



TOASTMASTERS INTERNATIONAL

**RUNNING FOR
INTERNATIONAL
DIRECTOR**



*A Campaign Handbook for
International Director Candidates*



TOASTMASTERS INTERNATIONAL

RUNNING FOR International Director

*A Campaign Handbook
for International
Director Candidates*



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Running for International Director

If you believe you are the right person for the job, this booklet will help you understand your role as an International Director and help you to prepare for candidacy. Toastmasters International needs effective leaders who have the ability and foresight to guide our organization to new successes and even higher standards of quality. If you are one of these leaders, all Toastmasters will welcome your candidacy for the Board of Directors.

Campaigning for and serving as an International Director can be one of the most rewarding experiences you will ever have. It is a tremendous opportunity to increase your leadership skills. But along with the opportunities come responsibilities.

Candidates at all levels of the organization must maintain the highest levels of ethical conduct. It's important that you run a professional and a positive campaign with high integrity. You are responsible for your actions and the actions of your campaign workers. We ask that you read carefully the section on ethics covered later in this booklet and in the policies and procedures for campaigning and share the information with your workers. The policies and procedures that govern campaigns are in place so that campaigning for office will be equitable and an enjoyable experience for all.



Qualities of a Leader

Here are the qualities of a Toastmasters leader:

- High Integrity
- Effective Speaker and Listener
- Knowledge of Management Principles and Practices
- Leadership Skills
- Experience and Achievement in Toastmasters
- Achievement Outside Toastmasters
- Knowledge of Toastmasters Programs
- Open-mindedness
- Commitment of Time and Energy
- Ability to Work Well With Others
- Experience in Area of Finance
- Clear Thinking
- Experience in Policy-Making

The Toastmasters International Organization

Our Structure—The Organization Chart

Toastmasters International is a not-for-profit, educational organization incorporated in the State of California. A chart of the Toastmasters International organization structure is shown on the next page.

Our Governing Body—The Board of Directors

Currently, 23 members serve on the Board of Directors. Five members serve as Officers, and 18 members serve as Directors.

The Officers serve an annual term of office. Each of the Directors serves two years, with half of the seats open for election each year. Sixteen of the Directors are nominated from the eight geographic Regions in the United States and Canada and two Directors are elected from Districts not assigned to a Region.

As a member of the Board of Directors, you are part of the governing body of Toastmasters International. You are elected for the purpose of guiding the corporation along policy lines in the areas of education, administration, and growth. Such policies are broad and long-range and are administered on a day-to-day basis by the World Headquarters staff.

The Toastmasters International Mission, the Vision Statement, the District Mission, and the Club Mission

The Toastmasters International Mission Statement clearly states the reason our organization exists:

Toastmasters International is the leading movement devoted to making effective oral communication a worldwide reality.

Through its member Clubs, Toastmasters International helps men and women learn the arts of speaking, listening, and thinking—vital skills that promote self-actualization, enhance leadership potential, foster human understanding, and contribute to the betterment of mankind.

It is basic to this Mission that Toastmasters International continually expand its worldwide network of Clubs, thereby offering ever-greater numbers of people the opportunity to benefit from its programs.

The Toastmasters International Vision Statement enhances our Mission:

Toastmasters International empowers people to achieve their full potential and realize their dreams. Through our member Clubs, people throughout the world can improve their communication and leadership skills, giving them the courage to change.

As an International Director, you will help contribute to the success of Districts as they strive to fulfill their Mission.

Toastmasters International Organization Service Chart

This chart traces the flow of services, material and programs upward from the Board of Directors through the various echelons of Toastmasters International to the ultimate beneficiary, the individual member.



The Mission of the District is to enhance the performance and extend the network of Clubs, thereby offering greater numbers of people the opportunity to benefit from the Toastmasters educational program by:

- ❑ Focusing on the critical success factors as specified by the District educational and membership goals.
- ❑ Insuring that each Club effectively fulfills its responsibilities to its members.
- ❑ Providing effective training and leadership development opportunities for Club and District Officers.

Your service on the Board will have an impact on our Clubs worldwide. Here is 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.

The World Headquarters Staff

Your staff liaison is Nancy Langton, Director of Operations and Administration. Please feel free to contact her for information or to answer any questions you may have. (Phone: (949) 858-8255; Fax: (949) 589-3456; e-mail: nlangton@toastmasters.org.)

Following is the WHQ organization chart.

