

TOASTMASTERS
INTERNATIONAL

CEO REPORT

MARCH 2025

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.

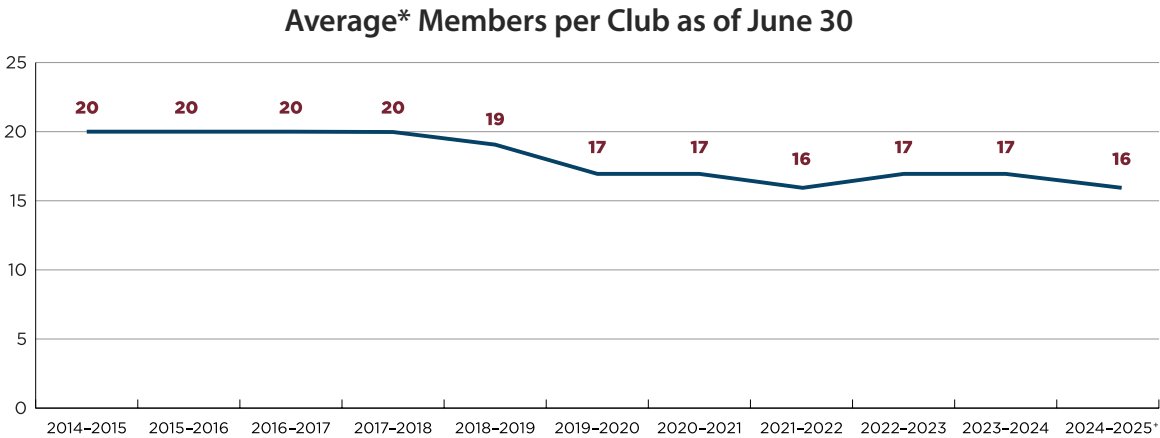
Excellence—We consistently strive to meet or exceed expectations by upholding the Toastmaster's Promise, nurturing a collaborative environment, innovating to deliver creative solutions, and optimizing quality to produce superior service.

Message From the CEO

The mission of the (insert your club's name here) Toastmasters club is to provide a supportive and positive learning experience in which members are empowered to develop communication and leadership skills, resulting in greater self-confidence and personal growth.

I recently attended a club meeting during which the Sergeant at Arms dutifully recited the club mission, personalizing it a bit by inserting the club's name. I've seen this happen at many club meetings and I quite like the way this small modification reflects how all members of the club share in the roles and responsibilities needed to achieve the mission.

One way for your club to have a better chance at fulfilling its mission is to ensure there are sufficient numbers of members attending and participating in meetings. How many members attended your last club meeting? At my club's last meeting, 21 members and two guests attended. This number of members was enough to fill all the meeting functionary roles without anyone having to take on more than one role. I take this kind of participation as a sign, though not a guarantee, of a healthy meeting.



*Average club size in terms of members per club for all clubs with members as of June 30

*Average members per club for 2024-2025 as of December 31, 2024

I recall attending a meeting of another club I belonged to that had only nine members and three guests. Three of the nine members filled multiple roles and had been doing so for several meetings. They were feeling burned out, and the members were hungry to have the guests join the club. Unfortunately, none of the guests returned. Did the members' level of burnout and the low participation scare them off? We'll never know.

As of December 31, the global average number of members per club is 16.38. For decades the average hovered around 20. (See the chart above for trending information.) Let's do everything we can in our club to return the average to that healthy number of 20 members. It's a key step in helping the club meet its mission and produce the best learning experience possible.

