

The

DECEMBER

1971

Toastmaster



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TOASTMASTERS INTERNATIONAL is a non-profit, non-partisan, non-sectarian, educational organization of Toastmasters clubs throughout the free world.

Toastmasters programs provide opportunities to develop skill in listening, thinking, speaking, and leadership by participating in a series of oral communication projects, constructive evaluation, and leadership experiences. These and many other opportunities to develop leadership potential are presented in the fellowship of an organized group of men — the Toastmasters Club.

Each club is a member of Toastmasters International. The club and its members receive services, supplies, and continuing guidance from the World Headquarters, Santa Ana, California, U.S.A. 92711.

THE TOASTMASTER

BETTER LISTENING, THINKING, SPEAKING FOR MEN ON THE MOVE

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In This Issue...

EVALUATION — IT'S ALL AROUND US

— Able Toastmaster Donald E. Anderson shows how the evaluation skill Toastmasters develop in their club can help them on the job. See page 8.



WHAT'S A.R.P.? — Able Toastmaster J. Q. Warnick Jr. describes how acquiring new members, retaining members, and motivating all to participate can lead to a successful club. See page 16.

CONFERENCE PROGRAMS — Charles E. Waterman, ATM, tells how District 36 put on a conference that had Toastmasters “Jumping the tracks.” See page 22.



EVERYONE LOVES APPLAUSE — Able Toastmaster W. B. Sherrell reminds Toastmasters to listen to that applause as a clue to a speaker's success. See page 28.

READ AND TEST YOURSELF — George L. Germain presents the five “P's” to effective communication and invites you to test yourself on what you read. See page 34.



- TO LEAD A BETTER LIFE -

The FoundaTION For Peace



This holiday season is a time for each of us to remember that effective communication — worldwide, nationwide, and on the community level — plays an important part in achieving peace.

Yet, effective communication is largely an individual accomplishment. One by one, you and I can contribute to peace by striving to achieve effective communication with our fellow man. Such communication can foster the knowledge and understanding that is the foundation of peace on earth, good will toward men.

Peace comes from understanding, and understanding is the result of effective communication. When peace is achieved, we will truly come to realize the joys of leading a better life.

On behalf of your Toastmasters International Board of Directors and World Headquarters staff, I extend to you and yours our best wishes for a happy holiday season and a progressive and peaceful new year.

A handwritten signature in cursive script that reads "Russ".

Russell G. Herron, Ph.D.
International President

—A MEMBER EDUCATIONAL AID—

educational happenings

TELL IT TO THE PROSPECT

Many years ago the saying was, "Tell it to the Marines." Today and tomorrow the action in your club is, "Tell it to the Prospect."

The club meeting that your prospective new member sees is only the tip of the Toastmasters program. It's like the iceberg — only a small part shows. The big opportunity is below the surface — not in plain sight.

You and each of your fellow members should be prepared to "show and tell" your prospect about the total TI program. Your educational vice-president and your administrative vice-president can help you do this. How can they help, you ask. Right on —

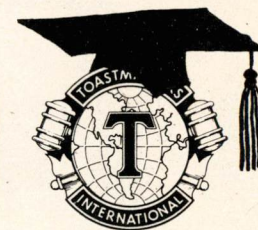
1. Have a copy of the Club Reference File (1150) available. This makes it possible for the prospect to see the many program opportunities and assistance manuals TI has for him. The reference file is a good reminder for your members, also.
2. Follow the outline provided by TI's Prospect Orientation

JOIN IN THE

PROJECT FUN



for YOU and your Club



Program form (402) when briefing a prospect after his first or second meeting.

3. Give him a chance to ask questions.

Show him the many communication and leadership opportunities he has in addition to attending and participating in the Toastmasters club meeting.

Explain the many different types of meetings your club promotes to meet the members' needs. Share with him the standard of excellence opportunity and its benefit to him as a member.

Yes, show him that the Toastmasters program is what he wants to make of it. It's not only sitting through a meeting giving a speech and being evaluated — there is a lot more. **SHOW AND TELL IT TO YOUR PROSPECT.**

CONVENTION DATE

Plan for your vacation now to attend your 41st International convention in Chicago, Ill., Aug. 2-5, 1972.

MEMBERSHIP

TI ACTION IN THE CLUB



FOR STUDENT EMPLOYEES — Alpha Club 2852-66 and Gamma Club 3423-66 sponsored a YLP for student aides employed for the summer at the **Naval Air Rework Facility** in Norfolk, Va. From left are Walter Havens, Keith Braswell, Scottie Grant, Barbara Stith, and Joe Merrell.



PARENTS ATTEND — A-OK Club 1359-43 in Memphis, Tenn., hosted many YLP participants' parents at the graduation program. From left are Mrs. Lucille Wolfe; Jeffry Wolfe; Toastmaster Henry W. Peabody, ATM; Ella Arnold; and Mrs. B. J. Smith.

Youth Leadership in AcTION

YLP IN B.C. — Past District 21 Governor Alan Hill, ATM, and Toastmasters Harvey Payne and John Clement, all of **Vernon (B.C.) Club 1929-21**, present 13 of their 14 graduates from a summer Youth Leadership Program.



YLP APPRECIATION—Past International Director George C. Scott, ATM, center, accepts certificate of appreciation from YLP class officers Fred Price, Russ Hobson, Dennis Chambliss, and Patsy Howard. The Youth Leadership Program was sponsored by **East Portland (Ore.) Club 710-7**.

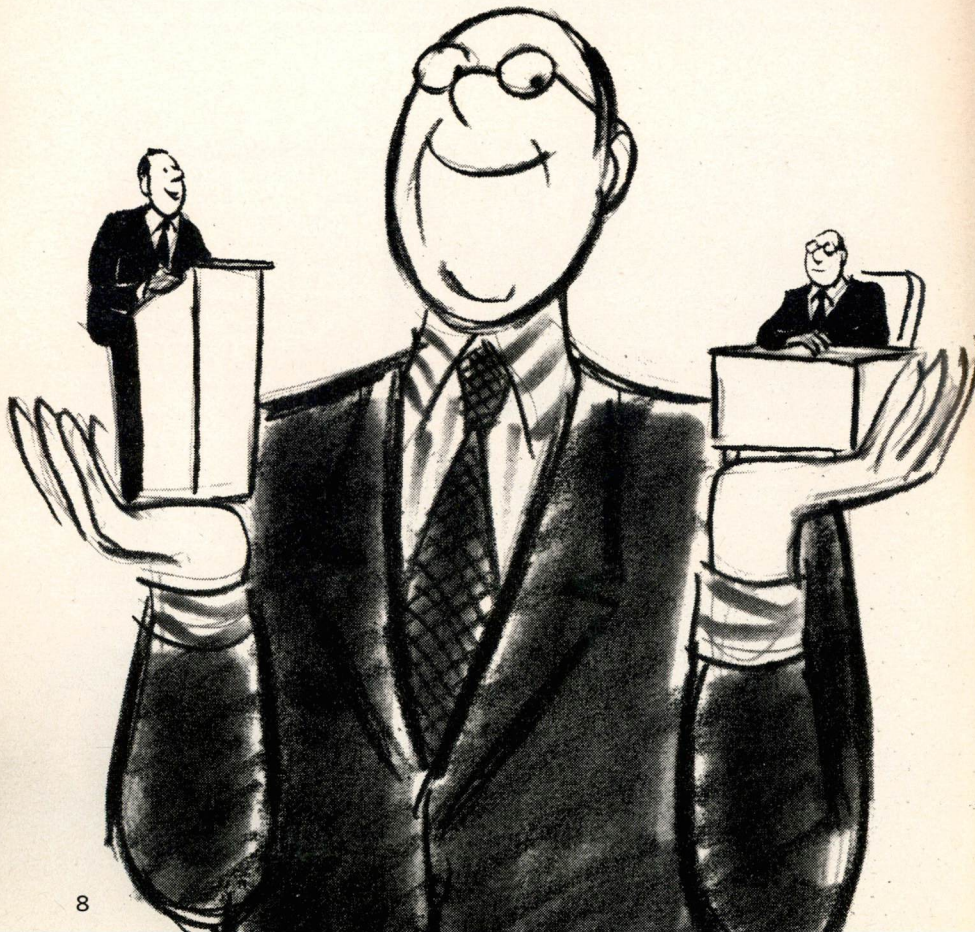
AWARDS PROGRAM — Harry Rall of **Bartlesville (Okla.) Club 186-16** presents Mark Finke a Youth Leadership certificate of completion. It was the club's fourth YLP.