Executive Director Donna H. Groh Diana Metcalfe, Executive Assistant dmetcalfe@toastmasters.org			
.....			
Communications and Marketing Daniel Rex, Director & Deputy ED drex@toastmasters.org Jamie Reynolds, Administrative Assistant jreynolds@toastmasters.org Marketing Merchandising Corporate Relations Publications and Public Relations Suzanne Frey, Manager sfrey@toastmasters.org Jamie Reynolds, Administrative Assistant jreynolds@toastmasters.org The Toastmaster Magazine TIPS & District Newsletter Public Relations Educational Programming Joe McCleskey, Manager jmccleskey@toastmasters.org	Doreen Yosha, Instructional Writer dyosha@toastmasters.org Communication programs Leadership programs Officer training Speech Contests Information Services Ron Leutbecher, Manager rleutbecher@toastmasters.org Technology support Network support Operations and Administration Nancy L. Langton, Director nlangton@toastmasters.org Cindy Mount, Executive Assistant cmount@toastmasters.org Bylaws – club district and international	Policy Administration Campaigns and elections Member Services Darci Maenpa, Manager dmaenpa@toastmasters.org New member and new club processing Educational and membership awards Dues renewals Gavel clubs Officer records Supply orders Proxies Volunteer Services Stephanie Demiris, Manager sdemiris@toastmasters.org Kay Van Gunst, Administrative Assistant kvangunst@toastmasters.org Club operations and administration Distinguished Club Program	District operations and administration Distinguished District Program Finance Jane McPherson, Controller jmcpherson@toastmasters.org Club and district accounts Accounting Purchasing Ralph C. Smedley Memorial Fund Conferences and Meetings David Kull, Coordinator dkull@toastmasters.org Production Larry Langton, Director Shipping operations Print and bindery Receiving Warehouse and inventory Building maintenance

Should You Run for the Office of International Director

Are You Eligible?

It is imperative that Toastmasters International be served by the best qualified members available. Selection of International Directors must be based on individual abilities and talents, as well as ability to serve and dedication to the organization.

You are eligible to run for International Director if you meet the following qualifications. Check off each qualification you meet, have met, or will meet:

- You are a member in good standing with Toastmasters International
- You are an active member of a Club in good standing, in the District from which you were nominated, during the entire 12-month period immediately preceding your nomination at the Regional Conference or International Convention
- You are an active member in a Club at the time of election and through the term of office
- You are standing for election for only one office at the Annual Business Meeting
- At the time of the election, you have served a full term as District Governor; or you have served as Chairman or Chief Officer of a non-District administrative unit during the entire administrative year immediately before the unit became a District or provisional District, or you have served as such Officer and as District Governor during the entire administrative year in which the unit became a District or provisional District
- You did not appear on the International Convention program the year prior to the election.
Note: All convention participants are asked to sign a statement indicating they will not run for office the year immediately following their presentation.
- There is not an elected Director on the Board from the District from which you are nominated whose term of office will continue for the next year.



If you do not meet one or more of the above requirements, you will not be eligible to run for International Director.

Why Should You Run for International Director? What's in it for You?

Campaigning for International Director can be a very rewarding experience. If you are ready, willing, and able to spend the time to run for higher office, you will find campaigning for International Director almost as rewarding as serving in the office. You will talk with and meet many interesting

people during the course of your campaign . . . current leaders, past leaders, and Toastmasters members from all over the world.

What does it mean to be an International Director? It means you are accomplishing a major step in your personal development. You are accepting the challenge of advanced leadership that comes from serving your fellow Toastmasters through the structure of a corporation.

You have already built a solid foundation of effectiveness through the Toastmasters' Communication and Leadership Program and have proven your administrative skills as a District Governor. Before you decide to run, however, carefully consider that service on the Board must be, first and always, service to the Toastmasters Clubs throughout the world.

You may be nominated from a Region or geographical area, but once elected, you will be an International Director. You will be elected by the delegates at the Annual Business Meeting and serve all Toastmasters throughout the world. Your role will be one of policy making. You will not represent a specific Region or geographical area.

Your service as an International Director will give you the opportunity to enhance your leadership skills. You will visit Districts, lending your support and expertise. You will visit community groups and companies, spreading the word about Toastmasters and encouraging them to form new Clubs. As a Board member and a member of a Board Committee, you will participate in discussions, making sure that the Board's heavy agenda is handled effectively and efficiently within the time constraints. You will serve as a trainer of District officers.

You will find this experience both satisfying and rewarding.

How Much Time is Involved? Are You Willing to Commit to the Time?

You have had experience serving the organization when you campaigned for and served as a District Governor. Your International Director experience will be quite different. You will not be involved in day-to-day activities with the Board or with the Districts within your Region or geographic area. You will serve as a resource person for the Districts, giving them ideas to help meet their goals.

