

# CEO REPORT

**AUGUST 2025**

A stylized line drawing of a multi-story building with several windows. A small green plant with four leaves is growing from a window box on the left. A light blue cloud is in the top left corner. The background is a light gray gradient.

# OUR CORE IDEOLOGY

## **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.

## **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.

## **Brand Promise**

Empowering individuals through personal and professional development.

## **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.

**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**—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.

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

# MESSAGE FROM THE CEO



*The Toastmasters club which has the right sort of program does not lose its members.”*

**-Dr. Ralph C. Smedley, founder of Toastmasters International**

You feel it when you walk into the club’s meeting place. The sense of anticipation, excitement, and expectation. Maybe a little apprehension, discomfort, and fear as well. If you arrive early enough, only a few people will likely be there. The club’s Sergeant at Arms, and others there to support the group, will be making sure the seating is correct and setting up the club’s banner, lectern, and more.

Perhaps they have set out printed meeting agendas and slips of paper used to provide feedback to speakers and other participants.

The prepared speakers, meanwhile, might be in a quiet spot practicing their speech one last time. The evaluators are checking with their respective speakers, and the grammarian is posting the Word of the Day where it’s visible to everyone.

What else will you see? The Toastmaster of the Day making sure each meeting role is filled. Members happily greeting each other, catching up before the meeting starts. Guests being quickly noticed and warmly welcomed, a member helping them find a place to sit and cheerfully asking what brought them here. *Were you invited by a member? Or did you find us online? Here’s how our club meeting works.*

The meeting begins with a friendly, encouraging welcome, and the functionaries follow the agenda, accessible to all. As the meeting progresses and members continue to perform their roles, there is hope, comfort, and strength. There is support, appreciation, and recognition. Before closing the meeting, the President joyfully announces that the club has earned President’s Distinguished status this year, signifying that it is consistently fulfilling the club mission.

Is this your club? If so, congratulations to you and every member of the club for collaborating to ensure that each member—as well as guests—experiences the optimal meeting.

Did your club miss the goal of being Distinguished or higher this year? **The Successful Club Series** offers many tips on improving club meetings and attracting and maintaining members. In addition, read these **articles** to learn strategies for ensuring that each member experiences high-quality meetings in a Distinguished club.

A handwritten signature in black ink, appearing to read 'Daniel Rex', with a stylized, flowing script.

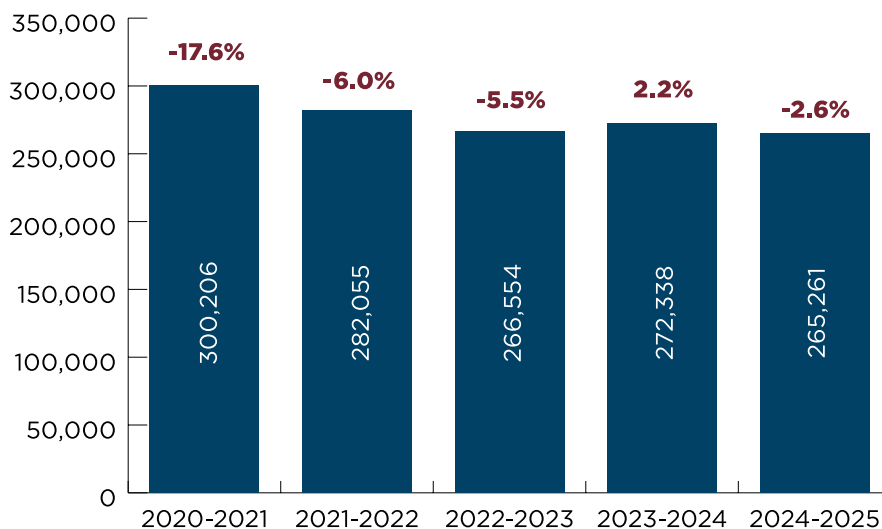
Daniel Rex

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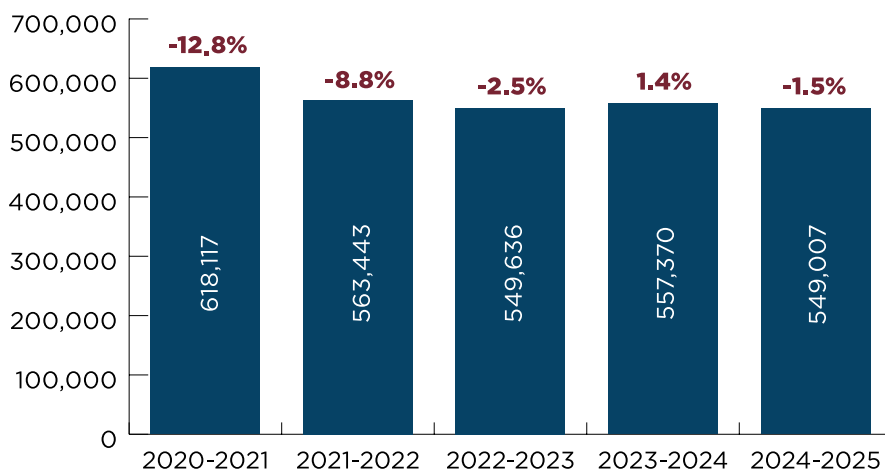
# NUMERIC **SNAPSHOTS**