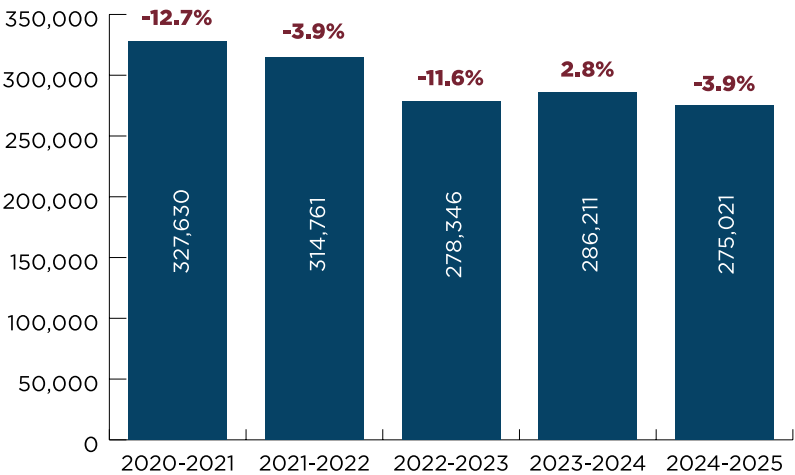
Daniel Rex

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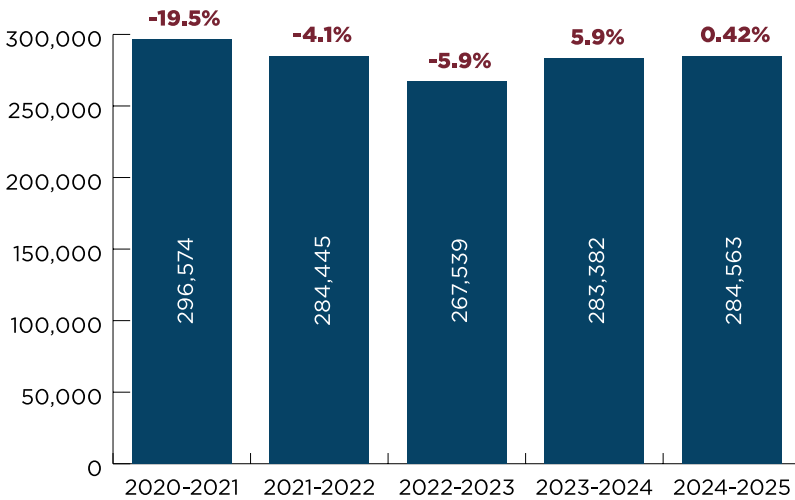
Numeric Snapshots

Total Membership as of September 30, 2024



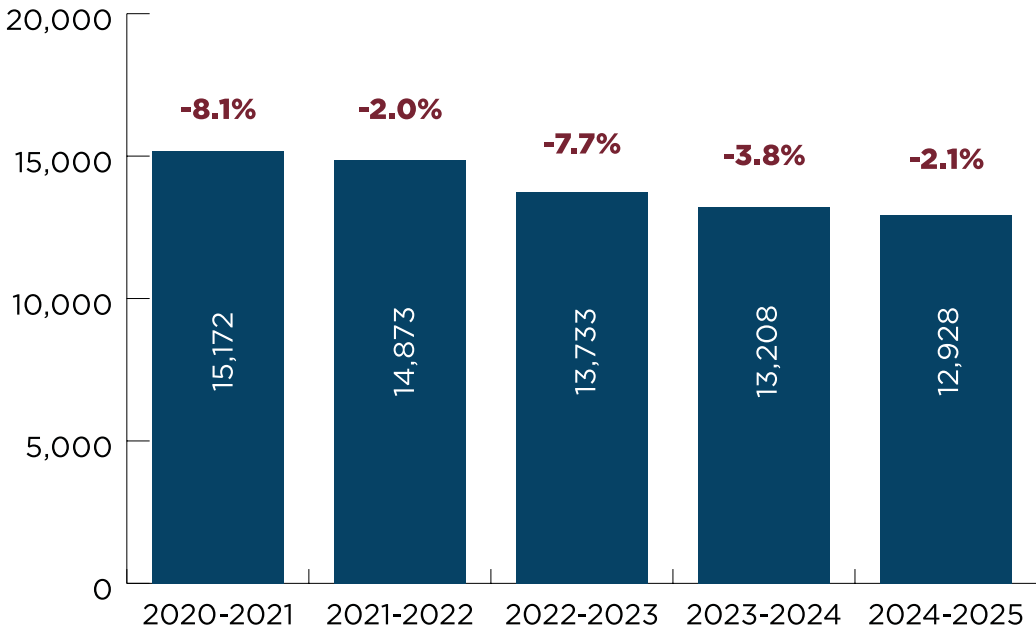
Total membership as of September 30, 2024, was 275,021. This is a decrease of 3.9% compared to 2023–2024.