As a Director, you will attend Board meetings, work on Committee assignments, and make District visits that will take you away from home. You will need to be free to travel to District Conferences, a Midyear Regional Meeting, Board meetings, the Regional Conference, and the International Convention. Even though Directors from Districts not assigned to Regions do not make official visits to Districts, attend a Midyear Meeting, or attend Regional Conferences, they are in contact with the Districts not assigned to Regions. Make sure you have the time available to make this commitment to the organization. Your family, employer, and business associates need to be aware of and agreeable to this situation and understand that your time must be available for Board activities, which may add up to a month or more during the year. The section in this booklet on Role/Responsibilities will give you more information on the responsibilities of Directors.

To help you determine if you can meet these time obligations, following is a timetable/schedule of events. How much time you spend on preparation for each depends on you. Keep this in mind when determining whether you can make this time commitment:

<u>MONTH</u>	<u>EVENT/MEETING</u>	<u>TIME INVOLVED</u>
October/ November	District Conferences: Each District within the eight Regions receives one official visit from either an International Director or the International President during the year Fall visits are scheduled in advance Directors from outside the United States and Canada do not make official visits to Districts, but they are in contact with Districts outside the United States and Canada	For each visit: 3 days—Normally Friday through Sunday morning If the District sets up at least five marketing opportunities, the President can approve (in advance) an extra day
During Fall or Spring Conference	Regional Conference Planning Session—usually occurs during District Conference visit unless President is visiting	1 - 2 days
Between November 15 and January 31	Regional Midyear Meeting—mid-term correction meeting with District officers	2 days
February	Board of Directors meeting in California (including Committee meetings)	5 days—Normally Wednesday evening through Sunday morning
April/May	Remainder of District Visits Directors from outside the United States and Canada continue their communications with Districts outside the United States and Canada	For each Visit: Normally 3 days
June	Regional Conferences (Training of Top Three District Officers)	4 days—Thursday afternoon through Sunday morning
August	Training of District Officers from Districts not assigned to Regions (Director(s) from Districts not assigned to Regions involved) Board of Directors meeting (including Committee meetings) International Convention—various duties Board of Directors Orientation	3 days—Saturday evening through Monday 4 days—Normally Sunday evening through Wednesday morning 4 days—Normally Wednesday through Saturday evening 1 day—Sunday

Both on the telephone and in writing, you will be in contact with the Districts within your Region or geographic area. Most International Directors have a newsletter or a regional web site that they edit periodically during the year. You will receive a weekly mailing from World Headquarters that will contain a wealth of information to read and study. You'll also have agenda books from all Committees to read prior to Committee meetings of the Board. You'll want to consider these issues when determining the amount of time you are able to spend on Toastmasters duties.

How Much Will It Cost You to Campaign and to Serve?

The cost of your campaign depends on you. The campaign will be at your own expense. Fund-raising to support your campaign is not allowed. The Board of Directors has established policy that greatly limits the costs involved in running for office. Later in this booklet a section on campaigning lists the “do’s and don’ts”. It will give you an idea of the activities that are allowed and not allowed. From this list, you can determine the costs involved. The largest expenses will be for travel, telephone calls, and mailings.

Keep one thing in mind: It is not necessary to spend a large sum of money on your campaign. Many successful candidates have spent a minimum amount of money on campaigning, and many unsuccessful candidates have spent a large amount of money on campaigning. We urge you to keep expenses to a minimum so it will not be a hardship on you, your fellow candidates, and candidates in the future.

Once elected, you will receive travel and per diem reimbursement for official travel authorized by the President. Also, there will be miscellaneous expenses not covered by the per diem allowance and you should be prepared to assume the costs.

These extra expenses will depend on your personal tastes and standard of living, whether your spouse or guest will accompany you on your business, and what extraordinary expenses you may incur.

Following is a list of expense grants for International Officers and Directors covered by policy:

CONVENTION

Carryover:

- ▲ Round-trip airfare (coach) or \$.32 per mile (whichever is less)
- ▲ 9 days per diem @ \$30 per day
- ▲ 8 nights maximum lodging at hotel rate
- ▲ 1 complimentary convention registration
- ▲ 1 complimentary ticket to the President’s Dinner Dance

Incoming:

- ▲ One-way airfare (coach)
- ▲ 3 days per diem @ \$30 per day
- ▲ 2 nights maximum lodging at hotel rate
- ▲ 1 complimentary ticket to the President’s Dinner Dance

Outgoing:

- ▲ Round-trip airfare (coach) or \$.32 per mile (whichever is less)
- ▲ 8 days per diem @ \$30 per day
- ▲ 7 nights maximum lodging at hotel rate

- ▲ 1 complimentary convention registration
- ▲ 1 complimentary ticket to the President's Dinner Dance

Note: Director(s) from outside the United States and Canada are entitled to an additional two days per diem and two hotel nights due to Overseas Officer training.