**Total Membership as of March 31, 2025**



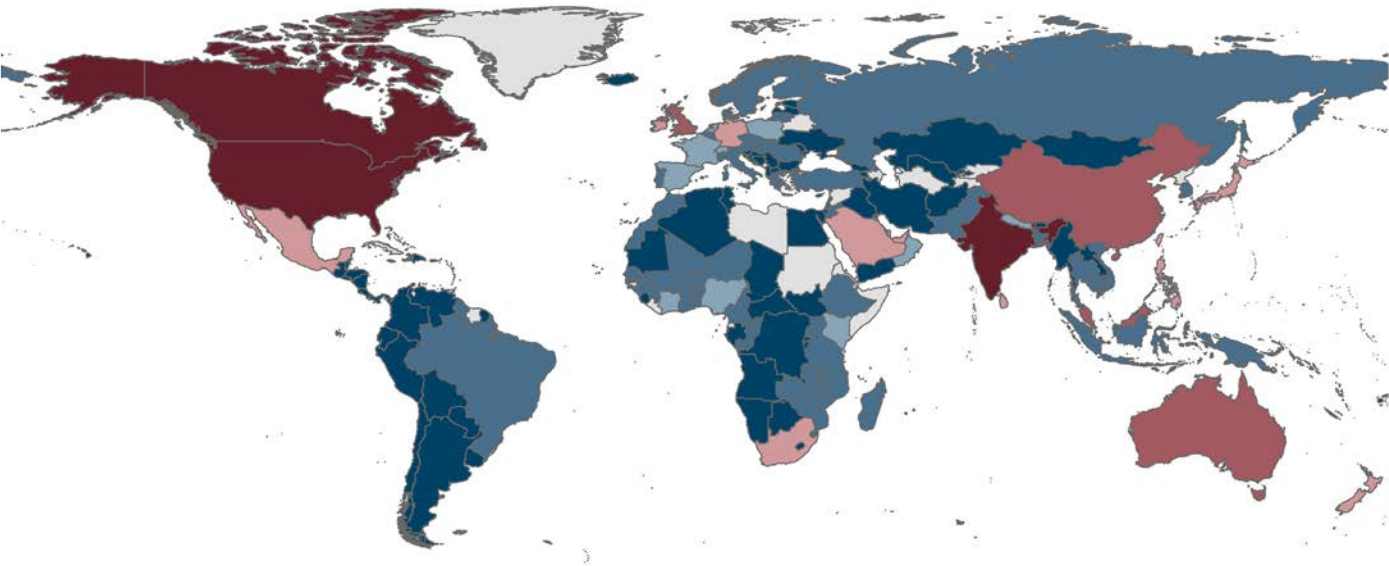
Compared to March 31, 2024, total membership decreased by 2.6% to 265,261 members.

**Membership Payments as of June 30, 2025**

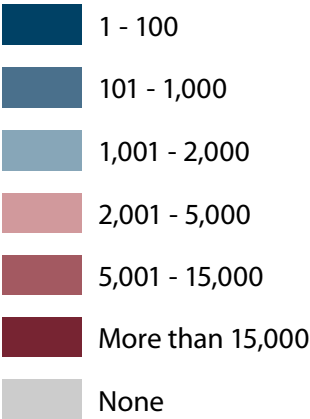


Membership payments during the 2024–2025 program year decreased by 1.5% compared to the 2023–2024 program year. Total membership payments received during the year amounted to 549,007.

# Members by Country



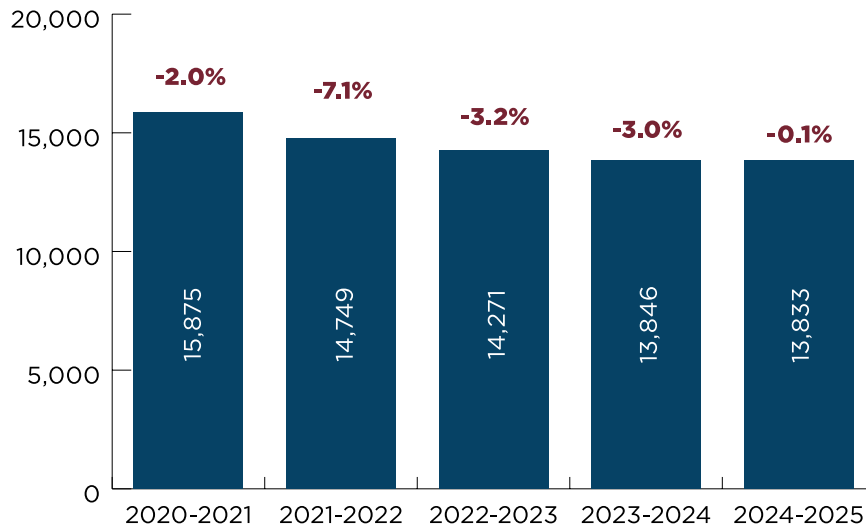
## Members by Country



**265,261**  
Members

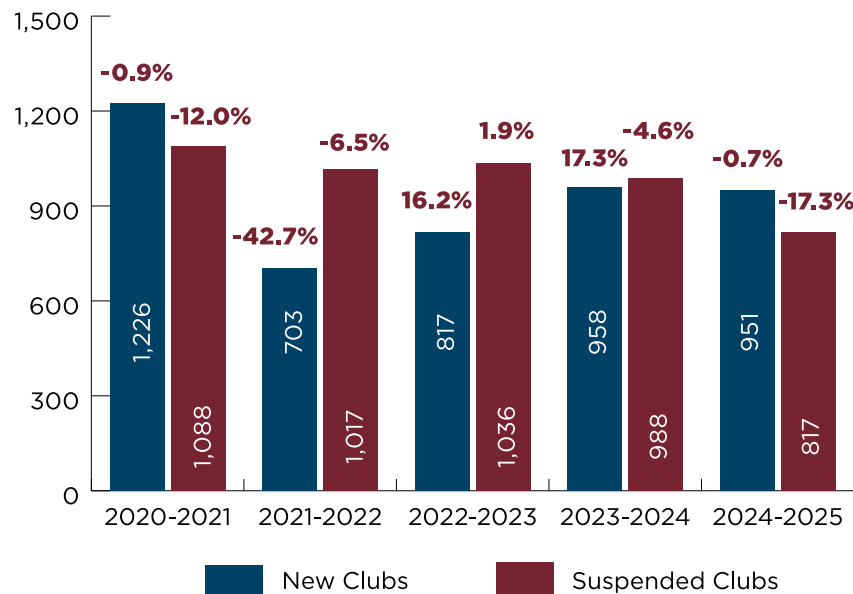
# NUMERIC **SNAPSHOTS**

**Paid Clubs as of June 30, 2025**



Total paid clubs across the organization dropped only slightly during the 2024–2025 program year to 13,833, a 0.1% decrease from 2023–2024.

