work³ ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Executive Committee meeting (1 day²) ▶ Board of Directors meeting (1 day²) ▶ Committee work³ ▶ Progress Review call
Immediate Past International President	<ul style="list-style-type: none"> ▶ Executive Committee meetings (4 days¹) ▶ Committee work³ ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Board of Directors meeting (2 days²) ▶ Committee work³ ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Executive Committee meeting (1 day²) ▶ Board of Directors meeting (1 day²) ▶ Committee work³ ▶ Progress Review call

1 Additional preparation time may be needed for events.

2 Scheduling of meetings is subject to change.

3 Committee work may include conference calls and other assignments.

	February	March	April
International Director	<ul style="list-style-type: none"> ▶ Board of Directors meeting (1 day²) ▶ Committee work³ ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Board of Directors meeting (4 days¹) ▶ Visit World Headquarters ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Board of Directors meeting (1 day²) ▶ District visits (5 days¹) ▶ Committee work³ ▶ Progress Review call
International President	<ul style="list-style-type: none"> ▶ Audit Committee appointments ▶ Executive Committee meeting (1 day²) ▶ Board of Directors meeting (1 day²) ▶ Prepare Viewpoint for <i>Toastmaster</i> magazine ▶ Committee work³ ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Executive Committee and Board of Directors meeting (8 days¹) ▶ Visit World Headquarters ▶ Prepare Viewpoint for <i>Toastmaster</i> magazine ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Executive Committee meeting (1 day²) ▶ Board of Directors meeting (1 day²) ▶ District visits (10–14 days¹) ▶ Prepare Viewpoint for <i>Toastmaster</i> magazine ▶ Committee work³ ▶ Progress Review call
International President-Elect	<ul style="list-style-type: none"> ▶ International Leadership Committee appointments ▶ American Society of Association Executives Symposium ▶ Executive Committee meeting (1 day²) ▶ Board of Directors meeting (1 day²) ▶ Committee work³ ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Executive Committee and Board of Directors meetings (8 days¹) ▶ Visit World Headquarters ▶ Review and approve BOD District visit schedule ▶ Presidential photo ▶ Finalize EC/BOD meeting schedule ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Executive Committee meeting (1 day²) ▶ Board of Directors meeting (1 day²) ▶ District visits (10–14 days¹) ▶ Approve club anniversary and District conference letters ▶ Committee work³ ▶ Progress Review call
First Vice President	<ul style="list-style-type: none"> ▶ American Society of Association Executives Symposium ▶ Executive Committee meeting (1 day²) ▶ Board of Directors meeting (1 day²) ▶ Committee work³ ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Executive Committee and Board of Directors meetings (8 days¹) ▶ Visit World Headquarters ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Executive Committee meeting (1 day²) ▶ Board of Directors meeting (1 day²) ▶ District visits (10–14 days¹) ▶ Committee work³ ▶ Progress Review call

1 Additional preparation time may be needed for events.

2 Scheduling of meetings is subject to change.

3 Committee work may include conference calls and other assignments.

	February	March	April
Second Vice President	<ul style="list-style-type: none"> ▶ American Society of Association Executives Symposium ▶ Executive Committee meeting (1 day²) ▶ Board of Directors meeting (1 day²) ▶ Committee work³ ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Executive Committee and Board of Directors meetings (8 days¹) ▶ Visit World Headquarters ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Executive Committee meeting (1 day²) ▶ Board of Directors meeting (1 day²) ▶ District visits (5-8 days¹) ▶ Committee work³ ▶ Progress Review call
Immediate Past International President	<ul style="list-style-type: none"> ▶ Executive Committee meeting (1 day²) ▶ Board of Directors meeting (1 day²) ▶ Committee work³ ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Executive Committee and Board of Directors meetings (8 days¹) ▶ Visit World Headquarters ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Executive Committee meeting (1 day²) ▶ Board of Directors meeting (1 day²) ▶ District visits (5-8 days¹) ▶ Committee work³ ▶ Progress Review call