DIRECTOR VISITS TO DISTRICTS

- ▲ Round-trip airfare (coach) or \$.32 per mile (whichever is less)
- ▲ 2 days per diem @ \$100 per day (One additional day's per diem may be approved by the President (in advance) if the District arranges for at least five marketing visits)

MIDYEAR REGIONAL MEETING

- ▲ Round-trip airfare (coach) or \$.32 per mile (whichever is less)
- ▲ 2 days per diem @ \$100 per day

FEBRUARY BOARD MEETING

- ▲ Round-trip airfare (coach) or \$.32 per mile (whichever is less)
- ▲ 5 days per diem @ \$30 per day
- ▲ 4 nights maximum room at hotel rate

REGIONAL CONFERENCES

- ▲ Round-trip airfare (coach) or \$.32 per mile (whichever is less)
- ▲ 4 days per diem @ \$30 per day
- ▲ 3 nights maximum lodging at hotel rate (borne by Regional Conference)
- ▲ Complimentary registrations and conference meals for Director and spouse (if in attendance) (borne by Regional Conference).

TELEPHONE AND POSTAGE FOR TOASTMASTERS BUSINESS

These items are reimbursable expenses, subject to approval by the International President. Receipts for all expenditures must accompany each reimbursement request.

GROUND TRANSPORTATION

Policy allows reimbursement for public transportation to and from Los Angeles Airport or other nearby airports (Orange County, Ontario) and the Board meeting site. There are no provisions for reimbursement of ground transportation during other meetings (Convention, District Visits, Regional Conferences) or for taxi fare or car rental. Whenever possible, you should arrange with the host of the Districts you are visiting for transportation to and from the airport.

Announcing Your Candidacy

When Should You Announce?

International Director candidates for the next year can announce their candidacy after the close of the Annual Business Meeting, but no sooner than that time.

Many candidates announce their intention to run for office at the Regional breakfasts at the Convention. This announcement is informal and not binding. You are not an official candidate until you submit a Letter of Intent. In addition, not announcing at the Regional breakfasts does not preclude you from becoming a candidate at a later date.

A Letter of Intent must be on file with WHQ before a candidate can distribute material or use the Toastmasters trademarks (name and logo). No literature may be distributed until after the close of the International Convention, i.e. after the President's Dinner Dance has adjourned.



What Should You Do First?

If you have decided to run for election to the Board of Directors as an International Director, take the following initial steps:

- 1 Complete the Letter of Intent form on page 41 and send it to:

President of Toastmasters International
Attn: Nancy Langton
P. O. Box 9052, Mission Viejo, CA 92690 U.S.A.
or Fax it to (949) 589-3456
e-mail: nlangton@toastmasters.org

Please note, as a condition of nomination and election to office, you must sign the Officer's Agreement and Release Statement.

- 2 Complete the biographical data sheet on page 43 and send the completed form, along with a color, head and shoulders, glossy photograph at least 4" x 6". If e-mailing your photo, please be sure it is a good quality high resolution (at least 300 dpi) jpeg or tiff file, and send a hard copy as well, to:

Nancy Langton, Director
Operations & Administration
Toastmasters International
P. O. Box 9052
Mission Viejo, CA 92690 U.S.A.
e-mail: nlangton@toastmasters.org

The information contained in the biographical data sheet will be used to write the information about your candidacy in the Candidates Corner on the TI website and in the Candidates Brochure. The Candidates Corner goes up on the TI website the first week in January, so you will need to have your Letter of Intent, biographical data sheet and photo to WHQ by November 30. The brochure is prepared prior to the International Convention and is distributed to delegates.

World Headquarters will also send out post-convention publicity, should you be elected to office. If you have any changes in your biographical data information between the time you submit it and the International Convention, please send the changes to World Headquarters immediately.

- 3 If you are a candidate for International Director from within a Region, advise your District Council of your intent to run for election and obtain its support for your nomination at the Regional Conference. This will allow the District Governor or his or her representative to place your name in nomination at the Regional Conference Business Meeting.

A candidate for office must be selected by the majority vote of the District Council at any regular or special Council meeting prior to the Regional Conference. Should a selection be made at more than one Council meeting, then and in that event, the selection made at the Council's meeting closest in time to the Regional Conference will govern.

