

Achieving Success as Vice President Education

Club Leadership TRAINING PROGRAM



TOASTMASTERS
INTERNATIONAL

THE MISSION OF THE CLUB

The mission of a Toastmasters club is to provide a mutually supportive and positive learning environment in which every member has the opportunity to develop communication and leadership skills, which in turn foster self-confidence and personal growth.



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TRAINING CLUB LEADERS . . . A VITAL FUNCTION

As a coordinator for club leadership training, you have one of the most important roles in Toastmasters.

The quality of a club meeting determines whether people join and stay in our organization. For a Toastmasters club, success lies in the ability to provide an environment that fosters meaningful self-development for its members. This is where officer training comes into play. Club officers must know their roles and responsibilities. The trainer's job is to explain this and to make sure all officers understand why their roles are so important for the overall success of the club. Your effectiveness as a trainer can make the difference between success and failure for a Toastmasters club.

Preparation is the cornerstone of a good training session. Take time to review the handbook, then study the training program thoroughly. Don't forget to inject your own personality and experiences to create a session that is educational, enjoyable, and motivational. Helpful tips to assist in your preparation for this training session are provided in Part I. Part II covers the essential points of the session while Part III provides you with handouts, including an evaluation form, to distribute. Part IV contains copy for your visual aids. **This entire training program, including PowerPoint slides, is available for downloading on the Toastmasters International Web site, www.toastmasters.org.**

This program is your comprehensive guide for preparing and presenting an effective club officer training session for the office of vice president education. By the end of the session, the members of your audience will be familiar with such basic competencies as planning dynamic club meetings, promoting participation in the educational program, orienting new members to Toastmasters, encouraging effective evaluation from every member, encouraging participation in other Toastmasters activities, organizing and administering quality speech contests, presiding in the president's absence, participating and voting in area and district council meetings, and preparing their successor for office.

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PART I: PREPARING FOR THE TRAINING SESSION

A. THREE STEPS IN PLANNING A SUCCESSFUL TRAINING PROGRAM

1. Prepare the Training Agenda

The information in this manual should be the core of your training session and should take about one hour to present. However, you may want to devote additional time to some subject areas or add other subjects to be discussed, depending on the needs of the clubs. You should discuss your agenda with the lt. governor education and training to ensure your program is appropriate.

2. Obtain and Prepare Materials

- ▶ Prepare visuals using the master copies found in Part IV, or download the PowerPoint slides from the TI Web site. If a flip chart will be used instead of computer-based visuals, prepare it in advance: Write the information on every other flip chart page, using a marking pen and making sure all letters are large enough to be clearly visible to participants. Tips for effectively using visual aids are also included.
- ▶ Duplicate the handouts and evaluation form in Part III of this program, along with any additional handouts you will distribute.
- ▶ Assemble reference materials. These may be available from the district, or you can order them through the Toastmasters International supply catalog. Be sure to allow adequate time for shipping.

3. Select Training Assistants

You may want to have someone assist you in conducting the session (distributing handouts, etc.). Select that person in advance and explain what type of help you will need.

B. THE TRAINING ENVIRONMENT

A satisfactory physical environment is essential for an effective training session. In advance, arrange for your meeting room to be set up properly. You will need a room large enough to seat the attending officers comfortably. Ideally, it should have space in the back for coffee breaks, as well as sufficient room in front to accommodate any electronic equipment and a work table for materials and supplies. Make sure you have a projector, computer and screen if you are using computer-based visuals, and don't forget to include a spare bulb and extension cord.

The chart below illustrates an ideal physical setting for a training session.

KEY

A - lectern
and gavel

B - projector and
laptop computer

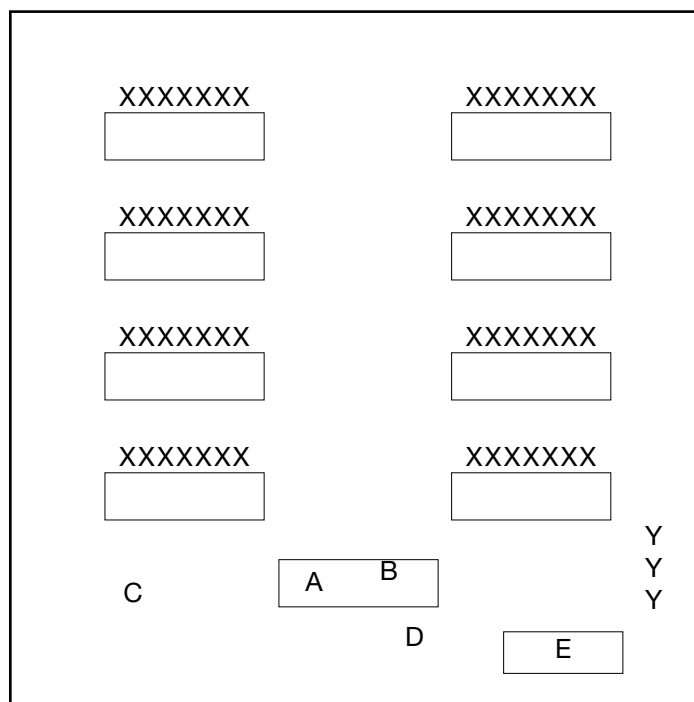
C - flip chart

D - screen

E - table for
materials
and supplies

X - participants

Y - training
assistants



Upon arrival, check the room temperature. A room that is too hot or too cold is distracting and uncomfortable. Lastly, make it a practice to greet and chat with as many participants as possible before the session is called to order.

C. HOW TO USE THE PROGRAM OUTLINE

The training program is simple to use, but it requires considerable preparation. While designed to allow presenters the opportunity to be flexible and creative, it also provides structure and ensures the important elements are emphasized.

Notice how the training outline is structured. Interspersed throughout the outline are **boxed segments**, offering explanations and guidelines for conducting group exercises and portions of the presentation material. In the right-hand column are keys to visual aids, as well as space for your own notations.

Part II provides a training script. When presenting the material covered in Part II, do not read the outline as a script. Instead, become thoroughly familiar with each topic, then paraphrase and embellish it to suit your individual presentation style. Remember new officers may not be familiar with Toastmasters jargon and acronyms such as CC and DTM. Keep two things in mind when preparing for your training session. First, fit your planned discussion to the time allotted. Second, allow ample time for group discussion and participation. If you find you are going overtime or the program is too lengthy, do not delete entire topics; rather, address them briefly and tell participants what resources they can use to get additional information. (The officer handbooks, for example, are an excellent resource for incoming officers.)

Part III provides handouts and an evaluation form to be distributed during the session according to the script. Be sure to make sufficient copies.

Part IV of this booklet contains the basic visual aids for the program. Each is designated in the right hand column as V # ___ in the outline. PowerPoint visuals are available on the Toastmasters International Web site or you can copy the text on a flip chart.

D. CHECKLIST FOR CLUB OFFICER TRAINING

- _____ Training assistants appointed
- _____ Visual aids prepared
- _____ Handouts reproduced
- _____ Room arranged and properly equipped
- _____ Coffee and refreshments ordered
- _____ Supplies and reference materials on hand
- _____ Projector, computer, screen, spare bulb, and extension cord available
- _____ Flip chart and easel available, along with marking pens
- _____ Notepads and pencils available for each participant

E. EVALUATION AND FOLLOW-UP

- A. Session Leaders: Ask the participants to fill out the evaluation form at the end of the session. Alter your material as needed based on feedback you receive.
- B. Club Application: Evaluate trainees' use of materials. Be sure to follow-up with club leaders throughout their term. Keep in mind that learning is a continuous process.
- C. Refresher Sessions: Hold formal or informal review sessions as frequently as possible. If necessary, hold a make-up session for those who were unable to attend.



PART II: PRESENTATION OF THE TRAINING SESSION

PRESENTER: Welcome the group and present a brief opening address focusing on the importance of the club experience in the personal development of members. Comments should be positive and highly motivational in nature, emphasizing a commitment to member service in all aspects of the Toastmasters club. Also mention the length of the training, the location of the rest rooms and phones, and other pertinent information. But remember: Time is precious and must be controlled carefully throughout the session.