1 Additional preparation time may be needed for events.

2 Scheduling of meetings is subject to change.

3 Committee work may include conference calls and other assignments.

	May	June	July
International Director	<ul style="list-style-type: none"> ▶ Board of Directors meeting (1 day²) ▶ District visits (5 days¹) ▶ Committee work³ ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Board of Directors meeting (1 day²) ▶ Committee work³ ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Board of Directors meeting (1 day²) ▶ Committee work³ ▶ Progress Review call
International President	<ul style="list-style-type: none"> ▶ Executive Committee meeting (1 day²) ▶ Board of Directors meeting (1 day²) ▶ District visits (10–14 days¹) ▶ Prepare Viewpoint for <i>Toastmaster</i> magazine ▶ Select Presidential Citation recipients ▶ Committee work³ ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Executive Committee meeting (1 day²) ▶ Board of Directors meeting (1 day²) ▶ Prepare Viewpoint for <i>Toastmaster</i> magazine ▶ Committee work³ ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Executive Committee meeting (1 day²) ▶ Board of Directors meeting (1 day²) ▶ District visits (10–14 days¹) ▶ Prepare Viewpoint for <i>Toastmaster</i> magazine ▶ Committee work³ ▶ Progress Review call
International President-Elect	<ul style="list-style-type: none"> ▶ Executive Committee meeting (1 day²) ▶ Board of Directors meeting (1 day²) ▶ District visits (10–14 days¹) ▶ Committee work³ ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Executive Committee meeting (1 day²) ▶ Board of Directors meeting (1 day²) ▶ Committee work³ ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Executive Committee meeting (1 day²) ▶ Board of Directors meeting (1 day²) ▶ Committee work³ ▶ Progress Review call
First Vice President	<ul style="list-style-type: none"> ▶ Executive Committee meeting (1 day²) ▶ Board of Directors meeting (1 day²) ▶ District visits (10–14 days¹) ▶ Committee work³ ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Past Region Advisors Council appointments ▶ Executive Committee meeting (1 day²) ▶ Board of Directors meeting (1 day²) ▶ Committee work³ ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Executive Committee meeting (1 day²) ▶ Board of Directors meeting (1 day²) ▶ Committee work³ ▶ Progress Review call

1 Additional preparation time may be needed for events.

2 Scheduling of meetings is subject to change.

3 Committee work may include conference calls and other assignments.

	May	June	July
Second Vice President	<ul style="list-style-type: none"> ▶ Executive Committee meeting (1 day²) ▶ Board of Directors meeting (1 day²) ▶ District visits (10–14 days¹) ▶ Committee work³ ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Executive Committee meeting (1 day²) ▶ Board of Directors meeting (1 day²) ▶ Committee work³ ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Executive Committee meeting (1 day²) ▶ Board of Directors meeting (1 day²) ▶ Committee work³ ▶ Progress Review call
Immediate Past International President	<ul style="list-style-type: none"> ▶ Executive Committee meeting (1 day²) ▶ Board of Directors meeting (1 day²) ▶ District visits (5–8 days¹) ▶ Committee work³ ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Executive Committee meeting (1 day²) ▶ Board of Directors meeting (1 day²) ▶ Committee work³ ▶ Progress Review call 	<ul style="list-style-type: none"> ▶ Executive Committee meeting (1 day²) ▶ Board of Directors meeting (1 day²) ▶ Committee work³ ▶ Progress Review call

1 Additional preparation time may be needed for events.

2 Scheduling of meetings is subject to change.

3 Committee work may include conference calls and other assignments.

World Headquarters Role

World Headquarters oversees the operations of Toastmasters International as described in the policies created by the Board of Directors. There is constant communication between the World Headquarters leadership team and District Directors regarding education, membership growth, and long-range plans. World Headquarters employees provide the assistance needed to accomplish those plans.

The following table illustrates the differing roles of the Board and the Chief Executive Officer:

Board of Directors	Chief Executive Officer
Set policy for the organization	Manage how policy is implemented
Request to have World Headquarters conduct research and recommend alternatives	Conduct research and surveys in order to recommend alternatives
Set financial policies and monitor financial outcomes	Carry out the day-to-day activities of the organization within the set financial policy
Approve the budget	Make staffing and spending decisions based on the budget

If you have any questions about your role on the Board of Directors, contact boardcontact@toastmasters.org, or call the Board Support Director at World Headquarters at **+1 720-439-5050**.