The Procedural Rules for Regional Nomination of Directors are in the Appendix.

- 4 If you decide to be a candidate for Director from outside the United States and Canada, advise your District Council of your intent and obtain its support. The Procedural Rules for Nomination and Election of a Director from a District not assigned to a Region are in the Appendix.

Following is a time line:

August (prior to running)	Can announce candidacy after Annual Business Meeting Can distribute literature after close of International Convention upon submission of Letter of Intent
October/November	Get endorsement* of your candidacy at District Council (majority vote required)
November 30	Deadline for receipt of Letter of Intent, completed biographical data sheet, and 4"x6" color, head and shoulders, glossy photograph at World Headquarters. Candidates can announce after this date; information will be put on the website as required information is received at WHQ
April/May	Get endorsement* of your candidacy at District Council (majority vote required) if not done at the previous meeting
June	Directors within Regions nominated at the Regional Conference Business Meeting
July 1	Districts not assigned to Regions must submit the names of their selected candidates as soon as the Council has voted, but no later than this date

*Endorsement by a district council means that the Top 3 district officers can support the candidate, including use of district stationery. Also, the District Governor will place the endorsed candidates name in nomination at the Regional Conference. Endorsement does not mean that the District Governor, or any proxy holder, must cast their vote for that candidate.

The Floor Candidate

If you are eligible but have not been nominated at the Regional Conference or selected by a majority vote of your District Council, you are still eligible to run from the floor of the International Convention. Additional nominations of qualified Officer and Director candidates may be made from the floor by an accredited delegate, with the consent of the persons so nominated.

Should you decide to run from the floor, you will need to submit a Letter of Intent, including the Officer Agreement and Release Statement, completed biographical data sheet, and photo as soon as possible to the International President c/o Nancy Langton at WHQ.

So that delegates will have a chance to know all candidates, Toastmasters International gives floor candidates the same exposure at the International Convention as nominated candidates, with the exception of inclusion in the Candidates Corner on the TI website and the Candidates Brochure. The Candidates Brochure contains only those candidates nominated by the delegates at the Regional Conferences or by District Councils, as is the case with Director candidates both inside Regions and outside Regions. The section in this booklet on campaigning at the International Convention contains the convention activities that involve floor candidates.

During the Annual Business Meeting, the President will call for additional nominations for International Director. You will need to have a delegate enter your name into nomination at that time. Floor nominations are addressed in the procedural rules for election contained in the Appendix.

The Role and Responsibilities of the International Director

A member of the Board of Directors is part of the leadership and strategic thinking team guiding the world's largest volunteer, communication and leadership organization. It is a position of prestige and honor. However, the position also requires time and service, more extensive than the typical position of a corporate officer of a corporation. Unlike most corporate officers, an International Director of Toastmasters International is a "working ambassador" for the organization and represents it in a variety of capacities.



Responsibilities at a Glance

☐ *Legal and Policy-Making Responsibilities*

- ▲ Maintain and enforce the legal requirements of the Articles of Incorporation and the Bylaws of Toastmasters International.
- ▲ Support and promote the Mission and goals of Toastmasters International.
- ▲ Develop, support, and modify, as needed, policies and procedures for fulfilling the Mission of the organization.

☐ *Planning and Evaluation Responsibilities*

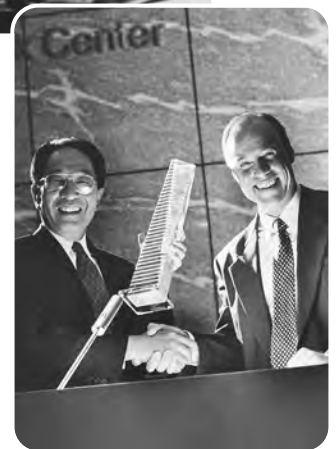
- ▲ Plan for the short and long term, determine priorities, and assure that changing global, regional, and local conditions are reflected adequately and appropriately in the work of the organization.
- ▲ Review and recommend administrative and educational plans and programs for the organization.
- ▲ Evaluate the results of administrative and educational programs and recommend changes as necessary.

☐ *Human, Financial, and Physical Resource Responsibilities*

- ▲ Select, retain, and evaluate the Executive Director.
- ▲ Approve the annual operating budget and monitor expenditures.
- ▲ Safeguard assets of the organization.
- ▲ Ensure financial stability is being maintained.
- ▲ Maintain, replace, or expand the physical plant as necessary.

☐ *Public Relations Responsibilities*

- ▲ Give general support and provide leadership to the Clubs and Districts of the organization.
- ▲ Interpret the Club and District community to the organization and the organization to the Club and District community.
- ▲ Create positive relationships with other groups and integrate effectively with other organizations and the public to which the organization relates.