ENTHUSIASTIC RESPONSE — The YLP presented by **Jacaranda Club 3857-69** in Grafton, N.S.W., Australia, was enthusiastically received. Here, Toastmaster Matt Singleton presents Kathleen Stapleton the program's best speaker trophy.



EVALUATION...



A Management Technique

By DONALD E. ANDERSON

One important aspect of each manager's job is the continual evaluation of the people who work for him. To a large extent his skill in "people evaluation" will be an important factor in his growth within the company and, to a greater extent, the growth of the company itself. Companies *are* people; it is the people who cause companies to grow or to fail.

Progressive companies today have some sort of document that spells out in rather specific terms the duties and responsibilities of each job. It may be called a Work Activity Guide, Standards of Performance, Job Description, or some other similar name. The name itself is not important; what is important is that the document exists and a person working on a job knows exactly what he is supposed to accomplish.

There is nothing so frustrating to an individual who wants

to do a good job but just doesn't know what to do. However, if a person knows exactly what is expected from him, he very likely will achieve it. People are goal-orientated . . . they like challenges.

Give a man a good challenge and he will probably accomplish it. The Work Activity Guide is the document that sets the challenge before a man in his job.

In Toastmasters the challenges set before each man come in the form of "objectives to accomplish" for a project in the Communication and Leadership Program manuals. The overall objectives are to complete all the speech projects and to become an Able Toastmaster.

Annual reviews given to an employee who works under the Work Activity Guide system become a "report" card evaluation, and the final overall grade dictates the manager's course of action. If the performance is

excellent, then it calls for a raise in pay; if average, no raise; and below average, it may call for rather drastic action. When an employee is graded under the Work Activity Guide technique, it becomes an unemotional session. It's merely the evaluation of performance against the pre-set objectives. Give-and-take comes into play, but a fairly standard agreement can be obtained.

Ways To Improve

The Toastmasters evaluation of a speaker doesn't have to be a big emotional experience either. It is a matter of grading the speaker against set objectives. We ask ourselves: "how well did the speaker accomplish the purpose of his Communication and Leadership project. We evaluate his performance against the objectives of the project and come up with suggestions for improvements.

In addition to grading each area of responsibility, a manager has an obligation to suggest ways an employee can improve himself. This is extremely important. If you want people to grow, it is necessary to show them how.

This is also extremely important to the Toastmasters evaluation process. When you evaluate a point, suggest to the speaker how he can improve. An analogy would be like going to a doctor who might agree that

you were sick but would not prescribe any medication you could take to get well.

Certain parts of any job are more important than others. When this is the case, the most important parts of the job carry more weight than the others, and they must be considered when a final *performance rating* is set by the manager. It is similar to saying a speaker failed in his particular assignment just because he didn't button his coat. Good appearance is important, but other points are much more so and must be considered when the overall evaluation of a speech is given.

Up to this point the objective has been to indicate that a manager's on-the-job evaluation, through the Work Activity Guide, is similar to the approach the Toastmaster evaluator should take when evaluating a speaker. If one understands this relationship, it isn't hard to see that through the evaluation process a Toastmaster can develop his managerial techniques in people evaluation.

A Necessary Skill

People evaluation is a necessary skill for a manager, if he wants to be an effective manager. A manager obtains results through others, and he must evaluate these results against persons he delegates to achieve them. Evaluation is a skill, and Toastmasters provides the ideal

vehicle for an individual to develop it.

There are some interesting implications between the Toastmaster evaluation and job evaluation. For example, if the Toastmaster of the meeting doesn't indicate the purpose of the speech to be given, then it is impossible for the evaluator to do an effective job. When an evaluator evaluates a speech he has to know the purpose of the particular project. If he doesn't know he can't give an effective evaluation.

It's Frustrating

It's like the manager trying to evaluate an employee who isn't working under the Work Activity Guide system — an evaluation can be given, but it has to be so general that it is of no value. This situation is frustrating to the manager and equally frustrating for the employee. It's like trying to referee a football game using basketball rules. The point is that everyone must know what is to be accomplished before *any meaningful evaluation* can be given.

We expect our manager to be familiar with our job. He should be because he helps prepare the Work Activity Guide, and by being a manager he should be able to give us direction and help. A manager needs a certain amount of "job knowledge;" if he doesn't know what the speech

objectives are all about he can't make an effective evaluation.

It is my feeling that we often-times call on a person to evaluate someone who has no business being an evaluator. To evaluate a speech effectively requires knowledge about the subject, and if the person doesn't have this knowledge he shouldn't do the evaluation.

Put It To Use

In evaluating the employee's performance, it was mentioned that a manager should suggest ways how the employee can improve. It is only through this process that an employee can grow in an organization. It's also the only way a person can grow in Toastmasters. In our Toastmaster organization a person who completes all Communication and Leadership Projects is well on his way to becoming an Able Toastmaster (ATM). If our process of evaluation is done properly, an Able Toastmaster should be *an excellent speaker*. He has considerable experience from our Communication and Leadership Program, and he should be able to put it to use to get his message across. He should be able to communicate effectively and be interesting to listen to. This result from the Able Toastmaster can only be possible if our evaluations are done properly.

On occasion we hear the term

“a white wash” evaluation. This expression comes about when the evaluator says everything was excellent . . . with no suggestions for improvement. If this type of evaluation were given to an employee by a manager he would have to give the employee the maximum raise. A good manager doesn’t “nit pick” but he does point out meaningful areas for improvement. We must apply the same thought to a speech evaluation.