Serving as vice president education is a great responsibility. You are responsible for providing the environment in which members can achieve their self-development goals. Yet it is also an exciting opportunity for you. You will learn and practice planning, time management, scheduling and conflict resolution skills that you will be able to use in all aspects of your life.

Today we're going to discuss your role as vice president education and how to fulfill your responsibilities. Every club officer, including you, has performance standards to be met. These standards help officers clearly understand their roles and provide a point of reference for club members to better understand what to expect from club officers, to evaluate current leaders and candidates for office, and facilitate communication when expectations differ among club officers and

members. The standards identify performance members should expect from club officers outside of each club meeting and performance they should expect from club officers at the club meeting. In the next hour we're going to review your standards as vice president education and discuss the steps you can follow to meet these standards. Later you'll be participating in some exercises to practice what you've learned.

Your standards outside of the club meeting are to:

HO #1

1. Plan club meetings, completing schedules and assignments at least three weeks in advance and confirming each schedule five to seven days before the meeting.
2. Promote participation in the educational program. Get commitment from new members to achieve the Competent Communicator (CC) award within one year or less and schedule them to speak accordingly. Get commitment from CCs to earn the Advanced Communicator Bronze (ACB) award within one year, and get commitment from ACB and ACS recipients to earn the next award within one year. Get commitment from members to earn the Competent Leader award within one year, and get commitment from CLs to earn the AL Bronze (ALB) award. Track all members' progress toward these awards.
3. Orient new members to the Toastmasters program within two meetings after they join.

4. Assign every new member a mentor.
5. Attend club executive committee meetings and preside when the president is absent.
6. Attend district council meetings and vote the club's proxy.
7. Vote at regional and international business meetings.
8. Attend district-sponsored club officer training.
9. Arrange for a replacement.
10. Prepare successor for office.

Your standards at the club meeting are to:

1. Assign each new member to be a Table Topics participant at the first meeting after joining, to a meeting role at the third meeting or earlier, and to give the Ice Breaker manual project before the fourth meeting or sooner.
2. Ensure a club member conducts The Successful Club Series programs "Evaluate to Motivate," "Moments of Truth," "Mentoring," and "Finding New Members for Your Club" at least once per year.
3. Monitor club performance quarterly in cooperation with the club president.
4. Initial speakers' Records of Assignments and ensure eligible members fill out their award applications.
5. Preside over the meeting when the president is absent.

Please keep in mind it's impossible to cover every detail of your responsibilities as vice president education today. Our goal in this session is to provide you with a basic foundation as well as with resources available from World Headquarters and the district. Feel free to ask questions. And remember to attend other sessions. All are intended to help you be successful during your term of office.

The purpose of a Toastmasters club is to provide an environment in which members can learn communication and leadership skills. As the vice president education of your club, you influence that environment. You serve as part of a team that consists of the president, vice president membership, vice president public relations, secretary, treasurer and sergeant at arms. Each one of you is responsible for making your club dynamic and enjoyable for all members by working together as a team and for making sure the club is recognized at least as a Distinguished Club in the Distinguished Club Program. You can accomplish this by holding regular and productive executive committee meetings; through careful goal-setting, planning, and monitoring of progress. The Distinguished Club Program recognizes clubs for achievement in education and membership growth and will be discussed in greater detail during a separate training session.

Now let's discuss some of the standards mentioned earlier.

Envision, Plan, and Direct Meetings

Your primary goal as vice president education is to plan enjoyable meetings during your term of office.

Great meetings are fast-paced and feature participants who fulfill the requirements of their responsibilities and have fun doing so. In your role as vice president education you will act as a coach, motivating members to participate in a variety of activities, and providing encouragement or assistance as needed.

- ▶ **Create varied programs.** One way of motivating your fellow members is to have varied meeting programs. For example, you could schedule a theme meeting that centers around a particular holiday or idea. Or you might hold a “grab bag” meeting: members discover what role they will play after randomly pulling their meeting assignment from a hat. Include educational speeches in your program by presenting a module from *The Better Speaker Series* (Catalog Nos. 270-278), *The Successful Club Series* (Catalog Nos. 290-300), or *The Leadership Excellence Series* (Catalog Nos. 311-319). Most of the modules take 10 minutes or less to present, so they fit well into club meetings. Use them when a prepared speaker can't attend at the last minute as an educational talk to help members build their speaking and leadership skills, and to explain how

members can help improve the quality of the club. You should conduct four of *The Successful Club Series* modules – “Evaluate to Motivate,” “Moments of Truth,” “Mentoring,” and “Finding New Members for Your Club” – at least once a year. Sometimes you can plan special event meetings in conjunction with the executive committee, such as a party to celebrate the anniversary of your club’s charter, or dinner at a restaurant. And consider networking with other vice presidents education in your area or district; calling two clubs together for a dual meeting can be a great way to trade ideas and meet other Toastmasters.

PRESENTER: If time permits, ask participants to share meeting programs that worked well in their clubs.

- ▶ **Assign meeting roles.** Once you have decided on the meeting program, your next step is to assign meeting roles. Use the Quarterly Assignment Schedule (Catalog No. 1502) to plan meetings, then schedule and distribute meeting assignments at least three weeks in advance, or visit the TI Web site, www.toastmasters.org, and use one of the free software programs to create schedules. Develop a fair and equitable schedule that allows all club members to participate, but delegate roles such as Toastmaster or general evaluator to more seasoned members, and tasks such as timer or

“ah counter” to the less experienced. Depending on the length of your meeting, schedule two or three prepared speeches per program, and try to mix speeches from the *Competent Communication* and Advanced Communication manuals so your speaking program will be varied.

- ▶ **Prepare agendas.** Next, prepare your meeting agenda and distribute a copy to each member before the meeting; you may wish to work with the vice president public relations by publishing the agenda in the club newsletter. Visit the TI Web site to find free software for producing agendas.

Five to seven days before the meeting, make sure all program participants are reminded of their duties, understand what they are to do, and are prepared. If it seems likely that a scheduled participant is going to be absent, be ready with a list of alternates to substitute for the missing person.

Promote Participation

VPE-V #2

The Toastmasters program offers two tracks: Communication and leadership. A member can proceed in the communication track, where they enhance their speaking skills, and/or the leadership track, where they learn and refine leadership skills. You should be familiar with the tracks and the awards members can receive in them, so you can encourage members to work in them.

Beginning July 1, 2006, you'll see changes in both tracks:

- ▶ **New titles for speech manuals.** The *Communication and Leadership Program* manual will be titled the *Competent Communication* manual. The 10 speech projects remain the same. The Advanced Communication and Leadership Program manuals will become the Advanced Communication manuals. VPE-V #3

- ▶ **New titles for communication track awards.** The Competent Toastmaster (CTM) award, given to those completing the Communication and Leadership Program manual, becomes the Competent Communicator (CC) award. The Advanced Toastmaster Bronze, Advanced Toastmaster Silver and Advanced Toastmaster Gold awards become the Advanced Communicator Bronze, Advanced Communicator Silver and Advanced Communicator Gold awards, with no changes to award requirements. Beginning July 1, anyone applying for any of the “old” awards will receive certificates reflecting the new award names. VPE-V #4

- ▶ **A new leadership award.** In January 2006 TI introduced the new *Competent Leadership* manual. This 10-project manual helps members develop their leadership skills while serving in various club meeting roles. The manual is VPE-V #5

included in the New Member Kit. Beginning July 1, 2006, members completing the manual will receive the new Competent Leader award.

- ▶ **New titles for existing leadership awards.** The “old” Competent Leader award becomes the Advanced Leader Bronze award, and requirements for this award include completion of the *Competent Leadership* manual.

VPE-V #6

Because of the requirement change, there will be a two year “grace period” for those working toward the “old” Competent Leader award. This means World Headquarters will continue to issue Competent Leader awards under the old requirements through June 30, 2008. Beginning July 1, 2008, all members will have to meet the new requirements. Finally, the “old” Advanced Leader award becomes the Advanced Leader Silver award. Those who already have the Competent Leader award and who apply for the Advanced Leader award after July 1, 2006, will receive the new Advanced Leader Silver certificate.