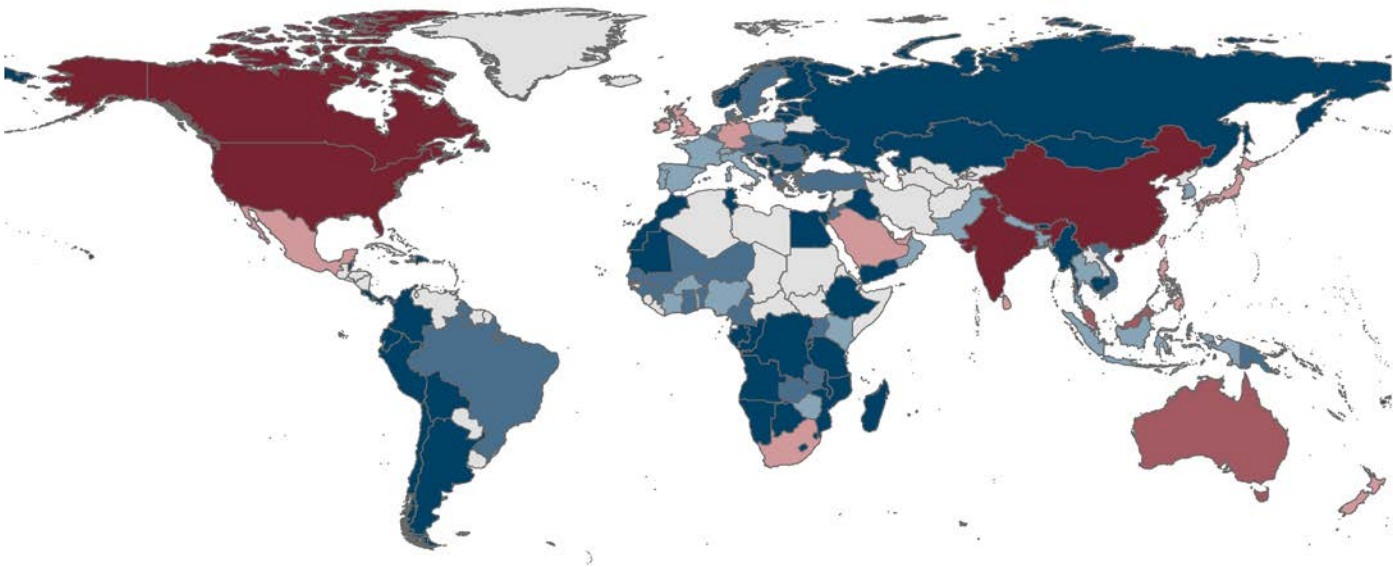
**New and Suspended Clubs as of June 30, 2025**



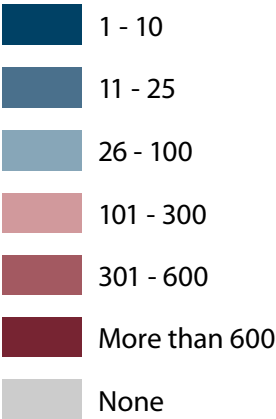
There were 951 total new clubs organized and 817 clubs suspended during the 2024–2025 program year. While the number of new clubs decreased a little compared to 2023–2024, this is the first time since 2020–2021 that new clubs outpaced suspensions.



Clubs by Country



Clubs by Country



13,833  
Clubs

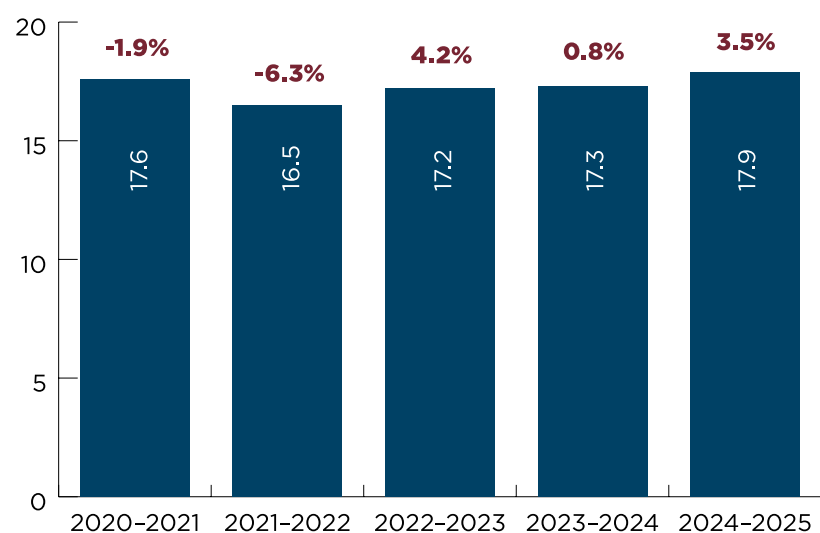
# NUMERIC **SNAPSHOTS**

## District Reformations

On July 1, 2025, the following District reformations took place:

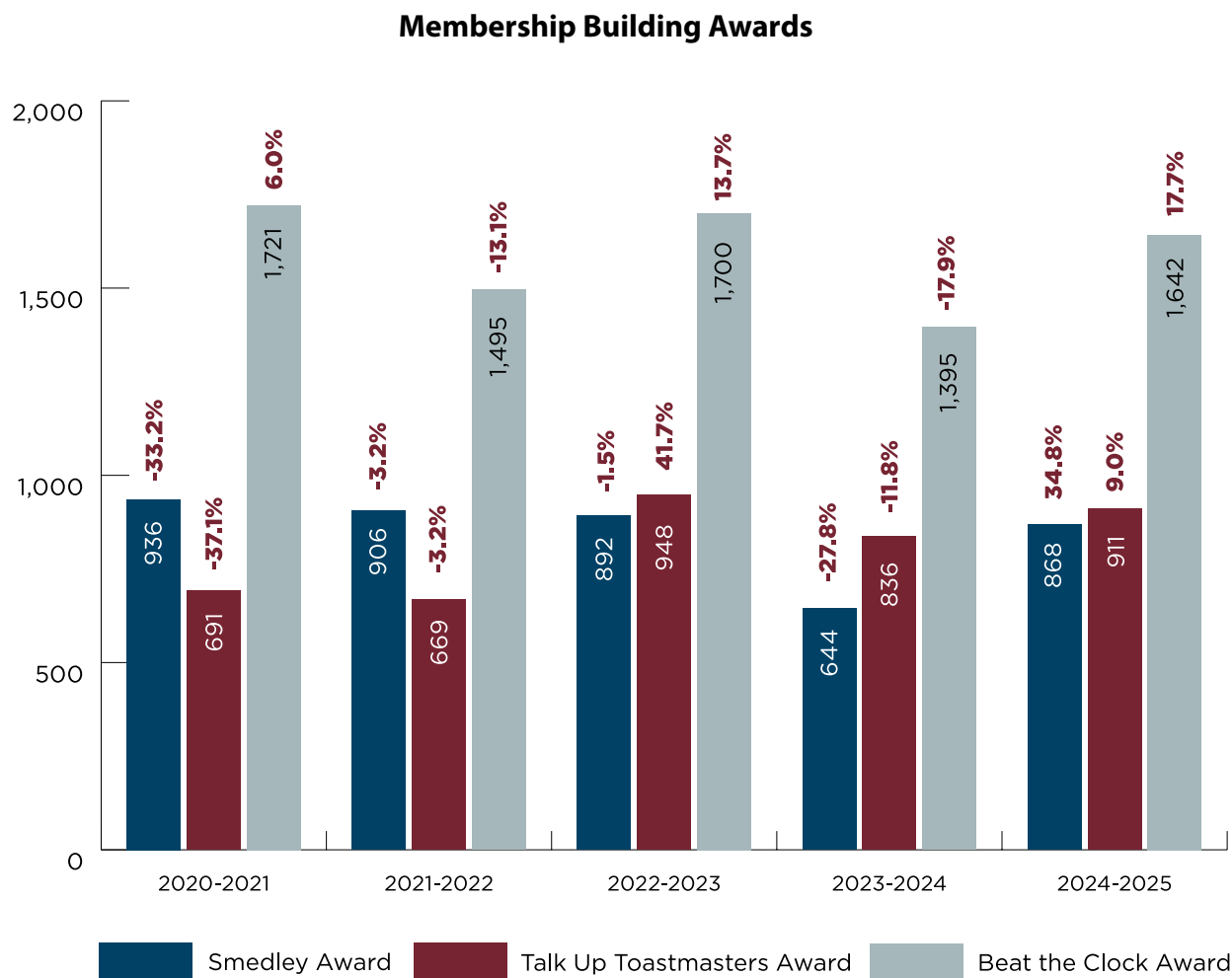
Existing Districts	New Alignment	Geographic Region
2	2	United States (Alaska, Idaho, Washington)
9		
32		
21	21	Canada (British Columbia)
96		
23	3	United States (Arizona, New Mexico, Texas)
	25	
	26	
	55	

