



# Minutes of the 2025-2026 Board of Directors Videoconference

March 12-13, 2026

The 2025-2026 Toastmasters International Board of Directors met on March 12-13, 2026, with International President Rochat, DTM, presiding. The other officers and directors present were, Distinguished Toastmasters all: McGhee, Seshadri, Gamester, Spear, Baylor, Bown, Fedele, Horberry, Lee, Lucas, Oluyide, Periasamy, Raneri, Saineni, Sukumaran, Taylor, Tonna, and Zaini. Chief Executive Officer Rex and the following World Headquarters team members were present: Hollenbeck, Lam, Lurquin, Hayden, Passow, Shah, Welsh, Wingrove, Carver, Villa, and Kyriazis. Consultants from Association Management Center, Engle and Volland, were also present. No Board Members were absent.

1. The agenda was adopted as presented.
2. **HIGHLY CONFIDENTIAL**
3. International President Rochat presented a report in which she thanked the Board Members for their engagement and thoughtfulness. Every new member, every new club, every Distinguished achievement strengthens the organization.
4. The Board received an update from the Chief Executive Officer on the status of the organization. He shared the results on the organization's performance through the end of February 2026.
5. The Board participated in an exercise in which they considered different strategies for increasing dues. They discussed the impact of each method on the financial stability of the organization as well as on members, clubs, Districts, World Headquarters, and the Board of Directors. The Board decided to make no changes to the current dues review process nor to the method through which dues increases are decided.
6. Immediate Past International President Spear shared with the Board the Brand Laureate Premier Award presented to Toastmasters International, which she accepted on behalf of the organization when she was visiting Malaysia in 2025. This prestigious award is presented by the World Branding Foundation (TWBF) to organizations making significant global impact. The TWBF also inducted Toastmasters International into the Brand Laureate Book of World Records as "The World's Longest-Running Global Movement for Public Speaking and Leadership Development" in recognition of the organization's over century-long existence.
7. The Board reviewed the results of the Board Self-Assessment conducted in consultation with the Association Management Center. They reflected on the efficacy of the Board and what next steps can be taken to improve overall performance.

**8. HIGHLY CONFIDENTIAL**

9. The Board discussed Mid-year Training and how to measure the success of the events. They noted that there are two main components to that success – the impact the training has on District achievement and the building of relationships. The Board provided World Headquarters with feedback regarding potential adjustments to future training; World Headquarters will integrate this feedback into a proposal presented at a future meeting.
10. The Board received the report (attached) of the March 10, 2026, Strategic Planning Committee meeting as presented by Immediate Past International President Spear. The Board accepted the Committee’s report as presented in items #1, 2, and 3.
11. The Board received the report (attached) of the March 10-11, 2026, Executive Committee meeting as presented by International President-Elect McGhee. The Board accepted the Committee’s report as presented in items #1, 2, 3, 4, 5, 6, 7, 8, 9, and 10.
12. Pursuant to Policy 11.7: International President-Elect, International President-Elect McGhee, with First Vice President Seshadri, reviewed the expenses of the Chief Executive Officer and reported that all expenses were found to be reasonable and within policy.
13. The Board received an update on the Advisory Committee of Past International Presidents (ACPP) from the chair, Immediate Past International President Spear.
14. The International Directors presented on the status of the District in their regions. They shared where additional support is needed, the proposed solutions for ensuring District achievement, and who will be providing the additional support.

As there was no other business on the agenda, the meeting was adjourned.

Pursuant to Protocol 11.3: Board of Directors Confidentiality, items contained in the minutes of this meeting were classified as “unrestricted” upon distribution of the minutes by World Headquarters, not to include any matters marked “restricted” or “highly confidential.”