- ▶ **A change in DTM award requirements.** Beginning July 1, 2006, to be eligible for the award, a member must have received the Advanced Communicator Gold (or “old” Advanced Toastmaster Gold) and the Advanced Leader Silver (or “old” Advanced Leader) awards.

VPE-V #7

NOTES**VPE-V #8
HO#2**

The new communication and leadership tracks and recognition look like this.

These changes have been publicized in *The Toastmaster* magazine and on the TI Web site, along with the answers to some frequently asked questions about them. Make sure all of your club's members are aware of the changes and strive to integrate the new leadership manual into your club's culture. The manual adds a new component to your club and its meetings. Now your club will have members working in both the leadership and speech manuals. Following are some tips to help you:

1. **Purchase a manual for display during meetings.** Devote time during several club meetings to talk about the manual and encourage members to complete it.
2. **Discuss evaluations.** Members working in the communication track receive a verbal evaluation during the meeting for each project they present. Projects in the leadership manual require members to serve as timer, ah counter, evaluator and other meeting roles and they may receive a written and verbal evaluation for each role. If many club members are working in the leadership manual, providing so many verbal evaluations during a club meeting will require much more time. If your club meets for only an hour or so, adding verbal evaluations for those serving in meeting roles may be difficult. Your

VPE-V #9

- club should discuss the matter now and make a decision. Possible options are to
- a) provide verbal evaluations for leadership projects during meetings,
 - b) provide verbal evaluations privately outside of the club meeting,
 - c) provide only written evaluations for leadership projects, and
 - d) provide verbal evaluations during meetings for both speech and leadership projects, but allow less time for each evaluation. Whatever the club decides, you should make it known to those joining your club.
3. **Educate mentors.** Your club should assign every new member a mentor. A mentor is an experienced member who helps the new member prepare the first few speech assignments. Now a mentor's role includes helping new members with the first few projects in the *Competent Leadership* manual. Make sure mentors are familiar with the manual and willing to assist members with its various projects.
4. **Track progress.** World Headquarters will be producing charts and forms that clubs and members can use to monitor progress in the manual. When members complete all 10 projects in the manual, they may apply for the Competent Leader award. They'll receive a certificate and World Headquarters will send a letter to their employer about their accomplishment. Beginning in July 2006, this award will be incorporated into the 2006-07 Distinguished Club Program, so your club will receive credit toward Goals 5 or 6 when members achieve the award.

5. **Include the manual in your “sales pitch.”** When guests visit your club, most likely you emphasize how Toastmasters can help them improve their presentation skills. You may even show them the *Competent Communication* manual and discuss some of the projects in it. But many people are interested in improving their leadership skills. Now you can promote the leadership training Toastmasters offers. Show them the *Competent Leadership* manual and explain how the manual will help them learn such valuable leadership skills as listening, critical thinking, planning, implementing and team building. You also can promote the manual in your community or company, emphasizing the leadership training available from your club.

The new *Competent Leadership* manual is a great opportunity for your club's members and a new marketing tool for your club. Make the most of it!

One of your most important duties is to help each new member complete the *Competent Communication* and *Competent Leadership* manuals and receive the Competent Communicator (CC) and Competent Leader (CL) awards. As soon as a member completes all 10 projects in either manual, help the member complete the award application form in the back of the manual. You can submit it online through the Toastmasters International Web site “Club Business” area, or you can mail it to World Headquarters. World Headquarters will send the member a

certificate and, if the member wishes, a letter about the accomplishment to the member's employer. Members receiving the CC award receive two Advanced Communication manuals free of charge.

Members who continue to work in the communication track build their speaking skills in the Advanced Communication manuals. There are 15 advanced manuals. Many of them are career oriented, but several are not. The manuals are:

The Entertaining Speaker

Speaking to Inform

Public Relations

The Discussion Leader

Specialty Speeches

Speeches by Management

The Professional Speaker

Technical Presentations

Persuasive Speaking

Communicating on Television

Storytelling

Interpretive Reading

Interpersonal Communication

Special Occasion Speeches

Humorously Speaking

It's a good idea to have all of the manuals on hand and display them at every meeting so members can see the learning opportunities available to them.

Members working in the advanced manuals are eligible for awards. The awards and their requirements are listed on the handout you just received. As soon as a member receives one of the awards, you should get his or her commitment to earn the next award within the next year. By the time a member earns the Advanced Communicator Gold award, he or she will have completed six of the available 15 advanced manuals and will have learned many valuable speaking skills.

Once a member earns the Competent Leader award, encourage him or her to work toward the Advanced Leader Bronze award. The leadership activities required for this award can be completed entirely within the club environment. Members working toward the Advanced Leader Silver award must tackle leadership duties outside of the club, including serving as a district officer and helping to build or rebuild a Toastmasters club. They also must complete the High Performance Leadership Program, which features five projects offering instruction and practice in such vital leadership areas as:

- ▶ developing a vision
- ▶ goal setting and planning
- ▶ developing plans and strategies, and team building

The program may be completed within your Toastmaster club, area or district, or even within your company or community.

The Distinguished Toastmaster (DTM) award is the highest award our organization bestows and it recognizes both communication and leadership skills.

Members receiving any advanced communication or leadership award will receive a certificate and, if they wish, World Headquarters will send a letter to their employer about their achievement. Members receiving the Distinguished Toastmaster award receive a plaque and mention in *The Toastmaster* magazine and the optional letter to their employer. You can apply for most of the awards on the Toastmasters International Web site, www.toastmasters.org, or by mailing the appropriate application to World Headquarters.

Quality Manual Speeches

VPE-V #10

Remind your members that every speech they present in the club should be a manual speech. Since each speech project builds on the skills used in previous

projects, members need to complete projects in consecutive order. And emphasize quality manual speeches – speeches that are well-prepared and appropriate, and that fulfill project objectives. Poorly prepared speeches do not benefit the speaker, other club members, or the organization as a whole. If club members repeatedly give poorly prepared speeches, speak up and explain the importance of a quality presentation. Make your own speeches an example.

You also should be aware that all speeches from the *Competent Communication* manual must be given within a club environment, with the exception that up to two projects may be presented outside of the club environment with advance approval from you, the vice president education. When giving speeches from the manual, members shall strive to meet the objectives of each project, including time limits. Members must receive both written and verbal evaluations for all speeches. Up to two projects from each Advanced Communication manual may be given outside of a club environment, again with your advance approval.

Of course, to allow for the most speaking opportunities for members, your club should meet weekly. If your club has a large number of members and has difficulty accommodating all those who want to speak at meetings, the club may occasionally conduct a special meeting devoted entirely to prepared speeches. But any meeting held for the sole purpose of giving manual speeches must adhere to the following:

- ▶ Each speech should be prepared carefully to allow the speaker to focus on the project's objectives
- ▶ All speeches must receive both written and verbal evaluations, and
- ▶ Each Toastmaster is limited to one speech at any meeting for credit toward any CC or AC award.

The only reason such meetings may be held is to help the individual member improve speaking skills, and they may be organized only by a club.

When submitting applications for an award to World Headquarters, remember that applicants must be current members at the time World Headquarters receives their applications to be eligible for any award. Please submit all award applications promptly to World Headquarters to ensure all members receive the recognition they deserve.

Always recognize members who receive CC, any AC award, CL, AL award, and DTM award. A special presentation will tell the recipient that someone noticed and cared; formal recognition also benefits other club members by demonstrating club standards and showcasing role models.

A special presentation ceremony, followed by news of the award in the club's newsletter and in the district's newsletter, are effective ways to recognize members.

Perhaps your club members can come up with other ideas for congratulating those who have completed an educational program; periodically you may wish to conduct a brainstorming session with that purpose in mind.

Advocate participation in leadership roles. We've already mentioned the leadership track that is part of the Toastmasters education program and the benefits to be gained by participating in that leadership track. Encourage every member of your club to take part in a variety of activities that either involve or promote leadership, such as becoming a club officer, attending area and district level seminars regarding leadership and leadership roles, and participating at area and district contests and other functions.