Average Club Size as of June 30, 2025



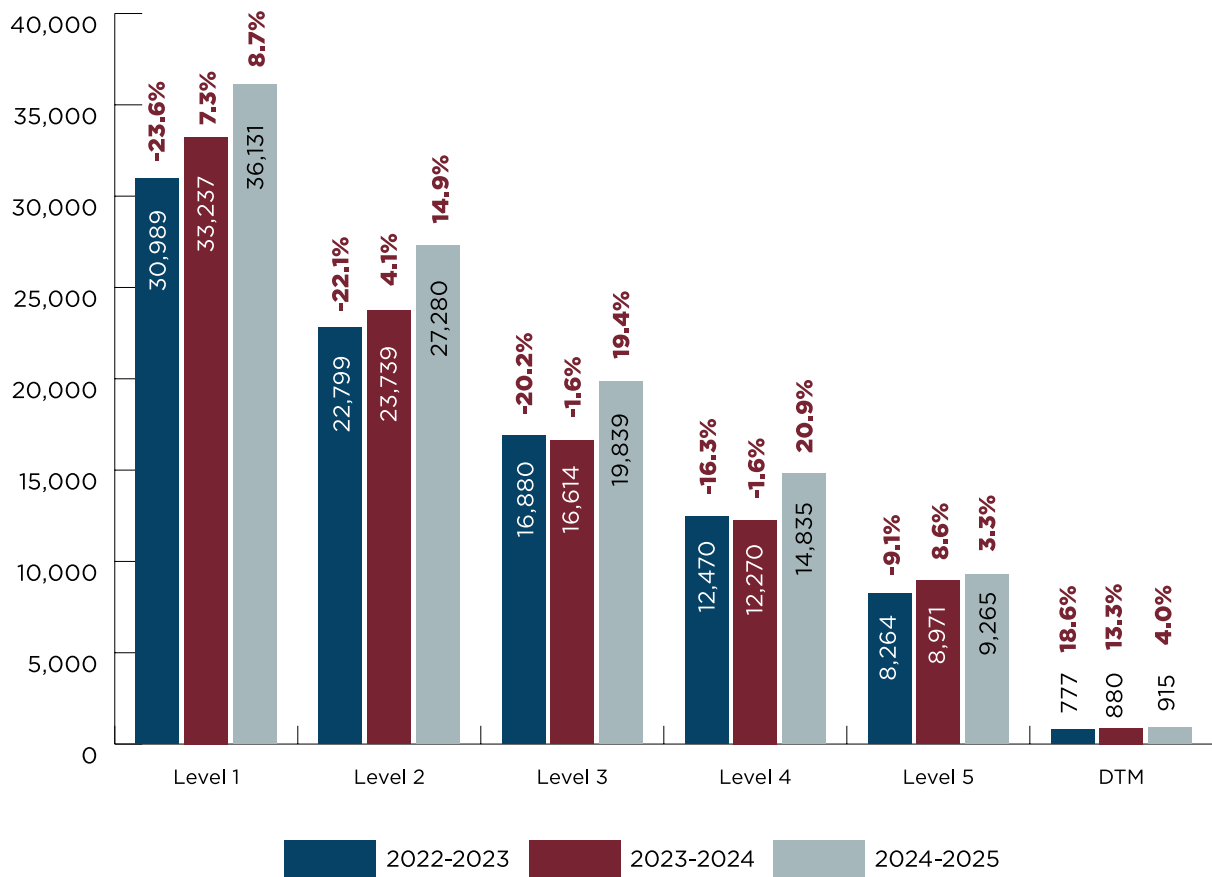
There was a 3.5% increase in average club size this year compared to 2023–2024. This is the largest average club size since before the COVID-19 pandemic.

# NUMERIC **SNAPSHOTS**



Membership building programs recognize clubs that add five or more new, dual, or reinstated members to their rosters at specific periods in the program year. In recognition of this achievement, clubs earn a discount code for club orders in the Toastmasters Online Store.