It Isn’t Easy

It isn’t very often that a speaker gives a perfect speech nor does an employee do the perfect job. It isn’t easy to be a good evaluator; it does take knowledge and skill, but it’s a skill we can all learn. It is transferable from Toastmasters to the job. Each of us should learn to tell the truth kindly in our evaluations . . . people can be destroyed by harsh evaluations which just aren’t called for.

In our evaluations we should be extremely careful to understand the maturity of the person being evaluated. For example, you wouldn’t evaluate a person who just joined Toastmasters the same as you would evaluate an Able Toastmaster. Although

the ground rules are the same, it’s the degree to which they are applied. As a Toastmaster grows in his ability his evaluations should also become more critical. We expect more from an experienced person in contrast to a new person on the job.

A Better Manager

Is evaluation a management technique? Can a person become a better manager by gaining evaluation experience in a Toastmasters club? Yes. The same skills required to evaluate a speaker are the same skills required by a manager when he evaluates an employee’s performance.

A good employee evaluation is a key to success for the manager today. If it’s done poorly, or not at all, the employee will soon leave. Utilizing the Communication and Leadership project evaluation program is the key to any successful evaluation and a successful Toastmasters club. If evaluation is done poorly, or not at all, the Toastmaster will leave.

Our Toastmasters organization provides each of us many areas to improve our management skills; evaluation is one of the most important.

ABOUT THE AUTHOR

Donald E. Anderson, ATM, is a member of Evergreen Club 333-32 in Tacoma, Wash., and a former District 32 governor. He is national account executive with the Weyerhaeuser Co.

New Membership and Club Services Department Manager Named



John K. Tyrrell has been named manager of the Membership and Club Services Department at Toastmasters International World Headquarters, it was announced by Executive Director Robert T. Buck Engle.

Mr. Tyrrell’s responsibilities are to maintain effective communication between World Headquarters, clubs and club members; administer the membership sales program; coordinate the Club Assistance Program with district and area governors; counsel clubs on their presentation of Youth Leadership, Speechcraft, and other Toastmasters community programs; and to assist each club, area, and district to achieve the Toastmasters standard of excellence.

Mr. Tyrrell has been active in sales management and public relations. He was with Junior Achievement in Los Angeles, Calif., as assistant executive director and manager of business relations. More recently he was regional director of a large franchise chain on the West Coast.

The new Membership and Club Services Department manager has been a member of the Sales and Marketing Executives Association of Los Angeles, Big Friends, and the Southern California Chapter of the Mortgage Bankers Assn. He earned a bachelor of arts degree in speech at the University of California at Los Angeles.

ON THE MOVE — TOASTMASTERS

In Hawaii

A one-day Youth Leadership Symposium to generate interest in TI's **Youth Leadership Program** was presented before teenage boys and girls of the **Young Buddhist Assn.** in Honolulu. The presentation was made by past **District 49** governors Harry Matsamura (1957-58), John Y. C. Mow, DTM, (1965-66), Douglas (1966-67), and Hideo Toda (1967-68).

Dogwood Speakers

Toastmasters of **Division One, District 14**, in Atlanta, Ga., were narrators for bus tours of the city during the annual **Atlanta Dogwood Festival**.

Scores Twice

Patent Office Club 2540-36 in Arlington, Va., was featured in two articles on the front page of the U.S. "Patent Office Employee Bulletin." One was about the club's standing on the Scoreboard in **The Toastmaster**, and the other was a photograph of club officers presenting Assistant Commerce Department **Commissioner Richard Wahl** with an honorary club membership.

Membership Builder . . .

Des Plaines (Ill.) Club 1645-30 increased its membership from six to **30 members** as the result of three **Speechcraft** programs it conducted.

THIRD IN 36 — Past District 36 Governor **Robert J. Mindak, DTM**, right, accepts his **Distinguished Toastmaster** certificate from DTM **Herbert R. Babitzke**. Both are members of **ONR Club 2608-36** in Washington, D.C.



Debate Winner

Gerald G. Kraft, of the Kraft Chemical Co. and a member of **Speakers Forum Club 371-30** in Chicago, Ill., won a debate defending a distributor's sales force against a manufacturer's sales force before members of the **Chemical Buyers Group of the Purchasing Management Association of Chicago**.

Scientific Award

Dr. Joseph H. Dickerson of Perry Point (Md.) Club 3132-18, chief of the psychology counseling section at the Perry Point Veterans Administration Hospital, was named the "Civil Servant of the Year, Scientific Division" by the **Federal Executive Board of Baltimore**.

TI ON TV — Harry Merigian, left, educational director of **Division A, District 28**, explains the Toastmasters experience to **Bob Hynes**, host on "The Morning Show" on **WXYZ-TV** in Detroit, Mich.



HIGHEST HONOR — Past District 25 Governor **Jerry L. Leonard, DTM**, right, accepts his **Distinguished Toastmaster** certificate from Lt. Gov. **Ed Kitchens** during the 14th anniversary celebration of **Bayou Pierre Club 2485-25** in Shreveport, La.



A.R.P.

OF A SUCCESSFUL CLUB

By J. Q. WARNICK JR., ATM

Every Toastmaster has a gnawing notion that hidden within him is the key to a better Toastmasters program. Each of us feels that we have something important to contribute to the success of our club.

What is your idea for making your club more successful? Will it contribute to getting, keeping, and involving more men in the Toastmasters program? If so, you are carrying your club a little further along the road of progress.

In addition to achieving our personal communication and leadership goals, each of us

should be striving to achieve three basic club objectives: ACQUISITION of new members, RETENTION of current members, and total PARTICIPATION in the Toastmasters program.

Simply stated, acquisition + retention + participation (ARP) = a successful club. What can you do to boost your club's ARP? Let's analyze your role as a member or officer and pinpoint how you can help your club achieve a high ARP rating.

PRESIDENT—His primary role is to manage the club and

executive committee meetings. He is the leader.

When your club president utilizes the Distinguished Club Plan and demonstrates a working knowledge of parliamentary procedure, your guests are more convinced of the value of the Toastmasters program. They are more likely to seek membership, and that's one of your club president's contributions to *acquisition*.

To stimulate *participation* the president needs to make certain that the club committees are functioning. This he can do by using the Distinguished Club Plan. When the level of participation is high, you want to be long and attend, ergo, *retention*.

EDUCATIONAL VICE-PRESIDENT—He is charged with preparing and planning each speaking program and explaining TI's communication and leadership program to guests.

Your educational vice-president and his committee are the main cog determining and meeting members' needs resulting in increased member *participation*. He has the many successful programs used by other clubs and outlined in the Distinguished Club Plan and *Patterns in Programming* to raise the program standard of excellence.

By doing his job well he contributes to *retention* and *acquisition*.

ADMINISTRATIVE VICE-PRESIDENT—His duties include contacting members who are absent. He also is in charge of your club's membership sales efforts. He turns to the many successful ideas included in the *Membership Sales Program* manual (1159).