Become familiar with other opportunities. I've already mentioned the Success/Leadership and Success/Communication programs, featuring the Speechcraft module, as well as the Youth Leadership Program. Let's take a few minutes to become familiar with these programs as well as several other educational opportunities available to members working in the basic and advanced manuals:

- ▶ **Success/Leadership and Success/Communication Programs.** The Success/Leadership and Success/Communication programs are a series of modules designed to provide practice in developing various communication and leadership skills. The modules may be conducted during club meetings

for club members, or outside of your club for the general public or for a company. Each program is designed to be presented as a seminar, with a club member serving as seminar leader or coordinator. The program includes a script, which the coordinator can use to present the program. There are thirteen Success/Leadership and Success/Communication modules, and you'll find them listed in your vice president education manual.

Clubs may charge a reasonable fee when conducting a Success/Leadership or Success/Communication program for non-members. The fee should cover program expenses, but any remaining money must be placed in the club's treasury. No individuals, educational institutions, or other organizations may derive financial gain either directly or indirectly from the presentation of these programs.

- ▶ **Youth Leadership Programs.** Toastmasters' Youth Leadership Program helps young people develop their communication and leadership skills so they may become tomorrow's leaders in business, industry, and the community. Toastmasters' Youth Leadership Program is for people under 18 years old and may be presented at schools, scout troops, 4-H clubs, church youth groups, and other community youth organizations. The eight-session program is conducted by a coordinator for 15 to 25 participants.

Members who coordinate and conduct a program should record it on a “Member Achievement Record” (Catalog No. 1328). When applying for the Advanced Communicator award, the member should use this recorded information to complete the application. Your signature on the AC application verifies that the member did indeed coordinate and conduct the program.

- ▶ **Speakers Bureau.** A Speakers Bureau offers members experience in speaking before new and different audiences. It also provides a community service and publicity for your club. Clubs, areas, divisions, and districts often have speakers bureaus. At the club level, the bureau is the responsibility of the vice president education. More information about forming a speakers bureau is in the brochure, “Speakers Bureau” (Catalog No. 127), available from World Headquarters.

- ▶ **Accredited Speaker Program.** The Accredited Speaker Program recognizes those members who have professional-level speaking skills. This program is not for all members; an Accredited Speaker candidate must meet several requirements as well as pass a rigorous two-stage judging process. For information and an application, visit TI’s Web site, www.toastmasters.org.

Administration Tips

While the president oversees the administration of the club as a whole, the vice president education is responsible for the administration of the educational program. The successful administration of this program depends on a variety of factors.

- ▶ **Introduce incentive for advancement.** While it is true that most members progress through the manuals at a fairly steady pace, occasionally some will dawdle. Before this happens, you can do a great deal in your position as vice president education to maintain enthusiasm and participation by offering incentives. Sometimes, of course, all it takes is some personal attention. Speak with these members and offer positive reinforcement and encouragement. Give ribbons, pins, and certificates as incentives. Toastmasters online supply catalog offers many of these “motivators.”

PRESENTER: Ask participants to share what their clubs do to encourage members to advance through the program.

- ▶ **Promote constructive evaluations.** Another important component of the education program is the evaluation. In fact, since evaluations are the cornerstone of the Toastmasters program – the means by which we

improve – you must not only understand what constitutes an effective evaluator, but also verify that all members know how to give written and verbal evaluations properly. If your club has a number of new members, or if you believe that many of your members are having difficulty with evaluations, conduct the “Evaluate to Motivate” program (Catalog No. 292) from Toastmasters’ *The Successful Club Series*, the Success/Communication module, “The Art of Effective Evaluation” (Catalog No. 251), or arrange for the club to view the “Effective Evaluation” video (Catalog No. 4008). Also encourage members to review the manual “Effective Evaluation” (Catalog No. 202), which they received as part of their New Member Kit.

- ▶ **Assist members with paperwork.** Whenever a member gives a manual project, be sure to initial the project on the Project Completion Record in the member’s manual. Once all requirements for a CC, AC, CL, AL or DTM award have been completed, help the member to fill out the application form and ensure it is mailed to World Headquarters. Be sure to review the form to make certain all necessary information has been included. Also sign in the space provided for the vice president education’s signature. Your signature verifies that the applicant did indeed fulfill the award requirements. Then submit the award application online at www.toastmasters.org.

Orient New Members

VPE-V #12

Remember the first time you joined a Toastmasters club? The challenge of your Ice Breaker speech? The first time you participated in Table Topics or gave an evaluation? You probably felt some anxiety, but the support of your fellow members got you through each experience and helped you recognize abilities you thought you did not possess.

- ▶ **Explain materials/procedures.** Now that you are vice president education, you can furnish some of that same valuable support to new members eager for guidance. As soon as possible, talk to each new member about the various materials and procedures that are part of being a Toastmaster. Discuss the person's needs and expectations, and have them fill out a New Member Profile Sheet (Catalog No. 405).

- ▶ **Match new members with mentors.** One of the most critical areas of new member orientation involves matching up new members with the more experienced Toastmasters who will act as mentors. Receiving constructive feedback is an important part of the program, but often it's the one-to-one contact between a new member and a seasoned "pro" that makes the difference between success or failure. Mentors begin by building a personal rapport with the new member, then helping the person set realistic

VPE-V #13

program goals. The mentor helps the new member through the initial speech and leadership projects and next two projects, answers questions, and offers more detailed information about the Toastmasters program. Toastmasters International has a program to help you start a mentor program in your club. The Successful Club Series program “Mentoring,” (Catalog No. 296) includes a script about mentoring and materials to help you start a program.

One of the best ways to encourage mentoring is to familiarize yourself with orientation materials. For example, The New Member Orientation Kit for Clubs (Catalog No. 1162) contains a variety of useful materials for the mentor, including New Member Profile Sheets, member certificates, and further information about the mentoring process.

► **Arrange an induction ceremony with the vice president membership.**

Once that interested guest has become a bona fide member of your club, hold an induction ceremony. You may wish to arrange this ceremony with the president and vice president membership, but the new member’s mentor or any other experienced Toastmaster also may participate. The New Member Kit includes a script for an induction ceremony (although you may create your own script), as well as certificates and other materials

that may be incorporated into the proceedings. Some clubs present membership pins (Catalog Nos. 5751 and 5753) at this time.

- ▶ **Get new members participating.** Assign each new member to be a Table Topics participant at the first meeting after joining, to a meeting role at the third meeting or earlier, and to give the Ice Breaker project at the fourth meeting or sooner.

Boost Participation in Toastmasters Activities

VPE-V #13

You frequently will hear the phrase, “The more you put into Toastmasters, the more you get out of Toastmasters.” It’s true! And as new members eventually become acclimated to club activities, encourage them to look outside the club for opportunities as well.

- ▶ **Explain the benefits of training sessions.** Today, for example, you’ve shown your interest in and responsibility to your club by attending a training session. But the training sessions are not just for new officers; any member can benefit from attending and learning about the different opportunities and facets of the Toastmasters organization. When you return to your club, let your other members know about the benefits of the sessions you attend today, then encourage those who could not be present to attend

future sessions. The club atmosphere allows us to learn in an intimate and comfortable environment, but training sessions provide another side to the Toastmasters experience: Besides learning about your own role, you are given the opportunity to meet and mingle with other Toastmasters, and brainstorm for ideas that will add to your club!

- ▶ **Organize and produce quality speech contests.** Another way for members to take their talents beyond the club is to participate in speech contests; as vice president education, you will be responsible for conducting the club contests that will springboard your members to competition at area level and beyond.

World Headquarters provides rules for the International Speech Contest, the Evaluation Contest, the Humorous Speech Contest, the Table Topics Contest, and the Tall Tales Contest. Speech Contest Rules (Catalog No. 1171) and the Speech Contest Manual (Catalog No. 1173) are sent in October to each club president of record; you can order additional copies from World Headquarters. World Headquarters also has a Judge's Guide and Ballots for each contest, available through the supply catalog.

The International Speech Contest is conducted at the club, area, division, district, region, and international levels. Each district has the option to conduct three of the four other contests found in the rulebook, which do not go to the region or international levels.

Your district establishes a contest schedule for the area, division, and the district contests. Since you are responsible for conducting club contests, make sure you have an understanding of the time requirements involved; your club's competition must take place prior to the area contest. Also consider the necessity for fair and impartial judging before appointing your judges. Finally, check the eligibility of each member who competes in the club's International Speech Contest. If you do not check eligibility, someone else at later levels will do so, and those found ineligible at later levels of the contest will be disqualified.