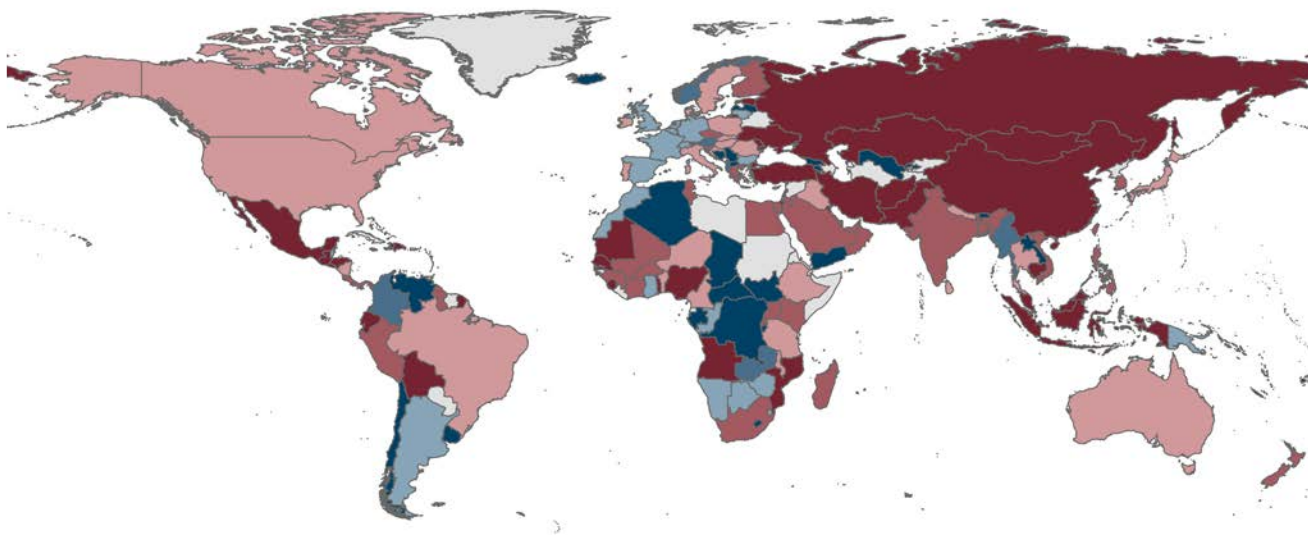
## Education Awards



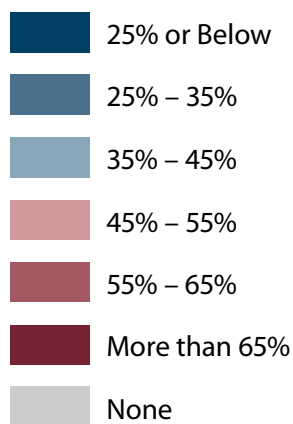
Throughout the program year, members earned 108,263 educational awards, a 13.1% increase compared to 2023–2024. There was a higher number of awards earned in each level of Pathways, particularly in Levels 3 and 4, with a 19.4% and 20.9% increase, respectively, over last year.

# NUMERIC **SNAPSHOTS**

## Education Awards by Country

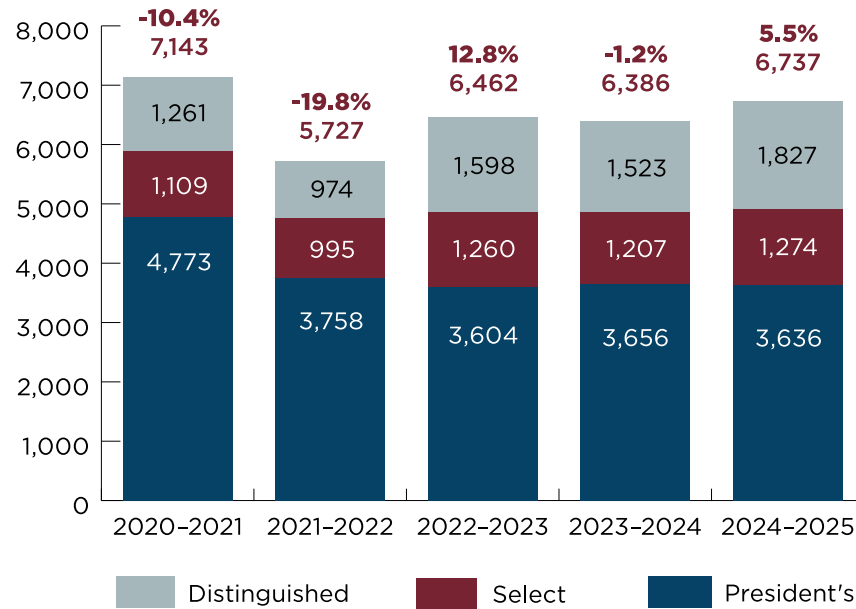


## Education Awards Earned by Country % of Membership



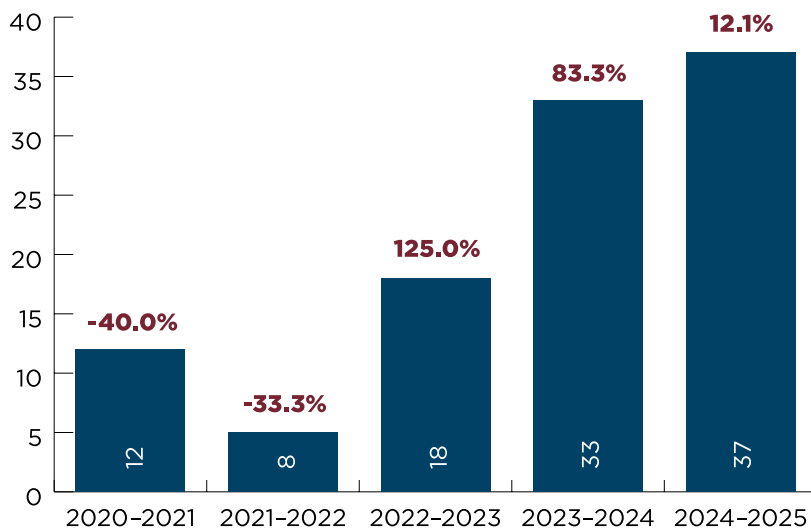
**108,263**  
Education Awards  
Earned

### Distinguished Clubs as of June 30, 2025



There were 6,737 clubs that reached Distinguished, Select, or President's Distinguished status during the 2024-2025 program year. This is an overall increase of 5.5% compared to last year.

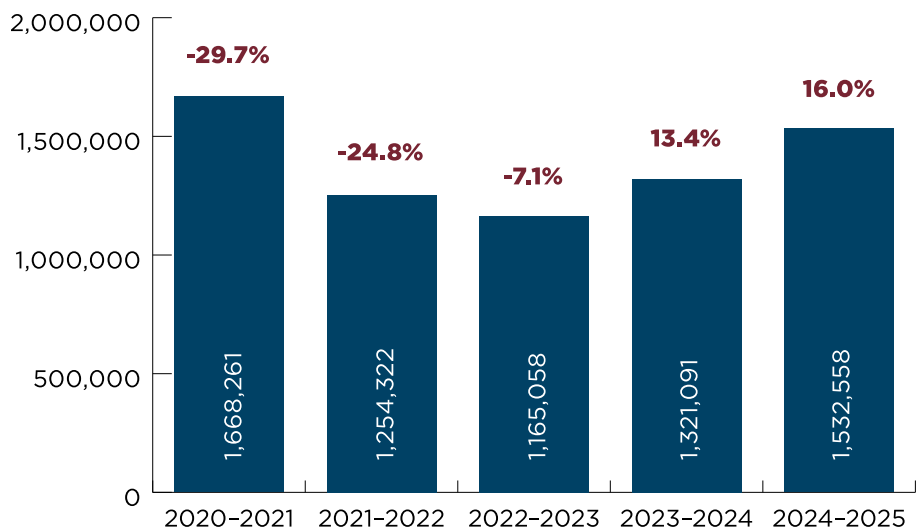
### Distinguished Districts



A total of 37 Districts achieved Distinguished, Select, President's, or Smedley Distinguished levels in the District Recognition Program this year. This is an increase of 12.1% compared to the 2023-2024 program year, and the highest number of achieving Districts since 2018-2019, when there were 38.