Membership Payments as of December 31, 2024



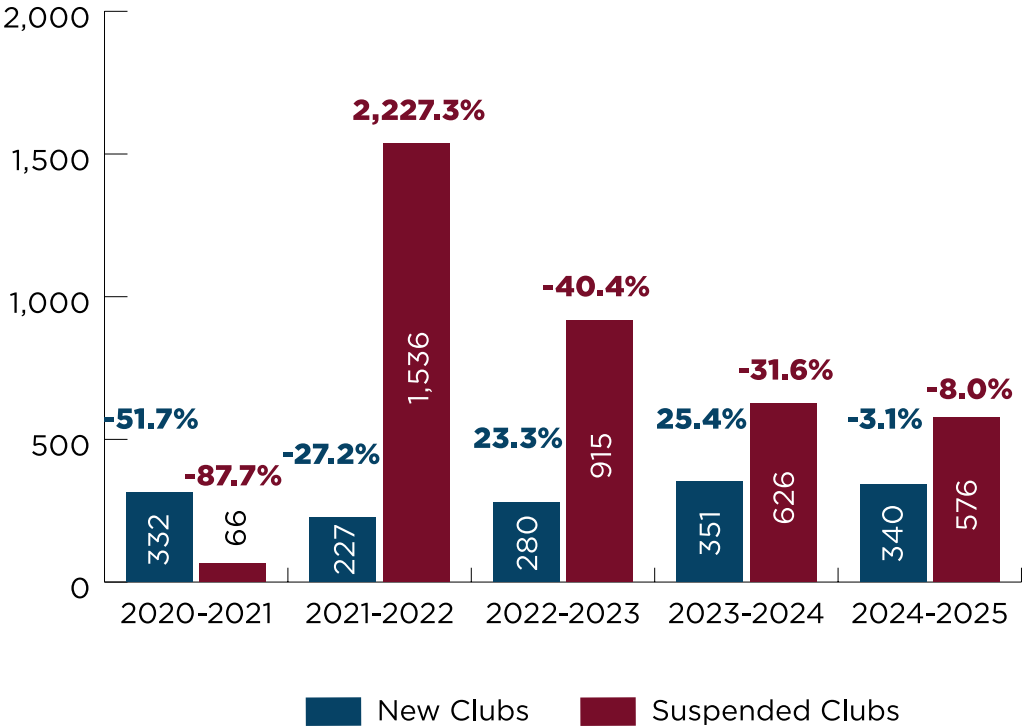
As of December 31, 2024, membership payments increased by 0.42% compared to the first half of the 2023–2024 program year.

Paid Clubs



Total paid clubs as of December 31, 2024, declined by 2.1% compared to December 2023. This is a smaller decrease compared to the previous two program years.

New and Suspended Clubs



The first half of 2024–2025 had a decrease in new clubs compared to last year, with 340 organized (a change of -3.1%). However, fewer clubs suspended during the first half of the program year, continuing last year's trend. This program year had 576 clubs suspended, which is down 8.0% from 626.

District Realignment

On July 1, 2025, District realignments will take effect impacting select Districts in Regions 1 and 3 in the United States and Canada. Districts 2, 9, and 32 in the United States will become District 2, and Districts 21 and 96 in Canada will combine to become District 21. The boundaries of Districts 3, 25, 26, and 55 will expand to include all clubs in District 23.