- **Promote area and district meeting attendance.** Besides attending training sessions and participating in contests, members can get involved in other activities beyond the club level. Both area and district levels have council meetings to conduct business, and attending these events is a good way to understand how the Toastmasters organization works. Often these meetings feature guest speakers who speak on a variety of Toastmasters-

related topics. It's a great opportunity to learn, to be entertained, and to observe Toastmasters excellence in action!

Club Leader

VPE-V #14

You also will be serving your club in the vital area of leadership.

- ▶ **Motivate participation from each member.** Your most typical leadership function will be motivating participation from each member. Earlier we discussed the use of incentives such as special certificates and awards. Other methods of motivation include offering verbal praise or encouragement, either at the meeting or during a phone call; expressing your appreciation by note; and setting aside some time during the meeting for announcements of individual members' achievement.

Always keep in mind that – whatever their level of accomplishment – members appreciate being appreciated. Since you are vice president education and have your “finger on the pulse” of your club members' accomplishments, you are in an excellent position to offer the appreciation that will motivate achievement!

- ▶ **Monitor the club's progress.** At least quarterly meet with the club president to discuss the club's progress toward educational award goals and program planning.

- ▶ **Lead by example.** One of the best ways to serve as a leader is to set an example. Club members need to see you are personally vested in the programs you promote. If you are only two speeches away from your CC, how about finishing up those few assignments? Or, if you already have your CC, demonstrate the diversity, challenge, and enjoyment offered through the advanced manuals by scheduling a presentation. From time to time, give an educational talk from *The Successful Club Series*, *The Better Speaker Series*, or *The Leadership Excellence Series* offered through the Supply Catalog, and become involved in your area and district contests, if not as a contestant, then in the judging or some other contributing role.

- ▶ **Preside when the president is absent.** Sooner or later it will happen: the club president will be unable to attend, and you will be expected to fill in. Prepare for that eventuality by spending some time with the president to review the responsibilities that attend each meeting. Also, if you cannot attend a meeting, ask someone to handle your duties for you so the meeting functions smoothly.

- ▶ **Understand parliamentary procedure.** Just as you may need to serve in the president's absence at a club meeting, you may have to lead a business meeting. Since parliamentary procedure is standard during such meetings, learn the basic parliamentary procedures covered in the pamphlet, "Chairman" (Catalog No. 200).

Area and District Functions

VPE-V #15

In addition to your responsibilities at club level, you will be participating at area and district functions. As the governing body of your district, the district council is required to hold at least two meetings a year, during the district's conferences.

The council is made up of district officers as well as all club presidents and vice presidents education within that district. As the management group for your area, the area council is composed of the area governor, assistant area governors, club presidents, vice presidents education, and vice presidents membership. Area council meetings are held throughout the year for purposes of establishing and reinforcing area and club goals.

- ▶ **Act as liaison between your club and the area and district.** Although all officers are encouraged to attend district and area council meetings, it is of particular importance that you and the club president attend. You are a liaison, linking your club members to area and district matters, and

allowing those at area and district level to have some insight into matters concerning your club.

- ▶ **Participate in and vote at area and district functions.** Each club in good standing is entitled to two votes for representatives to the International Board of Directors at the regional conference business meeting. Either by attending or by proxy, you and the club president should cast your club's votes at the conference and participate in selecting the leadership of the organization.

- ▶ **Vote at International Convention.** You and the club president are invited to attend the Annual Business Meeting to vote for officers and members of the Board of Directors, and decide for or against adoption of any proposed amendments to the Bylaws of Toastmasters International, the District Administrative Bylaws, or the Club Constitution. If you cannot attend, the votes may be cast in person by any club member(s) as delegate(s), or by an active member of another club selected to act as proxy, or by your district governor.

As you gain experience during your term as vice president education, take notes and think of how you will prepare the person who will come after you. Give necessary records and materials to your successor, but don't stop

there: Offer to assist the new officer as he or she is learning the duties of vice president education.

NOTES

HO #3

PRESENTER: This handout is a list of resources for the officers. It includes prices and an order form.

HO #4, 5

PRESENTER: Continue with one or both of the following case studies. The participant section of each case study is included in Part III for copy and distribution. Afterward, if you have time, answer questions and perhaps give a short motivational closing.

CASE #1

Case Study for Vice Presidents Education:***Lethargic Members***

Objective: *To motivate members to complete the Competent Communication manual and receive the CC award.*

Time: *15 minutes*

Process:

- 1. Distribute copies of the case study sheet in Part III to the training session participants.*
- 2. Ask the participants individually to diagnose the case and arrive at some solutions.*
- 3. Ask the group as a whole how they would resolve the issue.*

Recommended Solutions:

- Promote the importance of giving manual speeches and establish a standard that every speech presented in the club is a manual speech.*
- Purchase a Member Progress Chart and post it on the wall at every club meeting. Use it to keep track of each member's progress at every meeting.*
- Meet with each member individually to discuss his or her progress toward the CC award. Obtain the member's commitment to achieving the award and agree on a completion date. Follow up to ensure the member fulfills the commitment.*

CASE #2

*Case Study for Vice Presidents Education:**Get Your Meetings Out of the Doldrums*

Objective: To brainstorm some effective programming ideas for your club meetings.

Time: 15 minutes

Process:

1. Distribute copies of the case study sheet in Part III to the training session participants.
2. Divide participants into groups of three.
3. Have each group brainstorm three effective programming techniques.
4. Record on a flip chart one idea from each group.

Recommended Solution:

- Refer to Toastmasters' publication "Patterns in Programming" (Catalog #1314) for hints to help build member enthusiasm. For example, suggest conducting a debate, having theme meetings, participating in speech contests, and presenting Success/Communication, Success/Leadership, The Better Speaker Series, The Successful Club Series and The Leadership Excellence Series modules.



PART III: HANDOUTS

The following handouts may be reproduced for distribution to your training session participants. Make certain you accurately project the number of attendees so you have enough.

Feel free to revise the material to suit your own style.

VICE PRESIDENT EDUCATION STANDARDS

Outside of the club meeting...

1. Plan club meetings, completing schedules and assignments at least three weeks in advance and confirming each schedule five to seven days before the meeting.
2. Promote participation in the educational program. Get commitment from new members to achieve the CC award within one year or less and schedule them to speak accordingly. Get commitment from CCs to earn ACB awards within one year, and get commitment from ACB and ACS recipients to earn the next award within one year. Get commitment from members to earn the Competent Leader award within one year or less, and get commitment from CLs to earn the ALB within one year. Track all members' progress toward these awards.
3. Orient new members to the Toastmasters program within two meetings after they join.
4. Assign every new member a mentor.
5. Attend club executive committee meetings and preside when the president is absent.
6. Attend district council meetings and vote the club's proxy.
7. Vote at regional and international business meetings.
8. Attend district-sponsored club officer training.
9. Arrange for a replacement.
10. Prepare successor for office.

At the club meeting...

1. Assign each new member to be a table topics participant at the first meeting after joining, to a meeting role at the third meeting or earlier, and to give the Ice Breaker manual project at the fourth meeting or sooner.
2. Ensure a club member conducts *The Successful Club Series* programs "Evaluate to Motivate," "Moments of Truth," "Mentoring," and "Finding New Members for Your Club" at least once per year.
3. Monitor club performance quarterly in cooperation with the club president.
4. Initial speakers' Records of Assignments and ensure eligible members fill out their award applications.
5. Preside over the meeting when the president is absent.