# NUMERIC **SNAPSHOTS**

**Education and Product Sales as of June 30, 2025**



Education and product sales include path purchases, convention store purchases, other educational materials, and Toastmasters Online Store purchases. In 2024–2025, this category increased by 16% compared to 2023–2024, with sales totalling \$1,532,558 USD.



## **LinkedIn Learning**

The LinkedIn Learning course “**Public Speaking Skills Professional Certificate by Toastmasters International**” has reached over 11,266 learners. This brand-awareness boost has led to 646 click-throughs to the **Find a Club** section of **toastmasters.org**.



# 2024-2025 MILESTONES

**915**

Distinguished Toastmaster Awards

**9,265**

Level 5 Awards

**13,833**

Paid Clubs

**265,261**

Members

**6,737**

Distinguished Clubs

**53.12**

Net Promoter Score

**37**

Distinguished Districts

**951**

New Clubs

**149**

Countries

# DEMOGRAPHICS

## Languages\*

  
38.9%  
Multilingual

Hello  
60.8%  
English

नमस्ते  
3.5%  
Hindi

你好  
3.5%  
Mandarin

Bonjour  
3.0%  
French

Hola  
3.0%  
Spanish

வணக்கம்  
2.4%  
Tamil


مرحباً  
1.4%  
Arabic

Hallo  
1.3%  
German

こんにちは  
1.3%  
Japanese

**94.2%** "Toastmasters has helped me meet my goals"

## Industry

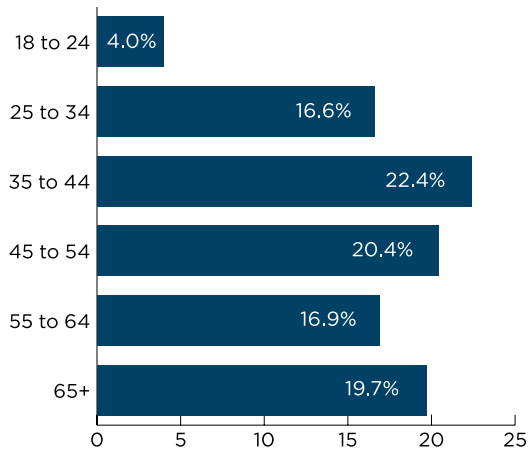
  
**14.8%**  
Computer and Information  
Technology

  
**11.0%**  
Business and Financial  
Operations

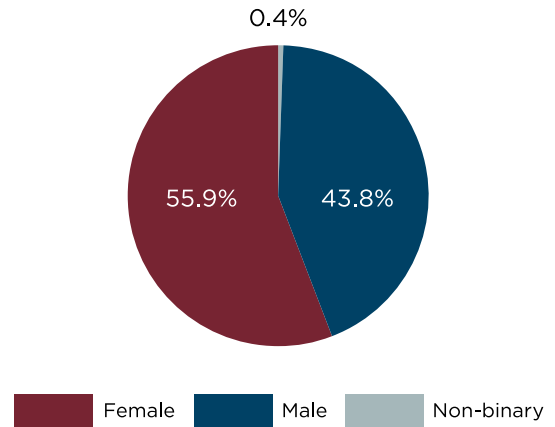
  
**10.1%**  
Education, Training, and  
Library Occupations

**8.99 out of 10** willingness to recommend Toastmasters

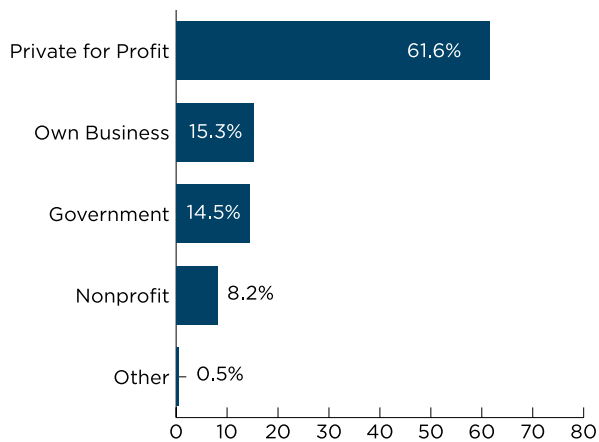
### Age



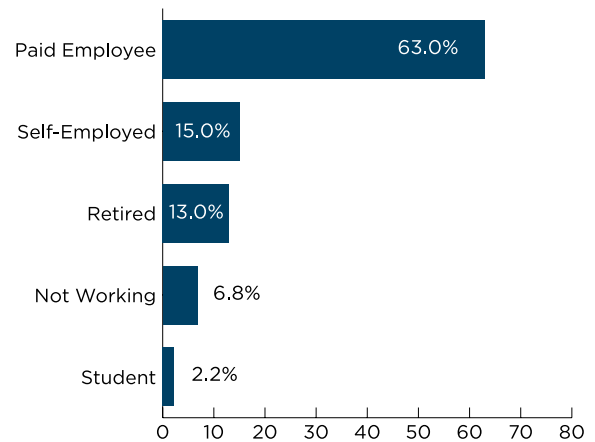
### Gender



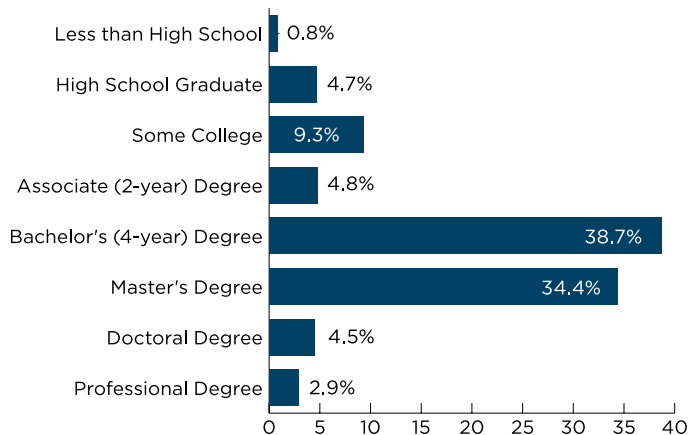
### Business



### Employment



### Education



### Toastmasters Demographic Survey, May 2025

- ▶ 5,842 Total Respondents
- ▶ 19.5% Response rate
- ▶ 94.2% Completion rate
- ▶ ±1.3% Margin of error

# ONLINE MEMBER EXPERIENCE

Launched in November 2024, the **Prospective Member Management (PMM)** and online Membership Application tools are delivering promising results. Since implementation, the system has generated more than 75,000 Find a Club contacts, facilitated over 46,000 scheduled club visits, and helped nearly 4,000 new members join through the streamlined digital process.