Standards of Conduct

Once elected, you must perform your duties in good faith, in a manner which you believe to be in the best interests of Toastmasters International and with such care, including reasonable inquiry, as an ordinarily prudent person in a like situation would use under similar circumstances.

Because your service is voluntary and not a full time position, you are entitled to rely on information, opinions, reports, or statements, including financial statements and other financial data, prepared or presented by Board Committees, other Officers and Directors, World Headquarters staff, legal counsel, independent accountants, and other knowledgeable people.

The law protects you if you perform your duties in accordance with these standards of conduct. You will have no liability based upon any failure or alleged failure to discharge your obligations as an officer of the corporation and a Director. This includes any actions or omissions which exceed or defeat a public or charitable purpose to which Toastmasters International, or assets held by Toastmasters International, is dedicated.

Board/Committee Meetings

As an International Director, you will be involved in several meetings each year. A previous section indicates the number of days you will be involved in these activities.

Board of Directors Meetings

The Toastmasters Board of Directors meets three times a year. The first Board meeting is held at the end of the International Convention. There you will receive an orientation on your new role and what is expected of you. You will find this session is very informative. The newly elected President, Senior Vice President, Second Vice President, and Immediate Past President conduct the orientation. You will have an opportunity to meet with the other members of your Committee at this meeting.

The Board also meets in February and in August, just prior to the start of the International Convention.

Board Committees

You will serve on one of three Board Committees, contributing your experience and special talents toward the Committee’s goals of arriving at the best possible decision on every issue. The current Board Committees are:

☐ *Marketing and Education (MAE) Committee*

The purpose of the Education and Marketing Committee is to recommend ways to help members develop their communication and leadership skills, ways to help Clubs provide the environment in which members can develop their communication and leadership skills, ways to recognize members and Clubs that also motivate them to achieve, ways to increase membership in Clubs and Districts, and ways to help Districts build new Clubs and retain existing Clubs.

The Committee’s functions are:

- ▲ To discuss, review, and recommend new educational materials and programs that will enable members to improve their communication and leadership skills as well as discuss and recommend ways to improve existing materials and programs.
- ▲ To discuss, review, and recommend ways to help Clubs function more efficiently and effectively so they achieve the Club Mission and the Mission of Toastmasters International.
- ▲ To discuss, review, and recommend member and Club recognition programs that will motivate achievement as well as ways to improve existing programs.
- ▲ To discuss, review, and recommend ways to train Club officers more effectively so they are better able to serve their Clubs and members as well as ways to improve existing training programs.
- ▲ To discuss, review, and consider ways to help Clubs and Districts increase their membership.
- ▲ To discuss, review, and consider ways to help Districts build new Clubs and retain existing Clubs.

☐ *Governance and Policy (GAP) Committee*

The purpose of the Governance and Policy Committee is to ensure that the governing documents and policies of the organization are up-to-date and consistent, and that they meet the objectives and Mission of Toastmasters International; to guide the Executive Committee, Board of Directors, and staff in matters dealing with interpretation and recommended changes in the governing documents and policies; and to guide them in legal matters affecting the organization.

The Committee's functions are:

- ▲ To examine and originate proposals for review or amendments to the governing documents and policies of the organization.
- ▲ To review the form of policy changes prepared by other Committees of the Board.
- ▲ To prepare the form of all resolutions that are to be presented to the delegates at the Annual Business Meeting amending the governing documents and the policies of the organization.
- ▲ To review Region and District boundaries, periodically and as needed.
- ▲ To discuss and review specific referrals of a legal, constitutional, or nonprofit nature.

☐ *District Administration (DA) Committee*

The purpose of the District Administration Committee is to recommend ways to help Districts achieve the District Mission, including the review of existing programs and the review of proposed programs to empower Districts to extend the network of Clubs and to serve existing Clubs, train Club and District officers, and improve the educational programming in existing Clubs.

The functions of the Committee are:

- ▲ To discuss, review, and recommend District leadership materials and programs that will enable volunteer District officers to help Clubs improve programming and retain members.
- ▲ To discuss, review, and recommend ways to help District officers function more efficiently and effectively so they can achieve the District Mission.
- ▲ To review, discuss, and recommend recognition programs at the Area, Division, and District levels so that the maximum number of Districts possible are motivated to achieve critical goals and achieve Distinguished status.