It's as plain as the nose on your face; the administrative vice-president is responsible for *retention* and *acquisition*. A diplomatic and tactful administrative vice-president gets invaluable feedback from disinterested members and unmotivated guests, and he tells the executive committee when participation is at a low ebb.

His follow-through on new members gets them promptly *participating* in the program, and this enhances the probabilities of retention.

SECRETARY—From a club management standpoint, he is responsible for reporting new members and officers and sending semiannual reports to World Headquarters.

The secretary's involvement in ARP is hidden but vital. He is more than a scrivener. The

secretary might see himself solely as a paper shuffler, but an ARP look at his assigned tasks reveals that his contribution to your club's success is of a more positive and beneficial nature.

By filing his reports punctually and efficiently he assures the new members' prompt *participation* in the Toastmasters program, and his punctual reporting of new officers keeps your club receiving World Headquarters information.

Your club secretary is an important link in the chain of *participation* and *retention*.

TREASURER — His primary role is to collect dues and remit new member and semiannual fees and help manage the club finances.

The treasurer's efficient handling of dues accounts will immediately tip off the membership and attendance committee of a lack of interest by any member. His careful handling of collecting delinquent dues can save many memberships for members who otherwise might be insulted by the broadside approach to dues collection.

His punctuality in getting checks to your club secretary helps the secretary function better. Under ARP, the club treasurer becomes more than just a bill collector and remitter.

SERGEANT AT ARMS — The official "host" of your club, he also is property custodian and responsible for the physical arrangement of your meeting room.

More than any other club officer, your sergeant at arms is vital to your club's *acquisition* of new members. A warm welcome motivates a visitor to return. A successful sergeant at arms can add a room full of new faces!

His property and arrangement duties help create an optimum climate for member *participation*, and, indirectly, he contributes to *retention* by giving the meeting a proper Toastmasters atmosphere.

BULLETIN EDITOR/COMMUNITY RELATIONS CHAIRMAN — He is responsible for publishing your club bulletin and preparing news releases to the mass media. His *Publicity and Promotion Program* (1140) helps him to move in less time by using the successful ideas used by many clubs.

No matter who handles this job he contributes to *participation* by publishing an educational, interesting bulletin; to *acquisition* through his publicity program; and to *retention* by keeping you informed of club and member activities.

YOU, THE MEMBER — Your role is to help improve the club's standard of excellence and participate in the communication and leadership program and share the program with others by bringing guests and contacting absent members.

You joined Toastmasters for any of several self-serving reasons, but primarily you saw the Toastmasters program in action and realized that it provided an opportunity for you. Although your motive for remaining a member might have been somewhat selfish, you now notice that as your tenure increases so does your sense of fellowship and your responsibilities to the group.

Confidence Grows

As you progress in the *Communication and Leadership Program* manuals your confidence begins to grow. You're eager to *participate* in the club program as often as possible. In this way you are contributing to new-member *acquisition*.

Without even a conscious effort you are participating and acquiring.

Each of us has a responsibility to encourage every member

to attend and participate in our club meetings. When we notice that another member is not attending, we should contact him, personally invite him back, and tell him how much we miss his contributions in all phases of the program. This is every Toastmaster's responsibility to membership *retention*.

Officers can work hard and do their jobs well, but it is your cooperation and support that will raise your club's ARP rating to its peak.

ARP For Action

Use the ARP theorem in your club! If participation is at a low ebb, the educational vice-president probably is falling down on his job. If acquisition is poor and below par, the administrative vice-president is the officer to look to.

When participation is lagging, acquisition falters and retention fails.

Whether it's "A", "R", or "P" that is suffering the others will follow like falling dominoes.

Pinpoint your problem and you will know how to solve it.

Now, what is your idea for making your club more successful? Will it boost your club's ARP rating? Then put it into action!

ABOUT THE AUTHOR

J. Q. Warnick Jr., ATM, is governor of District 44 and a member of Hub Toastmasters Club 660-44 in Lubbock, Texas. He is a partner in the law firm of Anderson, Edwards and Warnick.

NEW CLUB COMMISSIONERS APPOINTED

At press time district governors of the following districts had announced new club commissioners:

District 2	District 15	District 38
District 4	District 19	District 42
District 5	District 24	District 43
District 6	District 29	District 47
District 7	District 31	District 48
District 8	District 32	District 49
District 9	District 34	District 58
District 10	District 36	District 61
District 12	District 37	District 69

THE NEW CLUB COMMISSIONER'S DUTIES ARE TO:

Determine and/or develop new club opportunities in your district

Advise the district new club development chairman and WHQ about new club leads

Assist clubs in organizing new clubs

The program is available for use by all districts. We look forward to hearing from each district governor.

TOASTMASTERS HALL of FAME

Congratulations to these 28 Toastmasters who completed the TI Communication and Leadership Program between August and October 5.

ABLE TOASTMASTER (ATM) Certificate of Achievement

Quentin Dean, ATM Scottsbluff Club 944-55	Gilbert W. Smith, ATM Indianapolis Club 385-11
Karl-Heinz Lohse, ATM Aeronutronic Employees Club 1300-F	Ramon R. Elkins, ATM Thunderbird Club 1566-16
M. B. Rao, ATM Fundmasters Club 3120-4	Roy C. Gould, ATM Tall Town Toasters Club 3189-44
Giovanni Grecco, ATM Capitol Club 2309-23	Arthur N. Greene, ATM Bon Raconteurs Club 2198-47
Alvin H. Bauman, ATM Red Rocks Club 1601-26	Edwin E. Riley, ATM Bon Raconteurs Club 2198-47
Rodney L. Woods, ATM Boulder Early Riser Club 3022-26	Robert L. Graham, ATM Papago Club 2694-3
Ralph A. Powers, ATM Silvertones Club 3559-30	Anthony David Koellner, ATM American Legion Post #44 Club 637-10
James L. Perry, ATM Fort Lewis Club 690-32	Eugene D. Martin, ATM Early Bird Club 3293-11
Thomas G. Stamates, ATM Schlitz Club 1989-35	George Cohen, ATM Auto Club 2681-50
Richard F. Walsh, ATM Potomac Valley Club 1999-36	Edward R. Casper, ATM Van Nuys Club 172-52
Jay Frederick Williams, ATM Kittyhawk Club 1108-40	Kenneth Chipman, ATM Cronulla Club 3034-70
Hugh T. Burgay, ATM Orlando Club 1066-47	Raphael Adler, ATM Northwood Club 1329-28
James R. Rogers, ATM Jet Stream Club 2624-4	Donald Black, ATM Northwood Club 1329-28
Harry Ginsburg, ATM Livingston County Club 1538-62	Allen C. Kingseed, ATM Galion Club 3062-10



Our Three-Ring Circus

By
CHARLES E. WATERMAN, ATM

Does your district put on the kind of educational program at its spring and fall conference that appeals to more than just a few Toastmasters? Maybe it should do what District 36 did: put on a three-ring circus that has something for everyone! We call it "multi-track" programming.