  
Kristen Kyriazis  
Secretary

Distribution: Board of Directors  
Nonprofit General Counsel  
Chief Executive Officer  
Past International Presidents  
Past International Directors



# Minutes of the 2025-2026 Strategic Planning Committee Meeting

March 10, 2026

The 2025-2026 Toastmasters International Strategic Planning Committee met on March 10, 2026, with Immediate Past International President Spear, DTM, presiding. The other officers present were, Distinguished Toastmasters all: Rochat, McGhee, Seshadri, and Gamester. Chief Executive Officer Rex and the following World Headquarters team members were also present: Hollenbeck, Lam, Lurquin, Passow, Shah, Wingrove, Villa, and Kyriazis. No Committee members were absent.

1. Recent flat- and negative-growth years have resulted in ongoing austerity measures to balance the budget against increasing operational costs. The Committee acknowledged that dues increases affect clubs and individual members and considered how to address concerns raised in previous discussions. They discussed strategies for maintaining the financial stability of the organization.
2. The Committee discussed ways to continue evolving Mid-year Training to increase overall effectiveness. They examined the purpose of Mid-year Training as well as how training has been conducted over the years. Several variables were considered, such as the format, the number of locations, the facilitators, and the content of the sessions.
3. The Committee reviewed the categories and goals for the organization from the 2024 Strategic Plan. Reviewing the data for the current program year, the Committee discussed new goals for 2026-2027, as shown in the table below, for each category.

Category	2026-2027
Distinguished Clubs	3% increase
Membership Payments	3% increase
Member Renewal Rate	>0% increase
Member Satisfaction	>50 NPS
Net Club Growth	3% increase
Pathways Level Completions	3% increase

As there was no other business on the agenda, the meeting was adjourned.

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Kristen Kyriazis  
Secretary

Distribution: Board of Directors  
Nonprofit General Counsel  
Chief Executive Officer  
Past International Presidents  
Past International Directors



# Minutes of the 2025-2026 Executive Committee Meeting

March 10-11, 2026

The 2025-2026 Toastmasters International Executive Committee met on March 10-11, 2026, with International President Rochat, DTM, presiding. The other officers present were, Distinguished Toastmasters all: McGhee, Seshadri, Gamester, and Spear. Chief Executive Officer Rex and the following World Headquarters team members were also present: Lam, Lurquin, Shah, Wingrove, Welsh, Villa, and Kyriazis. No Committee members were absent.

1. The agenda was adopted.
2. International President Rochat presented a report of her experiences and observations in the first seven months of her term. She noted that the beginning of this program year has concentrated on where the organization is in the present, and that it is now time to look forward to the future.
3. The Committee reviewed the progress of the Refocused Region Advisor Program and discussed further ways in which we can enhance organizational performance.
4. Chief Executive Officer (CEO) Rex provided an update on the status of the organization. The CEO reported on several continuing projects relating to both strategic and operational initiatives.
5. The Committee evaluated the current qualifying requirement in the Distinguished District Program of the District leaders meeting with the Region Advisor a minimum of two times by May 31. With the introduction of the monthly District Progress Review calls with the Region Advisors, there is an increased expectation of engagement from individual District leaders. The Committee recommends that the Board remove the meeting with the Region Advisor qualifying requirement from the Distinguished District Program, effective starting with the 2026-2027 program year, and insert language into the District Leader Agreement and Release Statement to clearly communicate the expectation of active engagement by individual District leaders with the Region Advisors.
6. **HIGHLY CONFIDENTIAL**
7. The Committee discussed that requests have been received from a few Districts relating to the boundaries set to take effect on July 1, 2026. The Committee does not recommend any changes to the current District realignment boundaries at this time.
8. The Committee reviewed and finalized the new mentor and protégé pairings for the remainder of the Board term.

9. The Committee reviewed and considered potential topics for concentrated Board work for the remainder of the year. Two working groups will be established. One will discuss ways to provide more member benefits to individuals in prospective clubs during the chartering process. The other will discuss expectations for District leaders.

10. The Committee reviewed the agenda for the March 2026 Board of Directors meeting.

As there was no other business on the agenda, the meeting was adjourned.

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