- ▲ To discuss, review, and consider new policies and procedures affecting Districts to better enable District leaders to make effective use of resources.
- ▲ To discuss, review, and recommend ways for Districts to train District and Club officers so that the Club, District, and Toastmasters International Missions may be achieved by volunteer leaders.

International Convention

Once elected to office, in addition to your work on the Board, you will have duties at the International Convention. You will serve as an introducer, facilitator, and presenter. You may also be called upon by the President to perform other duties.

Directors from Districts not assigned to Regions are also involved in the District Officers Training of officers from Districts not assigned to Regions. This occurs prior to the start of the Board meeting and the International Convention.

Regional Conferences

International Directors within Regions conduct a Regional Conference in June each year. The Regional Conference is a Toastmasters International event. The principal purpose of the Regional Conference is the training of District officers. In addition, an International Speech Contest is held at each Region to determine a winner who will participate in the contest finals at the International Convention. International Director candidates within Regions are nominated at the Regional Conferences.

Shortly after election to the Board, you will be asked to submit recommendations of a site for the Regional Conference three years hence and to provide the names of a potential Host District Chairman for the Regional Conference to be held two years hence. Forms will be provided to complete this process.

During your first year on the Board, you will serve as Vice Chairman of the Regional Conference and chair the Regional Speech Contest. During your second year on the Board, you will serve as Regional Conference Chairman. You will work with the Host District Chairman and chair the business meeting.

During both years, you will participate in the District officer training seminar developed by World Headquarters. You will have specific presentation assignments.

Midyear Regional Meeting

Between November 15 and January 31, International Directors within Regions conduct a Midyear Meeting. This meeting is an official event and must be approved in advance by the International President. No other inter-District meetings within a Region are permitted, except those sanctioned by Toastmasters International and held at the International Convention.

The purpose of this meeting is to help each District have a successful year. It is an opportunity to work with Districts to determine where they are in relation to their goals and where they need to go to achieve their goals.

This meeting is strictly a training meeting for specific District leaders. No political activities are allowed and attendance is limited.

District Visits

Each District within a Region receives a visit, either from the International Director or the International President. The proposed schedule is submitted to the International President for approval. In August, the two Directors from the Region consult on the preparation of a proposed schedule of visits to Districts in the Region for the year.

Following each visit, International Directors submit a District Visitation Report, along with an expense reimbursement claim.

While Districts may have other meetings during the year, Directors are not obligated to attend. If they do, it is at their own expense.

During District visitations, Directors should arrange to:

- ▲ *Review District goals for membership, Clubs, CTMs, and ATMs with the top three District officers.*
- ▲ *Meet with the District Executive Committee.*
- ▲ *Meet and greet members.*
- ▲ *Conduct an educational seminar related to the critical success factors.*
- ▲ *Give a motivational talk to the general Toastmasters audience.*
- ▲ *Make media and corporate visits at the option of the District and as time and resources permit.*

If the District schedules a minimum of five visits, you may be eligible to an additional day's per diem. Such requests must be made in advance and approved by the International President.

Periodically, Districts not assigned to Regions receive a visit from the International President. These visits are scheduled through World Headquarters in advance and are funded by the District. While Directors from a District not assigned to a Region do not make official visits to Districts outside Regions, they offer support in many other ways . . . via letter, e-mail, and phone.

Calendar of International Director Field Responsibilities

A calendar of Director field responsibilities is included in the Appendix. This calendar will give you an idea of what your monthly duties will be and how much time you will need to devote to the office.

Relationship with World Headquarters

The management at World Headquarters is available to serve you as a member of the Board of Directors and to supply the information and assistance necessary for the effective performance of your job.

World Headquarters administers the operations of the Toastmasters organization, within the policies and procedures created by the Board of Directors. There is constant communication between the World Headquarters management group and District officers regarding education, membership growth, and long range plans. If you need information, World Headquarters can provide it.

If you are asked a question concerning administrative procedures or operations and do not positively know the answer, refer the inquirer to World Headquarters. You will save yourself many headaches if you do not become an administrative channel for members, Clubs, or Districts.

Following is a simple chart that contains examples of the differing roles of the Board and the Executive Director/World Headquarters staff:

<u>BOARD RESPONSIBILITIES</u>	<u>EXECUTIVE DIRECTOR/WHQ RESPONSIBILITIES</u>
Handle issues that affect the whole organization	Handle specific issues that affect members and Clubs
Set policy for the organization	Manage how policy is implemented
Request to have staff conduct research and recommend alternatives	Conduct research and surveys in order to recommend alternatives
Set financial policies and monitor financial	Carry out the day-to-day activities of the organization outcomes within the set financial policy
Approve the budget	Make staffing and spending decisions based on the budget
Set values of the organization	Ensure the organization is managed according to those values

As a team, the Board of Directors and the World Headquarters staff can achieve the goals and Mission of the organization. Working together, the Board and World Headquarters can “make effective communication a worldwide reality.”