TOASTMASTERS RECOGNITION

Beginning July 1, 2006, members can earn the following communication and leadership awards:

Communication Track

Competent Communicator (CC)

(formerly Competent Toastmaster [CTM])

To be eligible for this award, a member must have:

- Completed the Competent Communication manual

Advanced Communicator Bronze (ACB)

(formerly Advanced Toastmaster Bronze [ATMB])

To be eligible for this award, a member must:

- Have the Competent Communicator award (or “old” CTM award)
- Have completed any two of the 15 Advanced Communication manuals

Advanced Communicator Silver (ACS)

(formerly Advanced Toastmaster Silver [ATMS])

To be eligible for this award, a member must:

- Have the Advanced Communicator Bronze award (or “old” advanced Toastmaster Bronze award)
- Completed any two additional advanced manuals (may not be those completed for any previous awards)
- Conducted any two programs from the Better Speaker Series and/or The Successful Club Series (may not be those conducted for any previous awards)

Advanced Communicator Gold (ACG)

(formerly Advanced Toastmaster Gold [ATMG])

To be eligible for this award, a member must:

- Have the Advanced Communicator Silver award (or “old” Advanced Toastmaster Silver award)
- Completed two additional advanced manuals (may not be those completed for any previous award)
- Conducted a Success/Leadership Program, Success/Communication program, or a Youth Leadership program (may not be those conducted for any previous awards)
- Coached a new member with the first three speech projects.

Leadership Track

Competent Leader (CL)

(new award)

To be eligible for this award, a member must have:

- Completed the 10-project Competent Leadership manual.

Advanced Leader Bronze (ALB)

(formerly Competent Leader [CL])

To be eligible for this award, a member must:

- Have achieved the new Competent Leader award
- Have achieved the Competent Communicator award (or “old” Competent Toastmaster award)
- Served at least six months as a club officer (president, vice president education, vice president membership, vice president public relations, secretary, treasurer or sergeant at arms) and participated in the preparation of a Club Success Plan while serving in this office
- While serving in the above office, participated in a district-sponsored club-officer training program
- Conducted any two programs from The Successful Club Series and/or The Leadership Excellence Series (may not be those completed for any previous award).

Advanced Leader Silver (ALS)

(formerly Advanced Leader [AL])

To be eligible for this award, a member must:

- Have achieved Advanced Leader Bronze award (or “old” Competent Leader award)
- Have served a complete term as a district officer (district governor, Lt. governor, public relations officer, secretary, treasurer, division governor, or area governor). A complete term is defined from September 1 through June 30.
- Have completed a High Performance Leadership program
- Have served successfully as a club sponsor, mentor or coach.

Distinguished Toastmaster (DTM)

To be eligible for this award, a member must have:

- Achieved Advanced Communicator Gold award (or “old” Advanced Toastmaster Gold award)
- Achieved Advanced Leader Silver award (or “old” Advanced Leader award).

Distinguished Toastmaster is the highest recognition a member may receive.

See award applications for details about requirements for all awards.

RESOURCES LIST

Achieving Success as Vice President Education

Following are some materials you may want to order to ensure a successful term as vice president education:

Quantity			Total
_____	1205	Supply Catalog	\$1.00
_____	1310B	Vice President Education Handbook	\$3.00
_____	1314	Patterns in Programming...Contains many proven ideas for club programming	\$2.00
_____	1502	Quarterly Assignment Schedule...Simple month-by-month chart for planning club program assignments (20 each)	\$1.50
_____	1167D	A Toastmaster Wears Many Hats...Tips on when you're the speaker, evaluator, toastmaster, etc.	\$.75
_____	900	Program Assignment Notice...Postcard for reminding members of their upcoming assignments (75 each)	\$2.75
_____	199	Your Speaking Voice...How to guide for improving your voice	\$3.75
_____	200	Chairman	\$3.00
_____	202	Effective Speech Evaluation...Explanation of Toastmasters evaluation program with tips for speakers and evaluators	\$2.50
_____	201	Gestures: Your Body Speaks...Guide to using gestures when speaking	\$3.75
_____	251	The Success/Communication Program, "The Art of Effective Evaluation"	\$38.00
_____	1315	Think Fast!...Table Topics Handbook with 6 easy-to-remember outlines to follow for Table Topics talk	\$1.00
_____	1316	Stand Up and Speak!—Table Topics Game...155 cards with a Table Topic plus blanks to make up your own	\$6.50
_____	1415	Word of the Day...50 large cards of words for display at meetings with pronunciations, definition and use in a sentence	\$4.00
_____	1312	Master Your Meetings...Everything you need to know to have dynamic, exciting, effective club meetings	\$3.50
_____	901	Cardboard Timer...Handy 8" x 6" timer with 3 colored cardboard pages for use in conjunction with a stop watch	\$2.50
_____	223	CTM Application	N/C
_____	1207	ATM Application	N/C
_____	1209	DTM Application	N/C
_____	227D	Member Program Progress Chart Kit...Contains one each of Charts 227, 227A, 227B and 227C	\$5.25
_____	1328	Member Achievement Record...For tracking members' progress in Toastmasters educational programs (10 each)	\$.50
_____	1208	Accredited Speaker Program Rules and Application.	N/C
_____	5920	CTM Pin...18K gold-plated	\$7.00
_____	340	CTM Badge (pocket)...Gray plastic with name and club number engraved	\$8.00
_____	340A	CTM Badge (pin-back)...Gray plastic with name and club number engraved	\$8.00
_____	340M	CTM Badge (w/magnetic back)	\$12.00
_____	5939B	ATM Bronze Pin	\$7.00
_____	5939S	ATM Silver Pin	\$7.00
_____	5939G	ATM Gold Pin	\$7.00
_____	341	Advanced Toastmaster Badge (pocket)...Bronze plastic with name and club number engraved in black	\$8.00
_____	341A	Advanced Toastmaster Badge (pin-back)...Bronze plastic with name and club number engraved in black	\$8.00
_____	341M	Advanced Toastmaster Badge (w/magnetic back)	\$12.00
_____	5800	DTM Pin...18K gold-plated	\$7.00
_____	5799	DTM Pin with jewel...18K gold-plated	\$14.00
_____	389	DTM Badge (pocket)...Gold plastic with name and club number engraved in black	\$8.00
_____	389A	DTM Badge (pin-back)...Gold plastic with name and club number engraved in black	\$8.00
_____	389M	DTM Badge (w/magnetic back)	\$12.00
_____	5751	Miniature Membership Pin...18K gold-plated <i>Less than 12</i>	\$3.00
_____	5752	Miniature Membership Pin...18K gold-plated <i>12 or more</i>	\$2.75
_____	5753	Large Membership Pin...Lapel-size, 18K gold-plated <i>Less than 12</i>	\$3.50

_____	5754	Large Membership Pin... Lapel-size, 18K gold-plated <i>12 or more</i>	\$3.25	\$ _____
_____	405	New Member Profile Sheet (set of 10)	\$1.00	\$ _____
_____	1162	New Member Orientation Kit	\$5.50	\$ _____
_____	1163	Club Mentor Program... For pairing mentors with new members or more experienced members. Materials for 20	\$4.50	\$ _____
_____	1167	Toastmasters and You... For new members before receiving New Member Kit from WHQ	\$2.50	\$ _____
_____	1167A	Toastmasters and You... Package of five of above kit	\$12.00	\$ _____
_____	1211	Spirit of Success Award... For recognizing new members who contribute to club success. Contains guidelines and certificates for five members	\$2.00	\$ _____
_____	211	Expand Your Horizons... Success/Leadership informational brochure	N/C	\$ _____
_____	801	Youth Leadership Program Informational Brochure	\$.15	\$ _____
_____	811	Youth Leadership Educational Packet... Contains materials for five students	\$12.00	\$ _____
_____	1171	International Speech Contest Rulebook	\$1.50	\$ _____
_____	1173	Speech Contest Manual	\$1.50	\$ _____
_____	1172	International Speech Contest Judge's Guide and Ballot (100 each)	\$3.75	\$ _____
_____	1179	Evaluation Contest Judge's Guide and Ballot (10 each)	\$1.25	\$ _____
_____	1191	Humorous Speech Contest Judges Guide and Ballot (10 each)	\$1.25	\$ _____
_____	1180	Table Topics Judge's Guide and Ballot (10 each)	\$1.25	\$ _____
_____	1181	Tall Tales Judge's Guide and Ballot (10 each)	\$1.25	\$ _____
_____	1188	Tiebreaking Judge's Guide and Ballot	\$.15	\$ _____
_____	127	Speakers Bureau Brochure... Information on establishing and operating a Speakers Bureau	\$.25	\$ _____
_____	1111	Distinguished Club Program/Club Success Plan	\$1.25	\$ _____
_____	1550	Club Reference File... More than 40 of the most used manuals, handbooks, brochures and pamphlets	\$55.00	\$ _____
_____	262	High Performance Leadership	\$11.95	\$ _____
_____	1115	Member Achievement Program	\$4.50	\$ _____