At only about a 5% conversion rate, there is still plenty of work to be done. However, a recent Find a Club survey showed that about 62% of respondents who never attended a meeting didn't do so because a club representative never got in touch with them. Compared to about 74% reporting the same issue in an April 2024 survey, the PMM page is driving improvement in connecting clubs with their Find a Club contacts.

Club officers can use the PMM tool as a way to track prospective members and easily send online Membership Applications. With Self-Pay enabled, prospective members can even enter their own information and submit their international dues payment in one step. This eliminates the administrative burden on club officers, who previously had to manually input member information and process payments.

Based on club officer feedback, recent enhancements have made the system even more user-friendly. Club officer email notifications now include the club name,

which helps officers who participate in multiple clubs stay organized. The system also allows officers to manually add guests through a simple process: clicking the Guest Information Form button at the top of the PMM page, entering an email address, sending an automated invitation, and having the prospect's completed information populate directly on the PMM page.

So far, the system's impact has been significant. A recent survey shows that 46% of respondents have actually visited clubs. The system has also dramatically reduced conversion time from the old average of over 100 days to just 26 days when clubs use the complete digital process—a drastic improvement that gets new members started with their clubs faster than before.



# A RENEWED FOCUS FOR THE REGION ADVISOR PROGRAM

In March, the Board's Strategic Planning Committee conducted a thorough review of the Region Advisor Program to assess its effectiveness. The program launched in 2010 to provide marketing support to Districts, but has since expanded well beyond that original mission. There has been a robust annual investment and a tremendous effort from both our District leaders and our Region Advisors. However, the percentage of Districts achieving Distinguished status dropped from 54.9% in 2010–2011 to just 25.6% in 2023–2024, indicating an opportunity to refine our approach and better support District success.

Over the years, Region Advisors have taken on more responsibilities beyond marketing: mentoring District leaders, supporting strategic planning, and managing social media. While these tasks address real District needs, they've pulled focus from what the program was designed to do.

To get back on track, the program has been restructured to focus on club and membership growth. The biggest change involves monthly progress reviews with Board Members, Region Advisors, and District leaders. These aren't just check-ins—they're coaching sessions designed to identify problems early and keep everyone accountable. Additionally, the organization is deprioritizing some activities, like managing region social media accounts and mentoring District Public Relations Managers. This refined approach will enable Region Advisors to more effectively support Districts in reaching Distinguished status and meeting strategic goals.



# CLUB SUCCESS

The Club Success Strategies webinar was held on July 23 to help inspire and energize club officers and District leaders for this program year. With approximately 2,050 members participating in the live session, there were plenty of constructive questions as Toastmasters experts shared practical ideas for member engagement and club growth. Participants learned how to showcase the in-demand skills members gain through Toastmasters, make meetings

more engaging, access helpful membership growth tools, and host Open Houses and special events that attract community interest. Following the webinar, all District leaders and club officers received valuable new resources, including **How Club Meeting Roles Build Real-World Skills**, **How Club Officer Roles Build Real-World Skills**, and updated **Open House** fliers to help clubs connect with their communities.



A major upgrade of the club recognition program took effect on July 1, 2025, to better reward and challenge top-performing clubs and better emphasize growth at all levels. Instead of one-size-fits-all membership requirements (shown below), there are now distinct growth achievements to work toward at each recognition level, including the new Smedley Distinguished recognition. Additionally, every club will now create a Club Success Plan to guide club officers and members toward growth and

success. The digital experience is also much better—updated dashboards show exactly what each club needs to hit their goals at every level, automatic tracking eliminates manual calculations for net growth, and enhancements to the online Club Success Plan submission process make for faster, more intuitive submissions. These changes give clubs clearer targets, reduce administrative work for leaders, and create a recognition system that celebrates excellence at every level.

Previous Goals		
Level of Distinguished	Membership Requirement	Goals Required
Distinguished	20 or Net Growth 3	5
Select Distinguished	20 or Net Growth 3	7
President’s Distinguished	20 or Net Growth 3	9

Updated Goals			
Level of Distinguished	Number of Paid Members*	Net Growth Members*	Goals Required
Distinguished	20	+3	5
Select Distinguished	20	+5	7
President’s Distinguished	20	N/A	9
Smedley Distinguished	25	N/A	10