54
Number of countries new clubs organized

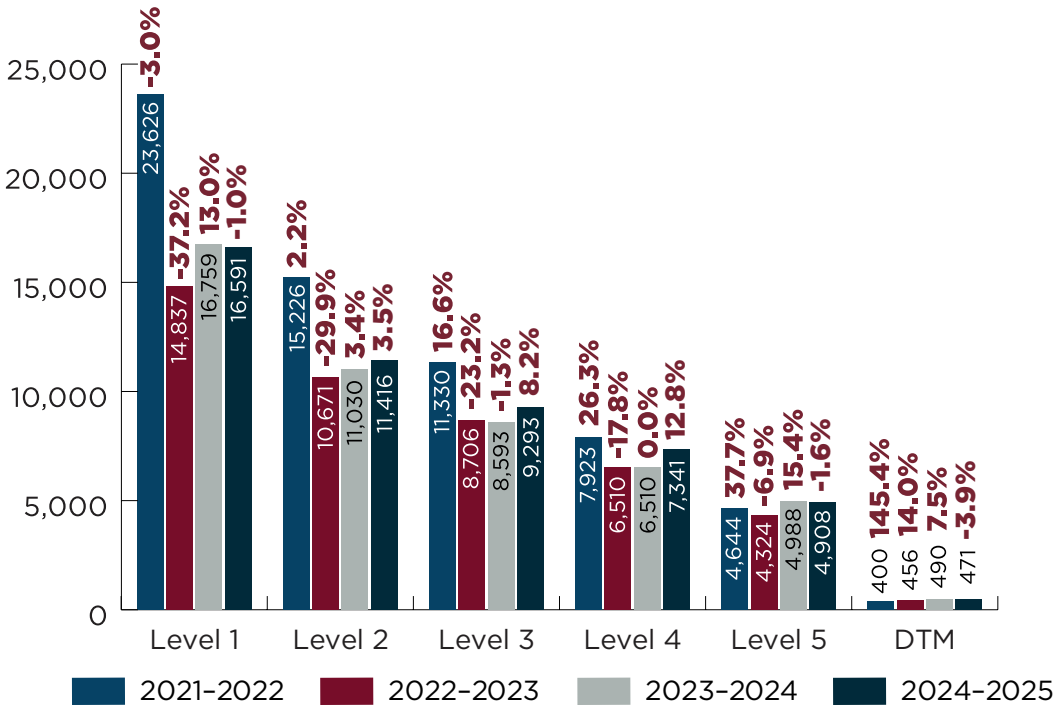


24
Average number of charter members in new clubs



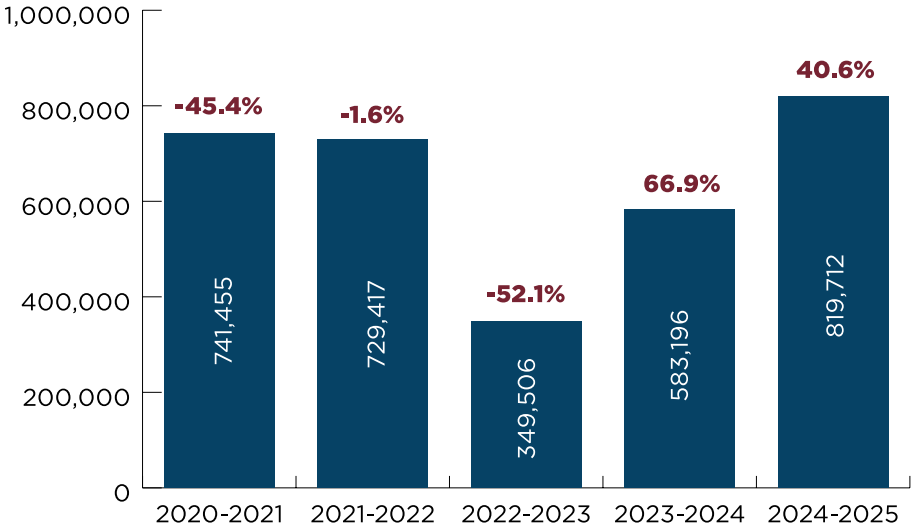
53.12
Net Promoter Score

Pathways Achievements



There were over 50,000 education awards earned by members in the first half of the 2024–2025 program year. The most marked increases were in Level 3 and Level 4 completions.

Education and Product Sales



Education and product sales for July to December 2024 increased over the same period last year. Sales totaled \$819,712 USD and encompass path purchases and other product sales (including centennial memorabilia).

Centennial Year in Review

Throughout 2024, Toastmasters International marked its 100th anniversary with initiatives that honored our rich history while engaging our global community in meaningful ways. Our members embraced these celebration opportunities with characteristic enthusiasm and creativity.

Confident Voices: The Story of Toastmasters brought our organization's journey to life in vivid detail. This commemorative book, which has sold nearly 1,000 copies so far, is a treasured keepsake for members worldwide. The vintage letterhead pages at the back of the book proved especially popular at the 2024 International Convention, where members gathered signatures and personal notes from fellow Toastmasters, including Past International Presidents. For those who haven't yet secured their copy of this historic volume, it remains available on the **Toastmasters Online Store**.