The Better Speaker Series

_____	269	A complete set of The Better Speaker Series modules, including overhead transparencies.	\$39.95	\$ _____
_____	270	Beginning Your Speech... Suggestions for starting off your speech right. With overheads.	\$4.50	\$ _____
_____	271	Concluding Your Speech... Tips for ending your speech with power. With overheads.	\$4.50	\$ _____
_____	272	Take the Terror Out of a Talk... Techniques for overcoming nervousness when speaking. With overheads.	\$4.50	\$ _____
_____	273	Impromptu Speaking... Don't be caught off balance when speaking off-the-cuff. With overheads.	\$4.50	\$ _____
_____	274	Selecting Your Topic... Running out of speech ideas? Here's how to develop new ones. With overheads.	\$4.50	\$ _____
_____	275	Know Your Audience... If you can relate to your audience, they will relate to you. With overheads.	\$4.50	\$ _____
_____	276	Organizing Your Speech... Once you know what to say, consider next the when and the how. With overheads.	\$4.50	\$ _____
_____	277	Creating an Introduction... Great introductions should precede great speeches. With overheads.	\$4.50	\$ _____
_____	278	Preparation and Practice... Techniques for preparing and rehearsing your next speech. With overheads.	\$4.50	\$ _____
_____	279	Using Body Language... How to use facial expressions, gestures, and body movements to enhance speech. With overheads.	\$4.50	\$ _____

The Successful Club Series

_____	289	A complete set of The Successful Club Series modules, including overhead transparencies.	\$59.95	\$ _____
_____	290	The Moments of Truth... How to recognize and deal with situations critical to club success. With overheads.	\$12.95	\$ _____
_____	291	Finding New Members for your Club... Proven methods to help you seek out those vital new members! With overheads.	\$4.50	\$ _____
_____	292	Evaluate to Motivate... Your club members will learn to give evaluations that benefit the speaker, the evaluator and the audience. With overheads.	\$4.50	\$ _____
_____	293	Closing the Sale... Exercise your powers of persuasion during those moments when a guest is deciding to join. With overheads.	\$4.50	\$ _____
_____	294	Creating the Best Club Climate... Techniques for creating and maintaining a healthy club environment. With overheads.	\$4.50	\$ _____

_____	295 Meeting Roles and Responsibilities... How members can successfully fill each meeting role. With overheads.	\$4.50	\$ _____
_____	296 Mentoring... Explains the benefits to clubs and members of having a mentor program and the duties of mentors. With overheads and Club Mentor Program Kit.	\$17.95	\$ _____
_____	297 Keeping the Commitment... Reviews the concepts in "A Toastmasters Promise." With overheads and handouts.	\$5.95	\$ _____
_____	298 Going Beyond Our Club... Opportunities for members outside of the club. With overheads.	\$4.50	\$ _____
_____	299 How to be a Distinguished Club... Explains how your club can achieve in the Distinguished Club Program. With overheads.	\$4.50	\$ _____
_____	300 The Toastmasters Educational Program... Explains the program and recognition available to members. With overheads.	\$4.50	\$ _____

The Leadership Excellence Series

_____	310 The Leadership Excellence Series...Complete set including overhead transparencies.	\$44.95	\$ _____
_____	311 The Visionary Leader... This module discusses how leaders create and communicate a vision for their organization to help it be successful.	\$4.50	\$ _____
_____	312 Developing a Mission... This module addresses how successful leaders create and communicate a mission for their organization.	\$4.50	\$ _____
_____	313 Values and Leadership... This module examines values and how to employ them as you lead a team toward achieving a goal.	\$4.50	\$ _____
_____	314 Goal Setting and Planning... This module reviews the processes leaders use to set goals and develop plans to achieve these goals.	\$4.50	\$ _____
_____	315 Delegate to Empower... This module discusses how to effectively delegate tasks and responsibilities.	\$4.50	\$ _____
_____	316 Building a Team... This module reviews how to create and lead a team.	\$4.50	\$ _____
_____	317 Giving Effective Feedback... This module provides suggestions for offering feedback to others on their performance.	\$4.50	\$ _____
_____	318 The Leader as a Coach... This module discusses how to work with a team to help them improve.	\$4.50	\$ _____
_____	319 Motivating People... This module examines how to be sensitive to your team members' needs and create an environment that will motivate them.	\$4.50	\$ _____
_____	320 Service and Leadership... This module discusses how leaders serve others by offering their knowledge and skills to help others achieve a goal.	\$4.50	\$ _____
_____	321 Resolving Conflict... This module examines how to be sensitive to your team members' needs and create an environment that will motivate them.	\$4.50	\$ _____

TOTAL \$ _____
CA clubs add 7.75% \$ _____
TOTAL AMOUNT \$ _____

Mail to: **Toastmasters International**
P.O. Box 9052, Mission Viejo, CA 92690 U.S.A.
or Telephone (949) 858-8255 • Fax No. (949) 858-1207

Standard Domestic Shipping Prices - 2006			
TOTAL ORDER	SHIPPING CHARGES	TOTAL ORDER	SHIPPING CHARGES
\$0.00 to \$2.50	\$1.80	35.01 to 50.00	\$7.90
2.51 to 5.00	3.45	50.01 to 100.00	9.15
5.01 to 10.00	4.15	100.01 to 150.00	12.15
10.01 to 20.00	4.90	150.01 to 200.00	15.15
20.01 to 35.00	6.90	200.01 to —	Add 10% of total price

For orders shipped outside the United States, see the current Supply Catalog for item weight and shipping charts to calculate the exact postage. Or, estimate airmail at 35% of order total, though actual charges may vary significantly. Excess charges will be billed. All prices subject to change without notice.

PAYMENT MUST ACCOMPANY ORDER

___ Enclosed is my check in the amount of \$ _____ (U.S.) or
___ Please bill against my MasterCard / VISA / AMEX / Discover (Circle one)

Credit Card No. _____ Expiration Date _____

Signature _____

Name _____

Club No. _____ Club Name _____

Address _____

City _____ State/Province _____

Country _____ Postal Code _____

Email _____ Phone No. _____

CASE STUDY #1

CASE STUDY FOR VICE PRESIDENTS EDUCATION: LETHARGIC MEMBERS

As vice president education, you realize that most of your club's members have not yet achieved the Competent Communicator (CC) award, even though many of them have been club members for several years.

What can you do to motivate these lethargic members to complete the Competent Communication manual and receive the CC award?

CASE STUDY #2

CASE STUDY FOR VICE PRESIDENTS EDUCATION: GET YOUR MEETINGS OUT OF THE DOLDRUMS

You have been a club member for a year. You have grown bored and find that your club meetings are no longer enjoyable. It's the same old routine: table topics, speeches, evaluations.

As club vice president education, how would you bring your club meetings out of the doldrums?

EVALUATION FORM

Date: _____ Program Name: _____

Facilitator: _____

On a scale of one to five, five being the highest rating, please rate the course and facilitator on the following items by circling the number you find most appropriate:

1. How relevant was this session to your job in Toastmasters?
1 2 3 4 5

2. Rate the following:
Course content 1 2 3 4 5
Course material 1 2 3 4 5
Facilitator 1 2 3 4 5
Activities/exercises 1 2 3 4 5

3. Were the objectives clearly stated?
1 2 3 4 5

4. How was the lesson plan organized?
1 2 3 4 5

5. Did the instructional methods clearly illustrate the instructor's plan?
1 2 3 4 5

6. To what extent did the visual aids add to your understanding of the presentation?
1 2 3 4 5

7. How were the meeting facilities?
1 2 3 4 5

8. What are two things you learned that will make you a more effective club officer?

Additional Comments:

PART IV:

VISUAL AIDS COPY FOR THE TRAINING SESSION

Materials on the following pages are designed specifically for the presenter to use in conducting the training session. You can reproduce them as transparencies for use on an overhead projector, or handwrite them on a flip chart. PowerPoint visuals are available for downloading from the TI Web site if you will be using computer-based visuals.