The idea of a multiple-track conference occurred to the District Educational Committee when it reviewed the results of a questionnaire that had been circulated to Toastmasters after the previous conference. As might be expected, the answers didn't fall into any simple pattern of likes and dislikes, needs and capabilities. It was appar-

ent, however, that Toastmasters wanted experience in three areas: (1) self-improvement, (2) club operation, and (3) area management.

An idea for a novel program was born!

To spark interest in the conference, a letter was sent to every club educational vice-president in the district. This was done three months before the conference, and one sentence told the conference's purpose: "what will make this different and, we think, memorable, is the fact that we will have *three educational sessions going on simultaneously.*"

About the same time, three hard-driving Toastmaster-managers were picked to head up the Self-Improvement, Club Operations, and Area Management

"tracks." Each was given an outline of recommended sessions within his own track and told to report to a program coordinator, a member of the Educational Committee who had direct, day-to-day responsibility for planning and activating the overall educational program.

This left the educational lieutenant governor relatively free to devote his time to the other conference chairmen, those responsible for attendance, hospitality, exhibits, luncheon and banquet programs, awards ceremony, and the district's speech contest.

Conference Publicity

The coordinator "rode herd" on the track chairmen, and they in turn dogged their respective session leaders, insisting on details for publication in the conference flier that was mailed to every Toastmaster in the district. More details were needed later for an extensive article in the district bulletin, which went to every Toastmaster two weeks before the conference.

The program-outline took on the appearance of a battle plan. Timing would be critical. Each track consisted of five successive sessions: two on Saturday morning, preceding a light-hearted luncheon program; and three after the luncheon, winding up in time for the district council meeting. There was just

enough of a break to allow members to get ready for the evening banquet and speech contest.

To make things more complex, the program coordinator worked out a schedule of interlocking sessions: at times three sessions were in progress simultaneously; at other times, two sessions merged, and once all three got together!

Strict Timing

On the day of the conference, participants were warned that they would be cut off after due notice — and several of them were, in mid-sentence. The sergeant at arms and the members of his hospitality committee were scattered throughout the hotel. With the aid of strategically placed signs, they got nearly everyone to his next session on time.

Of the Self-Improvement sessions, "Impromptu Speaking" stood out in Toastmasters' written evaluations after the conference. The speakers presented some well thought-out suggestions, and then bravely submitted themselves to a no-holds barred demonstration that included some unprogrammed shenanigans while the speakers coolly fielded questions from the floor.

Almost equally popular was a sleeper: "The Oft-Neglected Small Jobs." Stung by the challenge to make the roles of gram-

marian, ah-counter, timer, and other sometimes slighted assignments interesting, the panel staged a skit that caused so much hilarity that Toastmasters attending another session next door complained (some of them jumped track to get a better view of what was going on).

Unanimous Acclaim

Surprisingly, the three-track session on "Chairmanship and Parliamentary Procedure," which in most situations could hope for a medal as being the dullest subject of the day, received almost unanimous acclaim. If the men who called "Time!" were ever in danger of life or limb, it was when they dared to close this popular program.

Over in Club Operations, an "If I Were President" panel of past presidents drew top plaudits. It was closely followed in popularity by an animated demonstration of an executive committee in session.

Area governors and other district officers who had signed on for the Area Management track picked up valuable tips about the "Four Golden Keys to Man-

agement" and about the Distinguished Club Plan.

The whole three-ring circus, luncheon, banquet, contest, *et al* involved more than 75 Toastmasters working behind or in front of the scenes — a fitting example of the district governor's slogan for the year: "Success Is... Every Member an Active Toastmaster."

A record number of people attended the noon luncheon, and the head count of *Toastmasters* attending one or more sessions during the day was well over ten percent of the district membership.

Worth The Effort

Was it worth the effort? Members' evaluations on the conference questionnaire ranged widely, but one had special appeal to the 75 Toastmasters who put on the show: "Even though my club is an excellent one in its own right — it always presents a good meeting program — I was not prepared to find such excellence as your Saturday program." That one remark seemed reward enough.

Success is—every member an active Toastmaster.

ABOUT THE AUTHOR

Charles E. Waterman, ATM, is governor of District 36 and a member of Defense Documentation Club 2829-36 in Cameron Station, Va. He is technical information specialist with the Defense Documentation Center in Alexandria, Va.

Toastmasters and Their Communities Celebrate TI's 47th Anniversary

Toastmasters International's 47th anniversary was celebrated with special club, area, and district programs during October.

In addition to the special events pictorially reported here, these newsworthy activities are conducted:

- Fort Worth, Tex., Mayor R. M. Stovell proclaimed October as Toastmasters Month in his District 25 city.

- Illinois Gov. Richard B. Ogilvie set aside October as Toastmasters Month on behalf of the Illinois clubs and members in **District 8, District 19, District 30, and District 54.**

- A Toastmasters display was exhibited at the public library, TI was featured on a community bulletin board, and a Speechcraft Program was begun by **Des Plaines (Ia.) Club 1645-30.**

IN ATLANTA — Atlanta, Ga., Mayor **Sam Massell**, seated, declares October as Toastmasters Month in his city for TI's 47th anniversary and the members of the 24 **District 14** Toastmasters clubs in Atlanta.





IN DISTRICT 25 — Dallas, Tex., Mayor **Wes Wise**, seated, proclaims October as **Toastmasters Month** while from left, Toastmasters Lee Owen, Tommy DeGaug, and Ralph C. Russell look on. A Toastmasters display and the proclamation were exhibited at a public library.

- Lubbock, Tex., Mayor Dr. Jim Granberry proclaimed October 24-30 as Toastmasters Week for **Hub Club 660-44** and **Lubbock Club 884-44**.

ACTION IN ALASKA — October is **Toastmasters Month** in Anchorage, Alaska. Displaying the proclamation are, from left, Toastmaster Jerry S. Riggan, Mayor **George M. Sullivan**, and Toastmasters Lloyd E. Westbrook and Jerome M. Tackes.



IN DISTRICT 47 — Frank H. Foster Jr., mayor of West Palm Beach, Fla., proclaims October as **Toastmasters Month**. At left is Toastmaster David Portz.

- Hamilton, Ont., Mayor Victor K. Copps proclaimed October as Toastmasters Month in his **District 60** community and was named an honorary member of **Steeltown Toastmasters Club 755-60**.



TOASTMASTERS MONTH — When Canton, Ohio, Mayor **Stanley A. Cmich**, second from right, proclaimed October as **Toastmasters Month**, Toastmasters, from left, Anthony D. Koellner, ATM, Fred Doerfler, Don Black, ATM, and Austin Crowe were on hand to accept the proclamation.

IN FLORIDA — Winter Haven, Fla., Mayor **Ken Schulz**, seated, proclaims the week of October 24 as **Toastmasters Week** for Roy Iven, ATM, and Neil Mathers of State Farm Club 1178-47.



TOASTMASTERS WEEK — Santa Ana, Calif., Mayor **Lorin Grisct**, right, presents his October 22-27 **Toastmasters Week** proclamation to Smedley Chapter No. One-F representatives Earl McCanna and John Maurer, center.