The **Special Centennial Edition of *Toastmaster* magazine**, with over 5,500 copies sold, offered another unique way to celebrate our milestone. This printed collector's edition features a fun interactive element—a cutout “Flat Smedley” that members can photograph around the world, connecting his legacy with today's global Toastmasters community. This special issue continues to serve as both a marketing tool for clubs and a gift option for members.

Our digital celebration extended across social media with Centennial Snaps, a monthly, themed social media initiative that invited members and leaders to share their Toastmasters moments. Some of the themes included photos from District conferences, club officer installations and trainings, networking with Toastmasters, branded photos, convention, and centennial celebrations. The campaign received over 126,000 impressions with over 5,000 engagements across platforms.



The **100 Years of Confident Voices** documentary, which has garnered over 132,000 views on YouTube, captured key moments in our organization's history. Convention attendees enjoyed the opportunity to view the film together at a dedicated screening area within the Toastmasters Through the Years Exhibit in August. Additionally, archival preservation efforts yielded "**From the Toastmasters Vault**," a special compilation of newly digitized historical footage that provided fresh glimpses into our organization's past.

The Plus One Pledge initiative has inspired over 2,000 members to share the Toastmasters experience with others, resulting in over 600 new members so far. This grassroots effort exemplified our members' commitment to sharing the benefits of Toastmasters with friends, family, and coworkers as we begin our second century.

The centennial memorabilia collection gave members tangible ways to commemorate this historic milestone. The **100th Anniversary Pin** in particular has become a cherished symbol of our centennial celebration, with nearly 9,500 sold.

Beyond these special initiatives, members worldwide celebrated using an array of digital resources, including commemorative logos, history-inspired Table Topics® questions, and festive online backgrounds. The expanded **historical timeline** on toastmasters.org provided big-picture highlights of the organization's history for members and guests alike.

The enthusiasm that sparked our centennial celebrations throughout 2024 demonstrates the enduring spirit of our organization. As we move into our next century, we carry forward not just the memories of this historic year, but also the same commitment to personal growth and leadership development that has defined Toastmasters International since 1924. Our members' passionate participation in these centennial initiatives sets a strong foundation for the next 100 years of empowering voices and developing leaders worldwide.



2024 Convention Recap

The 2024 International Convention was hosted in Southern California, the birthplace of Toastmasters, and was a stunning tribute to a milestone centennial celebration. The 1920s Art Deco theme was enjoyed by more than 1,640 in-person attendees and over 700 online attendees from 87 countries, which is the largest convention attendance realized in five years.

The inspiring history of our great organization was quite literally on display with the creation of the 3,000-square-foot Toastmasters Through the Years Exhibit that included a tribute to Toastmasters Founder Dr. Ralph C. Smedley, artifacts displaying the evolution of Toastmasters, and a screening of *100 Years of Confident Voices*, a documentary about Toastmasters International. Attendees also collected their copies of *Confident Voices: The Story of Toastmasters* and signed each other's books to commemorate the moment.

Looking to the future, the 2025 International Convention, taking place in Philadelphia, Pennsylvania, on August 20–23, 2025, is designed to visualize what the next century might look like for communication excellence and Toastmasters. Attendees will have the opportunity to choose from education sessions that best fit their goals, enhance their experience with Toastmasters Journey Workshops, and enjoy traditional convention attractions like the World Championship of Public Speaking®. Picture yourself and your goals in a new era of Toastmasters and co-create an “Envision Board.” **Join us at the convention** for the start of the next 100 years.