\*Only one column required

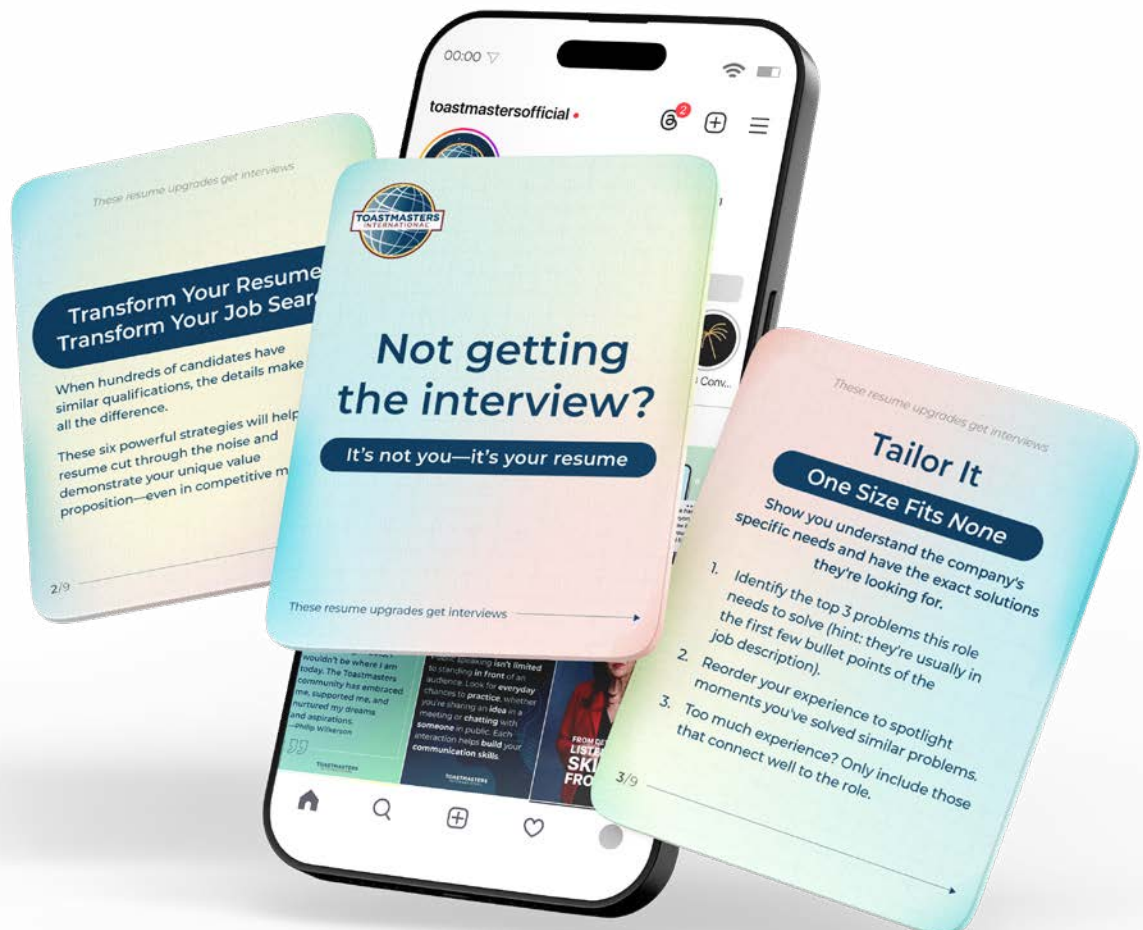


# SOCIAL MEDIA STRATEGY

Toastmasters International continues to strengthen its social media strategy to build brand awareness and drive member engagement. Content focusing on leadership development, communication skills, and public speaking guidance consistently delivers the highest performance across platforms. Additionally, analytics show that images, carousels, and videos get the best engagement when featuring these themes.

There are distinct preferences across platforms. LinkedIn users engage most with career advice and speaking tips. Instagram and Facebook audiences respond strongly to carousel content featuring speaking guidance, member stories, and leadership insights. TikTok offers potential for brand visibility and audience growth.

This strategic social media approach reinforces Toastmaster's position as the leading voice for communication and leadership development.





# THE SMEDLEY FUND

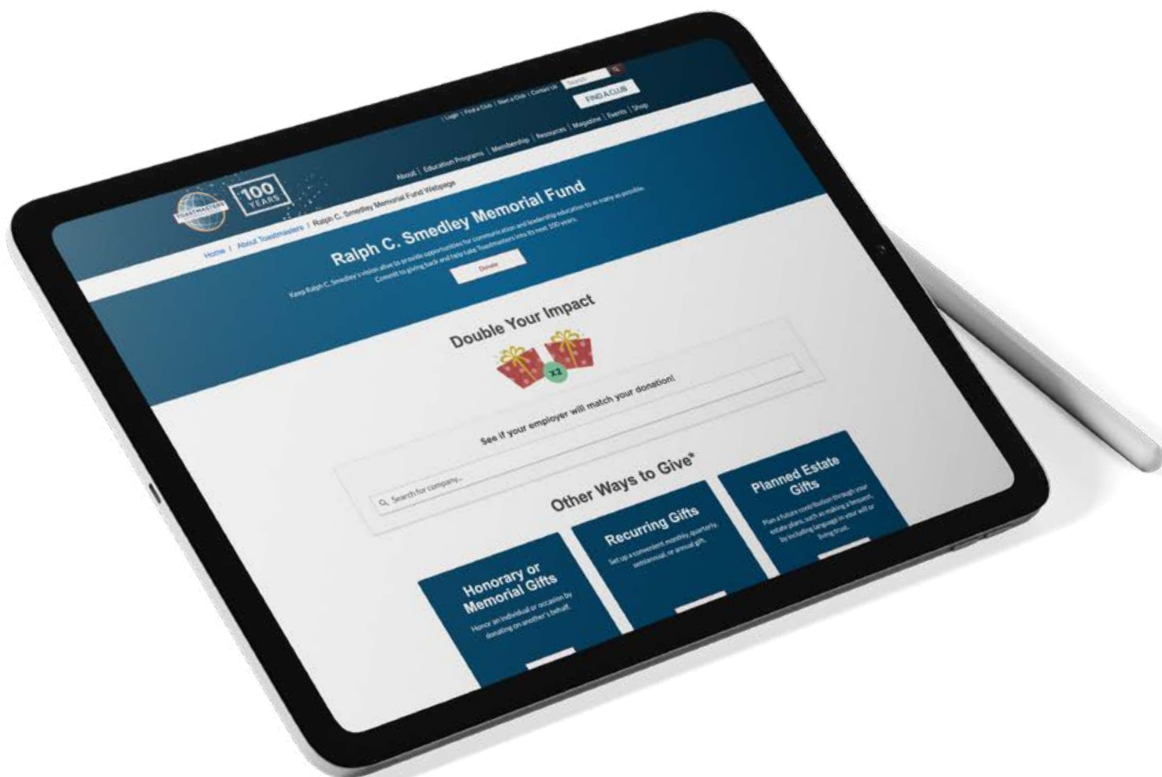
An exciting new feature on the [toastmasters.org/Smedley](https://toastmasters.org/Smedley) page launched in January 2025. Now, contributors can easily conduct a search on the page to see if their employer will match their donation to the Smedley Fund. Additionally, the process of making a recurring, honorary, or memorial donation is now simpler. These updates will make it easier for members and other donors to support the Smedley Fund and maximize their charitable impact.

The primary focus of the Smedley Fund is to strengthen the Toastmasters Education Program for the benefit of all members. There are additional uses of the fund, though. The Board of Directors also approves disbursements for youth outreach and emergency relief efforts for Toastmasters clubs.

Recent uses of the Smedley Fund include:

- ▶ Covering the cost of materials and shipping to support Youth Leadership Programs in cooperation with government schools in Tamil Nadu, India; for students at a local government secondary school in Johor, Malaysia; and in cooperation with the local branch of Jack and Jill of America, Inc. in North Carolina, United States.
- ▶ Covering membership dues for members affected by a flood in Nigeria (District 130) and members affected by Tropical Storm Kristine in the Philippines (District 75).

To see the full history of Smedley Fund disbursements, visit the **Smedley Fund webpage** and click on “**History of Fund Uses.**”





## **AUGUST 2025 CEO REPORT**

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