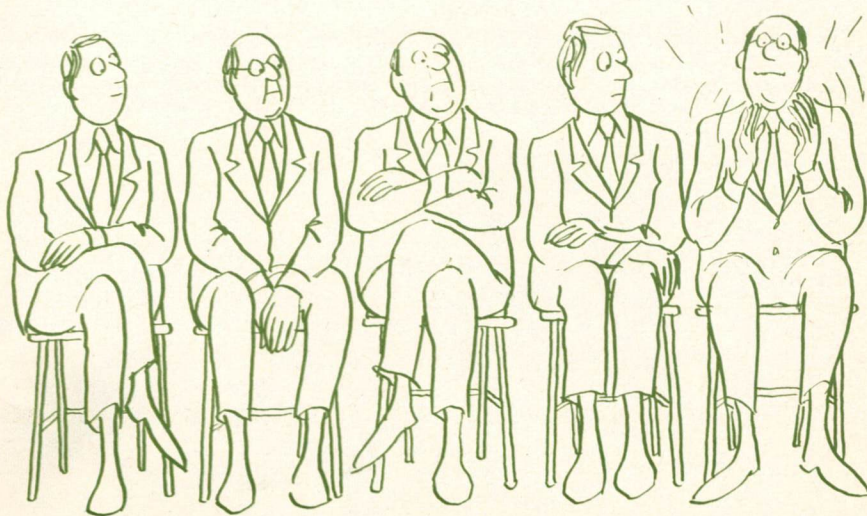
By W. B. SHERRELL, ATM

Since the dim dawning of civilization man has used percussion to vent certain high-priority emotions — one of which is elation or approval.

From the lush jungle of the Congo's flood plain to the frozen steppes of the Artic waste, the throb of the tom-tom and the seal-skin drum has provided a catharsis for human emotional release. In our society, however, man resorts to the hand clap to signify his approval and express his elation.

It seems appropriate for Toastmasters to give some thought to classifying and describing the pre-

LISTEN TO THAT APPLAUSE!



dominant characteristics of applause and how it can help evaluate a speaker's presentation.

The point of this study is not to detract from the traditional, established techniques of speech evaluation, but rather to augment and make them even more effective.

The main features of the applause phenomena may well be spontaneity, frequency, sustenation, and distribution. There may be others, but the skillful use of these features might be the basis for a novel approach and a deeper insight into speech evaluation.

Spontaneity is a significant, dynamic feature of applause.

An occurrence is spontaneous if it results "from a natural feeling . . . without premeditation or effort."

If a speaker's efforts to sell himself and his proposition to an audience precipitates a number of eruptions of enthusiastic applause, it is reasonable to conclude that a high degree of rapport has been established, a lively interest has been stimulated.

Was It Spontaneous?

Spontaneity also indicates a considerable amount of impact. An idea, presented with force and received with impact, makes a deep impression. Such impressions tend to endure.

An evaluator can determine if spontaneity has been achieved if the applause "takes off" without having to shift gears in contrast to the falling-domino effect.

In almost every audience, there is a habitual handclapper. He resorts to his favorite method of demonstrating his leadership potential by clapping for even the slightest reason. A few others are likely to applaud due to reflex reaction or suggestion. Applause initiated in this manner burns off slowly, peaks early, and dies away rather rapidly. This is the opposite of what is meant by "spontaneity," and it is of little evaluative significance.

Frequency, or how often during the speech a speaker is given evidence of audience approval — applause — is a potent aspect to consider when evaluating an oral delivery.

For example, speaker No. 1 receives three lively and enthusiastic bursts of applause during his 10-minute speech; speaker No. 2 is honored with applause twice during a speech of equal duration.

The first applause for speaker No. 2 was not of such volume as to interfere with the speech, and the second, coming at the end of the delivery, lacked impressive sustenance. Judging on the basis of applause, all else being equal, reason dictates that speaker No. 1 was the better of the two.

Another Key Aspect

Few arguments can be offered to prove that sustenance is not a key aspect of applause. How long a burst of applause endures indicates the degree of interest being paid to the speaker. It also reveals an impressive amount of rapport.

Sustenance affords the evaluator an idea of how well the listeners agree with the speaker, the point he is trying to make, and his skill in making it.

Observation and critical attention to how the applause is distributed *throughout* the audience may be taken into consideration by the evaluator.

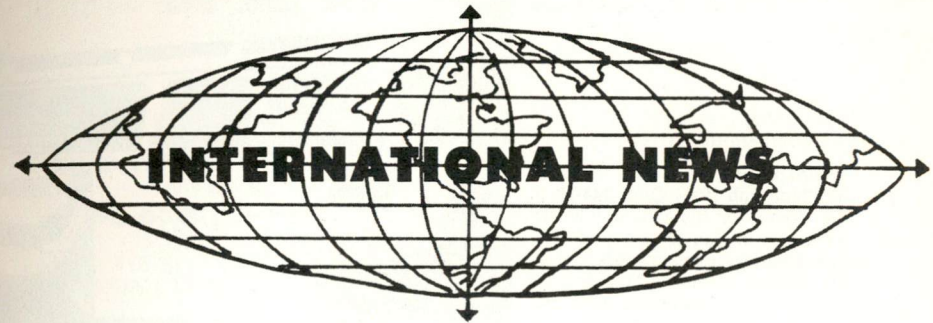
Distribution can vary from even and generally sustaining to knotty and partisan.

Applause which comes from across the aisle, the balcony, or the foot of the podium cannot be considered evenly distributed and equal in value to that which is uniform, lively, and supportive.

Just how much applause is worth — from the standpoint of evaluation — is a matter which may well be left up to the evaluator's judgment.

ABOUT THE AUTHOR

W. B. Sherrell, ATM, is a member of Grand Prairie (Tex.) Club 965-25 and a former area governor. He is a Navy journalist first class, retired.



TMs on TV

Oak Ridge (Tenn.) Club 1858-63 was invited by CATV to present a series of 30-minute programs for airing twice a week. Toastmasters host civic leaders and discuss local issues. Response to the program has been excellent, and the program will continue indefinitely.

Special Guests

Among the special guests participating in the tenth anniversary program of Skyway Club 3301-60 in Burlington, Ont., were Burlington Mayor George W. Harrington and Past TI President (1957-58) Paul Haerberlin.

EDUCATIONAL GOALS — Past District 38 Governor Paul Cathey, left, presents charter to Robert Dowling, president of Buffalo Valley Club 2643-38 at the Lewisburg (Pa.) Federal Penitentiary. Participating are John S. Weigand, second from left, of Williamsport (Pa.) Club 2960-38 and prison administrator George Nye.



PARADE ENTRY — Bill Mischler of Pittsburgh (Pa.) Club 144-13 is the driver for his club's July 4th parade entry in Brentwood, Pa. Toastmasters used a mobile public address system to talk communication and leadership with parade watchers.