Online Member Experience

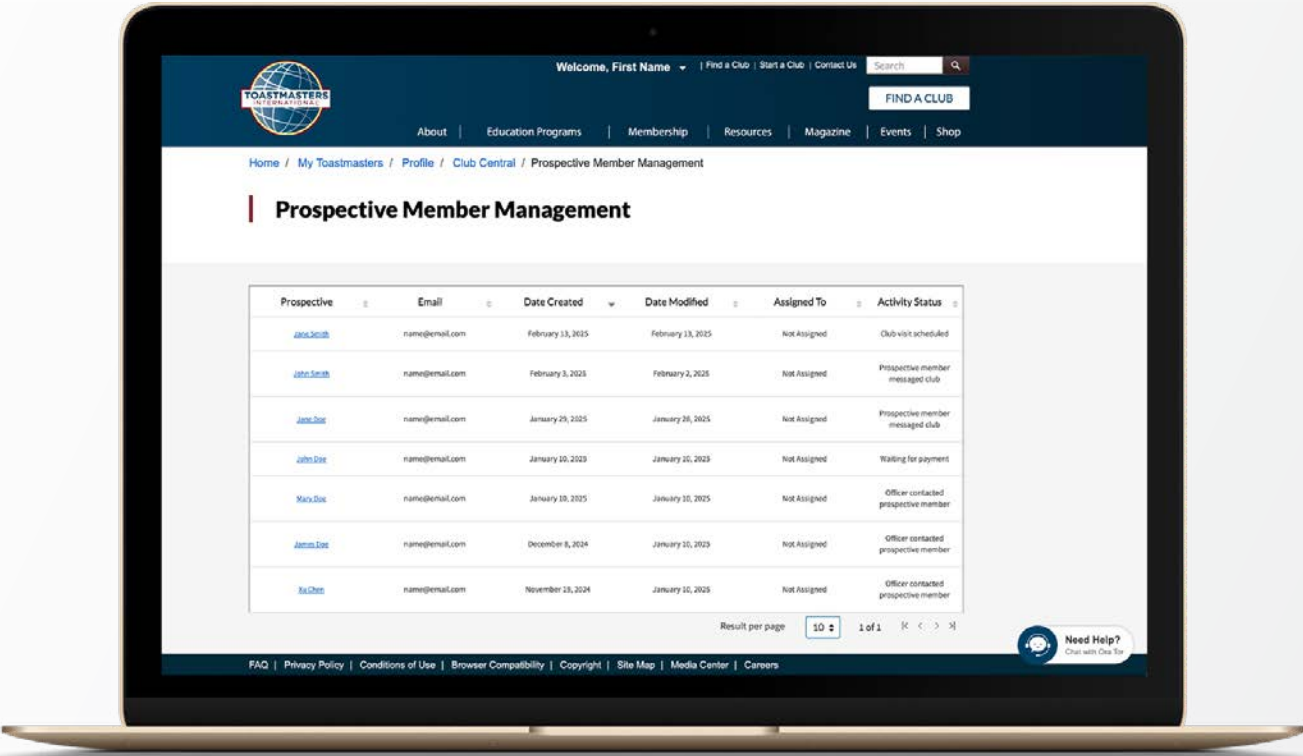
November 2024 marked the launch of two exciting digital tools in Club Central: the Prospective Member Management page and the online Membership Application. These features tackle a persistent challenge in the member acquisition process, where only 9% of Find a Club (FAC) contacts have historically converted into members, and 74% of surveyed contacts say they never visited simply because they didn't receive a response from the club.

The Prospective Member Management page addresses this by giving club officers a central location to track FAC contacts, see scheduled visits, and assign specific officers to follow up with each prospective member. Taking the digital experience further, officers can now send an online Membership Application once a prospective member has been voted into the club. For clubs that enable Self-Pay, new members can even submit their international dues payment immediately after completing their application. Early metrics show promising results, with more than 16,000 contacts, over 9,000 club visits scheduled, nearly 500 online Membership Applications sent, and a 60% increase in the conversion rate into members since launch compared to the same period a year prior.

On October 23, 2024, an all-new Base Camp launched with the goal of addressing member feedback and improving the overall user experience for members accessing their Pathways education content. It has been well received by members and brings several new features and optimizations, including:

- More intuitive navigation to launch paths and complete projects
- Optimized mobile access from a browser on your mobile device
- Automatic submission of path and level completions for recognition on Club Central
- Increased accessibility for members who are visually impaired
- The option to share your accomplishments directly on social media

Since the system launched, we have been monitoring and reviewing member feedback and have already made upgrades to the user experience that include accessibility improvements, enhancements to the Base Camp manager reports, and the ability for club officers to download certificates on behalf of their members. We will continue to assess and make enhancements to the system based on feedback from members.





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