References

Social Media Participation Chart

		From the Board Member's Social Media Profiles		
		Home club, District, region, or international-level event-related content	Board discussion or decision-related content	Other Toastmasters-related content
Posting Location	Another Toastmasters leader's personal social media profiles	Yes	No, unless authorized by the International President	No, unless authorized by the International President
	Other Toastmasters members' pages	Yes	No, unless authorized by the International President	No, unless authorized by the International President
	Non-Toastmasters individual pages	Yes	No, unless authorized by the International President	No, unless authorized by the International President
	Board Member's personal pages	Yes	No, unless authorized by the International President	No, unless authorized by the International President
	Home club pages	Yes	No, unless authorized by the International President	No, unless authorized by the International President
	Home District pages	Yes	No, unless authorized by the International President	No, unless authorized by the International President
	TI official pages	Yes	No, unless authorized by the International President	No, unless authorized by the International President
	TI unofficial pages	Yes	No, unless authorized by the International President	No, unless authorized by the International President
	Non-Toastmasters groups/pages	Yes	No, unless authorized by the International President	No, unless authorized by the International President
	District U or Online clubs	Yes	No, unless authorized by the International President	No, unless authorized by the International President

Board Members are expected to meet and exceed all Toastmasters International Policies and Protocols that relate to ethics and conduct. Only the International President is authorized to speak on behalf of the Board unless they have specifically delegated such communication to Board Members or others.

Supporting and Safeguarding the Tax-Exempt Status of Toastmasters International

The Articles of Incorporation of Toastmasters International qualify it as a California nonprofit public benefit corporation meeting the requirements for United States tax-exemption under Internal Revenue Code section 501(c)(3). Toastmasters International's governing documents (articles, bylaws, constitution, policies, and protocols) set forth the guidelines to support the educational mission of Toastmasters and preserve the organization's tax exempt status.

Guidelines for the Board of Directors

Each Board Member has a responsibility to support and safeguard Toastmasters' tax-exempt status. They must remain vigilant and avoid restricted activities that jeopardize this status. Examples of restricted activities are as follows:

1. Engaging in substantial lobbying or any political candidate campaign activity.
2. Using net income, assets, or property of Toastmasters International that inures to the benefit of any director, officer, member, or private person.
3. Improperly serving the private interests of any individual or organization.
4. Business activity unrelated to Toastmasters' exempt purposes, such as the commercial seminar business, that may compete with for-profit enterprises (unless income tax is paid).
5. Fundraising in violation of **Protocol 8.2: Fundraising**.
6. Using Toastmasters' resources in a way that conflicts with its educational mission.
7. Allowing Toastmasters' purposes and activities to be illegal or to violate fundamental public policy.

Board Members who detect questionable conduct must contact the Board Support Director and/or the Treasurer to discuss. World Headquarters will then evaluate the situation and determine the next steps.

Legal and Tax Compliance Responsibilities of World Headquarters

To maintain Toastmasters' tax-exempt status, World Headquarters fulfills these important requirements:

1. Fiscal management and filing, such as bookkeeping, accounting, complying with the reporting and filing requirements of the California Secretary of State and the Registry of Charitable Trusts through the Office of the Attorney General, filing an annual return with the United States Internal Revenue Service, and complying with federal and state tax guidelines and government agencies.
2. Record keeping, such as maintaining books of accounting and corporate secretary records.

For all Board-related policies visit toastmasters.org/govdocs. Specifically:

- | | |
|--|---|
| ▶ Policy 11.0: Board of Directors | ▶ Protocol 11.5: Board of Directors Visits |
| ▶ Protocol 11.1: Board of Directors Meetings | ▶ Policy 11.6: International President |
| ▶ Protocol 11.2: Board of Directors Expenses | ▶ Policy 11.7: International President-Elect |
| ▶ Policy 11.3: Board of Directors Confidentiality | ▶ Policy 11.11: Board of Directors and Key Employee Conflict of Interest |
| ▶ Protocol 11.3: Board of Directors Confidentiality | ▶ Policy 11.12: Board of Directors Conduct |
| ▶ Policy 11.4: Board of Directors Committees | |

Notes



toastmasters.org