NEW CLUBS

Chartered during September, 1971

District 3

CABLE TALK Club 3521-3. Meets Wed., 6:30 a.m., Western Electric Co., Inc., 505 N. 51st Ave., PHOENIX, Ariz. Contact: 261-5016. **Sponsoring Club: TELE-TALK CLUB 3016-3.**

District 14

TIFT COUNTY Club 1554-14. Meets Thurs., 12:15 p.m., Grego's Restaurant, West 7th St., TIFTON, Ga. Contact: 382-3860 or 382-8146. **Sponsoring Club: TIFTON CLUB 1434-14.**

District 36

LAUREL Club 3176-36. Meets alt. Thurs., 7:30 p.m., Stanley Memorial Library, 7th & Talbot Sts., LAUREL, Md. Contact: 776-7605. **Sponsoring Club: AGRICULTURAL RESEARCH CENTER CLUB 3039-36.**

District 47

POMPANO FASHION SQUARE Club 3299-47. Meets Wed., 12:15 p.m., Conference Room, Pompano Fashion Square, POMPANO BEACH, Fla. Contact: 943-7488 or 946-0800. Area: Four. **Sponsoring Club: SUNRISE CLUB 2508-47.**

District 56

SUN-VALLEY Club 1111-56. Meets Thurs., 3:30 p.m., Conference Room, Sun Oil Co., 710 Laurel, McALLEN, Tex. Contact: 686-5461. Area: Fourteen. **Sponsoring Club: HARLINGEN CLUB 860-56.**

District 61

LES CONTEURS DE BYTOWN Club 2831-61. Meets Tues., 6:00 p.m., except June, July, and August, University Club of Ottawa, 251 Cooper St., OTTAWA, Ont. Contact: 728-9770. **Sponsoring Clubs: WILFRID LAURIER CLUB 3737-61 and CARLINGWOOD CLUB 3319-61.**

NZP

TRAVEL INDUSTRY Club 3332-NZP. Meets 2nd & 4th Mon., 5:30 p.m., Oak Room, Great Northern Hotel, Queen Auckland St., AUCKLAND, New Zealand. Contact: 70-256.

Like Son . . .

Carl E. Huffman Jr., ATM, of **Wier Cook Club 3689-11** in Indianapolis, Ind., conducted the new member initiation ceremony for Carl E. Huffman Sr., his father.

Press Coverage

. . . A meeting of **Rhode Island Credit Union Club 854-31** in Providence, R.I., was the subject of a full-page photo-feature article in "**The Providence Sunday Journal.**"

CLUB ANNIVERSARIES — JANUARY 1972

35 YEARS

Medford Club 67-7
Medford, Oregon

30 YEARS

Amarillo Club 211-44
Amarillo, Texas

25 YEARS

Wenell Club 435-6
Minneapolis, Minnesota
Asheville Club 436-37
Asheville, North Carolina

Greensboro Club 439-37
Greensboro, North Carolina

Towne Club 443-10
Canton, Ohio

Officers Club 440-33
Richland, Washington
Assiniboine Club 419-64
Winnipeg, Manitoba

20 YEARS

F.A.A. Club 1004-50
Los Angeles, California
Greater North Stockton Club 64-39
Stockton, California

Town & Country Club 402-20
Alexandria, Minnesota

Wesley Club 1022-16
Oklahoma City, Oklahoma
Warriors' Path Club 997-63
Kingsport, Tennessee

20 YEARS (cont.)

Capitol Club 422-32
Olympia, Washington

Madison Club 173-35
Madison, Wisconsin
Gas Lighters Club 1017-35
Milwaukee, Wisconsin

15 YEARS

Econchati Club 2313-48
Montgomery, Alabama
Mason-Dixon Club 2186-48
Huntsville, Alabama

Middlesex Area Club 2178-53
Middletown, Connecticut

Caesar Rodney Club 2297-18
Wilmington, Delaware
St. Petersburg Club 2284-47
St. Petersburg, Florida

La Porte Club 2272-11
La Porte, Indiana
Auburn Keynoters Club 1741-45
Auburn, Maine

Sanford-Springvale Club 1640-45
Sanford-Springvale, Maine

Fireside Club 2281-65
Rochester, New York

Camden Club 2247-58
Camden, South Carolina
Podium Club 2303-60
Toronto, Ontario



Five P's for Effective Communication

By GEORGE L. GERMAIN

Every time you present a talk to a group you have an excellent opportunity to communicate, educate, and motivate. You also have the chance that many people long for... the setting for selling yourself, your views, personality, and ideas. The better your communication the easier it will be to meet your goals.

A tried and tested technique that will help you present better talks is the "Five P" plan: 1) Prepare, 2) Pinpoint, 3) Personalize, 4) Picturize, and 5) Prescribe. It's easy and effective.

Let's examine these, one by one, and see how you can put them to work in your communication efforts.

Prepare

The main ways to prepare are to consider your objective, think, write, read, listen, organize, and practice.

THINK of your own experiences, observations, convictions, ideas, and feelings. Choose a topic that you know something about.

THINK of your audience, its needs, jobs, attitudes, aspirations, and abilities. Select a subject that will mean something to your listeners.

WRITE ideas down. Jot notes, quotes, incidents, and observations of your daily activities.

READ lots of varied material; do it with a selfish viewpoint. Whatever you are reading

— whether it's a trade magazine, a technical journal, a book, or the local newspaper — do it selfishly. Say to yourself, "What's in here that I can use in one of my talks — if not this week or next week — sometime?"

LISTEN carefully to what other people say. Listen to what they complain about and what they praise. Listen to their likes and dislikes. Listen to their problems and suggestions. LISTEN AND LEARN.

ORGANIZE and outline your talk ahead of time. Your foundation might be a few key words scratched on a scrap of paper, or a complete outline of key points, supporting facts, and examples.

PRACTICE makes the difference between a good speech and an excellent one. Practice increases your confidence. It improves your delivery.

Pinpoint

The second "P" is to PINPOINT. This simply means, don't try to cover too much ground! If you talk about every-

thing, your listeners will remember nothing.

Concentrate on one main idea. Avoid the shotgun approach where you try to pepper the whole target. Use a rifle approach and aim for a communication bull's-eye.

Personalize

The third of the "Five P's" is PERSONALIZE. This means to establish common ground with your listeners. Develop interest; bring it close to home; make it mean something to your listeners; make it important to them. Relate to *their* attitudes, abilities, and aspirations. Aim at *their* wants, wishes, drives, desires, jobs, backgrounds, interests, and personalities.

Make it "personal" — not for you, but for your listeners.

Picturize

The fourth "P" is PICTURIZE. This is what you do to create mental pictures for your listeners.

Do you want people to listen and absorb what you say? Do you want them to understand what you mean? Do you want them to remember your message? If you do, make them use both their ears and their eyes. People understand and remember much better what they both hear and see. Use both sight and sound.

Use demonstrations, displays, drawings, models, mobiles, mock-ups, charts, chalkboard, colors, banners, and booklets. Show them equipment, experiments, examples, quotations, questions, quizzes, cartoons, clippings, posters, paintings, and photographs.