In the right-hand column are keys for visual aids. Their placement indicates the points at which they should be displayed. Each is numbered. For example, **VPE-V #1** stands for “the first visual.” You also may use the right-hand margin for making notes.

TIPS ON USE:

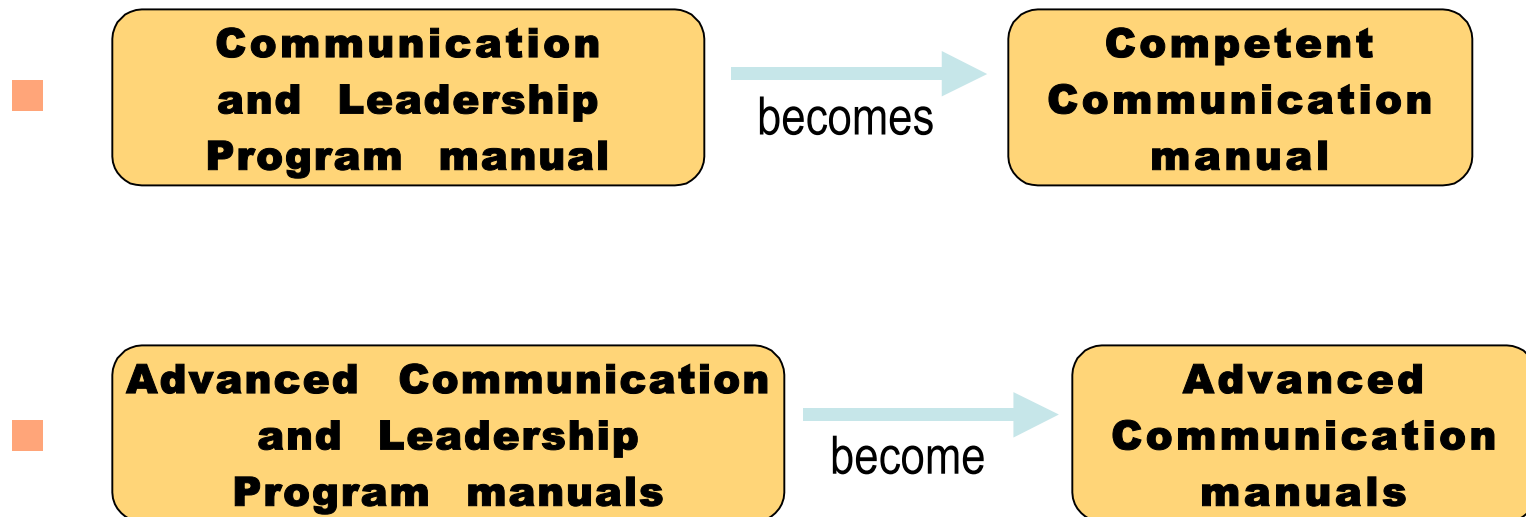
1. **Show the visual only while you are talking about it.**
2. **Be sure everyone in the audience can see the visuals clearly.** Visibility to the people at the rear of the room is your guide.
3. **Talk to the audience, not to the visual.** Maintain eye contact even when your listeners are looking at the visual. This will help you judge their understanding.
4. **Don't overdo it.** You need not illustrate every point in the speech.
5. **Rehearse.** Nothing is more important than adequate preparation. Know how and when you will use the visual, and practice so you will make a smooth presentation. Anticipate all possible problems, especially when electronic equipment is involved.
6. **Remember . . .** Be as professional as possible.

Envision/Plan/Direct Club Meetings

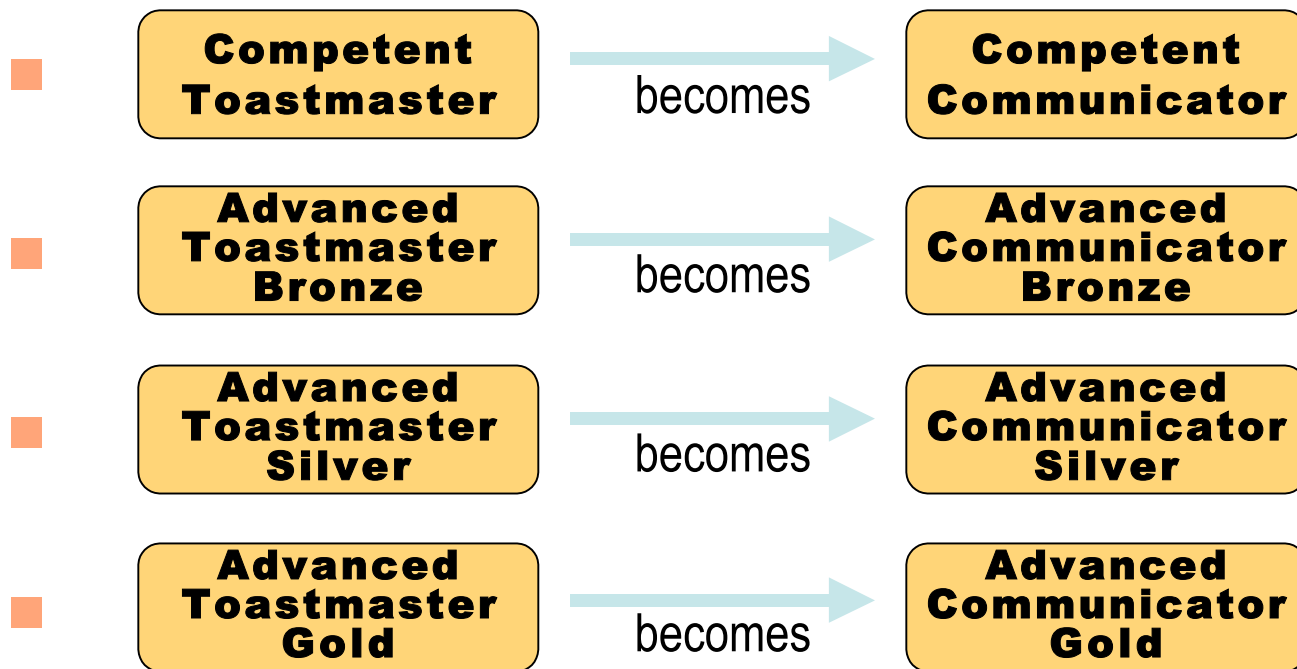
- Create varied programs
- Assign meeting roles
- Prepare agendas

Promote Participation in Communication and Leadership Tracks

New Titles for Manuals



New Titles for Communication Track Awards



A New Leadership Award

Those completing *Competent Leadership* manual receive
new *Competent Leader* award

New Titles for Existing Leadership Awards

- **Current Competent Leader** becomes **Advanced Leader Bronze** award
- **Current Advanced Leader** becomes **Advanced Leader Silver** award
- New AL Bronze requires completion of new leadership manual

Distinguished Toastmaster Requirements

Member must have

- Advanced Communicator Gold (or current Advanced Toastmaster Gold)

AND

- Advanced Leader Silver (or current Advanced Leader) awards

New Communication and Leadership Tracks



Tips for Integrating the CL Manual

1. Purchase manual for display
2. Discuss evaluations
3. Educate mentors
4. Track progress
5. Include manual in “sales pitch”

- Encourage quality manual speeches
- Advocate participation in leadership roles
- Become familiar with other opportunities
 - Success / Leadership and Success / Communication
 - Youth Leadership
 - Speakers Bureaus
 - Accredited Speaker

Administration Tips

- Introduce incentives
- Promote constructive evaluations
- Assist members with paperwork

Orient New Members

- Introduce and explain materials / procedures
- Match with mentor
- Arrange induction ceremony with vice president membership
- Get them participating

Boost Participation in Toastmasters Activities

- Explain training benefits
- Organize speech contests
- Promote area / district meeting attendance

Club Leader

- Motivate participation
- Monitor club's progress
- Lead by example
- Preside when president is absent
- Understand parliamentary procedure

Represent the Club

- Act as liaison between club / area / district
- Participate in and vote at area / district functions
- Vote at the international convention