Paint vivid mental pictures for your listeners. When you PICTURIZE, you help them to really "see what you mean."

Prescribe

The final "P" is PRESCRIBE. In closing your presentation, answer the question that your listeners always have in mind... "so what?" What does it mean to me? How's it going to help me? What do you want me to do?

Always think of your listeners as having that question in mind... and answer it for them. Tell them what you want them to do. Ask for some specific action. Give them a prescription.

So What?

Successful speeches don't just happen! They require work. They help you meet your goals of communicating, educating, and motivating people — of selling yourself with your ideas. If you will *work at them* (by preparing, pinpointing, personalizing, picturizing, and prescribing) they, in turn, will *work for you*.

ABOUT THE AUTHOR

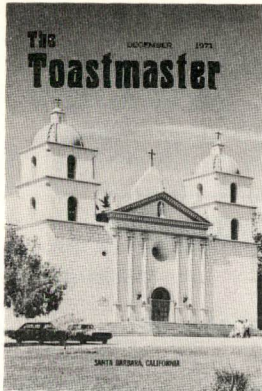
George L. Germain is a member of Brandywine Club 1939-38 in Downingtown, Pa. He is supervisor of development and training, Lukens Steel Co., in Coatesville, Pa.

CHECK YOUR UNDERSTANDING WITH THIS SELF-QUIZ

1. The first of the 5 P's is _____.
2. The main ways to prepare are:
a) _____ d) _____
b) _____ e) _____
c) _____ f) _____
3. One good way to add to your idea-bank for talks is to read various materials with a _____ viewpoint.
4. Practice might not make your talks perfect, but it will make them _____.
5. The second "P" is to _____. This means you should aim for a communication _____.
6. The third of the "Five P's" is _____. Does this mean to make it most meaningful to (a) your listeners, or (b) yourself?
7. It is important to create clear mental pictures in the minds of your listeners. This is the goal of the fourth "P": _____.
8. The fifth "P" is _____. It answers the question _____?
9. Just to double check, the five P's are:
a) _____ d) _____
b) _____ e) _____
c) _____

ANSWERS TO SELF-QUIZ

1. prepare
2. a) think b) write c) read d) listen e) organize f) practice
3. selfish
4. better
5. pinpoint / bull's-eye
6. personalize / (a) your listeners
7. picturize
8. prescribe / So what?
9. a) prepare b) pinpoint c) personalize d) picturize e) prescribe



TOASTMASTERS TOWN OF THE MONTH

SANTA BARBARA CALIFORNIA

SANTA BARBARA, CALIFORNIA, is one of the West Coast's most beautiful cities. Located on the fertile slopes of the Santa Ynez mountains and facing south on the Pacific Ocean, Santa Barbara's history is long and colorful.

Sighted and claimed for Spain in 1542 by navigator Juan Cabrillo, the area was next visited in 1602 when Sebastian Vizcaino anchored offshore on December 4, the feast day of Saint Barbara. Appropriately, the ship's priest named both channel and shoreline in honor of this patron saint of mariners.

The Gaspar de Portola expedition paused among Indian villages there in 1769, and in 1782 the Presidio Real was formally established in ceremonies conducted by Father Juniper Serra. On December 4, 1786, 184 years to the day after Vizcaino, Mission Santa Barbara was founded, tenth in the series of twenty-one Franciscan missions built in early California. Little presidio grew and the "Queen of the Missions" prospered. Great ranches surround the area. A gracious cultured life developed in the "Tierra Adorada" (The Beloved Land).

Soon the Yankee traders came; later the tourists and health seekers. Each visitor encouraged others to follow. Together the newcomers and Spanish descendents helped shape the city and protect its unique atmosphere.

Today, Santa Barbara is a busy, modern city, but it still retains the beauty and charm of its Spanish heritage. The prevailing architecture is white-walled, red-tile-roofed Spanish colonial, and most of the city's newest buildings are being designed to carry on this tradition.

Santa Barbara is the hometown of three Toastmasters clubs: Santa Barbara Club 5-12, Noventa Club 90-12, and Woodland Club 3051-12.

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1. Eugene R. Beckwith
2. James E. Bell, ATM
3. Alan P. Scherer, ATM
4. Robert H. Selover, ATM
5. Gerald D. Owens, DTM
6. Robert L. Haynes, ATM
7. Kenneth E. Herman, ATM
8. Earl W. Drennen, DTM
9. Henry A. Rozeboom
10. Allen C. Kingseed, ATM
11. C. C. Grove
12. Isaac W. Anders
13. H. Gerald Warren, ATM
14. Orville L. Dickinson
15. Addison K. Barry Jr.
16. Page D. Waller
17. John T. Cadby
18. Theodor C. Berenthien, ATM
19. Robert G. Glenn, ATM
20. Dale O. Anderson
21. Ronald F. Drane, DTM
22. Leslie P. Frazier
23. C. Thomas Kimball, ATM
24. Carl C. O'Neal
25. Thomas B. Alexander Jr., ATM
26. Paul E. Hendren
27. Russ N. Goodson, ATM
28. Phillip B. Richards, ATM
29. John M. Barreto, ATM
30. Richard L. Storer, ATM
31. Joseph L. Eden, ATM
32. Robert L. Erckert, ATM
33. Max P. Andrus, ATM
34. Richard W. Van Dyne
35. Carl E. Kopischkie

36. Charles E. Waterman, ATM
37. Robert E. Herndon
38. Anthony J. Marra
39. Jack M. Hartman, ATM
40. Hubert E. Dobson, DTM
41. Roy D. Beaird
42. Albert E. Fahlman, ATM
43. Otto H. Wenk
44. J. Q. Warnick Jr., ATM
45. G. Chester Dorr, ATM
46. Robert G. Lommel
47. Michael G. Shayne, DTM
48. Charles S. Allen, ATM
49. Herman A. Loeb!
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51. Edward A. O'Connor
52. Jack H. Guy
53. John D. McCarthy
54. Edgar D. Jester, ATM
55. Tom I. Haralson, ATM
56. George M. Gray
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58. Thomas M. Marchant III, ATM
59. David G. Towell
60. George Hevenor Jr., ATM
61. Dr. Jacques R. Perrault
62. Colin H. Broddle
63. Preston E. Allen
64. J. Hugh Graham
65. Robert H. Root
66. Carlton E. Burley
67. Dr. Donavon E. Hampton, ATM
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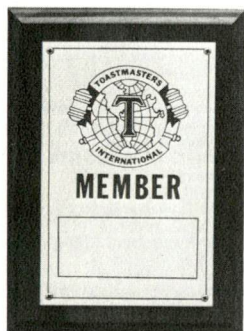
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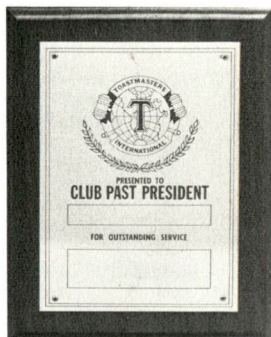
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