Fact Gathering

One of Toastmasters International’s goals is to improve the quality of decision-making in matters relating to District and Club administration and educational programming. This requires an orderly flow of pertinent information, collected from personal contacts with District and Club officers. By assisting in the interaction between these respective membership levels and World Headquarters, you can become a valuable information link by feeding information to World Headquarters and by providing up-to-date information to the District.

Sources of New Ideas

From the membership: We can go far in improving Toastmasters learning and administrative programs by simply listening more carefully to our members. We can solve basic organization problems if our programs directly meet member needs. As a Director, you can participate in this process by gathering useful and creative ideas.

From other sources: It is important that we stay abreast of what is happening in the field of personal development. Unquestionably, you participate in many activities through your business or other volunteer efforts. Successful programs and activities of other groups can serve as “idea starts” which can lead to the creative building of new programs for Toastmasters.

Conducting Surveys/Questionnaires

Director candidates may not conduct surveys or send out questionnaires to gather information. World Headquarters is the only source of surveys to the membership.

Support of Board Decisions

As an International Director, you will work in the interest and for the benefit of all Clubs and members in the organization. *You do not represent a particular District, Region, or even a particular cause*; you represent all Toastmasters Clubs and all members. You will form opinions on issues that are before the Board, and these opinions will be reflected as you discuss and vote on the issues. But after the final vote has been taken, your function as a representative of the corporation is to support the action of the Board, whether you agreed with it or not.

Decisions made by the Board should reflect the concern for and knowledge of the organization's total needs. Attending Board meetings is only part of Board members' responsibilities. An individual must become well-informed about the work of the Board and should be prepared to ask discerning questions. Before decisions are reached, all points of view must be fully explored. A Board member's responsibility, regardless of personal point of view, is to support the decisions of the Board in public. No Board member has any right or authority to act upon his or her own in the name of the organization unless delegated specific authority by the Board of Directors. Speaking on behalf of a decision you initially had doubts about is a demonstration of your Toastmasters training at its highest level.

Confidentiality

As an International Director, you will have access to confidential information. All Board meeting agendas, background materials, and deliberations are confidential. Once the minutes have been distributed, Board members are free to discuss an issue that has been unrestricted. However, under no circumstances can you discuss the Board's internal deliberations, such as who supported or didn't support an issue, or share the background materials. These always remain confidential, unless specifically unrestricted.

The Role of the International Director from a District Not Assigned to a Region

All of the references to service on the Board of Directors apply to a Director from a District not assigned to a Region, *except those concerning District visitations and Regional Conference participation*. The role of a Director from a District not assigned to a Region is to attend Board meetings, to serve on one of the Board Committees, and to assist with District officer training at the International Convention. A Director from a District not assigned to a Region also offers the Board information and counsel on trends in economics, life styles, growth areas, new activities, government regulations, etc. in geographic areas not assigned to a Region. This perspective is useful and can contribute to the growth of Toastmasters Clubs everywhere.

What Makes An Effective International Director?

Integrity

Integrity is the number one requirement for running for and serving as a member of the Board of Directors.

❑ *Effective Speaker and Listener*

In an organization such as Toastmasters International, the qualities of communication and leadership are certainly most significant. Consequently, a Director should be an effective speaker who can represent the organization to advantage and who can clearly present views in Board discussions. However, you should be an even better listener, because that is the heart of cooperation, especially in the Committee environment which is prominent in Board activity.

❑ *Knowledge of Management Principles and Practices*

Along with communication and leadership abilities, a knowledge of management principles and practices will be helpful. Since one of the major Board activities is to establish policies concerning the operation, financing, and development of a multi-million dollar corporation, Board members have the opportunity to discuss and decide on matters of budget and sound fiscal management to ensure stability and growth.

❑ *Representative of Toastmasters International*

The effective International Director is someone who brings credit to the organization as its representative, along with understanding, patience, and goodwill in the performance of the office. You will need to understand and follow established Board procedures, respect other members' points of view, and be able to accept differences of opinion graciously. You are elected by and represent all Toastmasters throughout the world.

❑ *Dedication to Toastmasters*

Toastmasters International needs effective leaders who have the ability and foresight to guide our organization to new successes and even higher standards of quality.

❑ *Strategic Thinker*

An effective international director is one who thinks strategically. All decisions must be in line with the strategic objectives of the organization.

Your Campaign

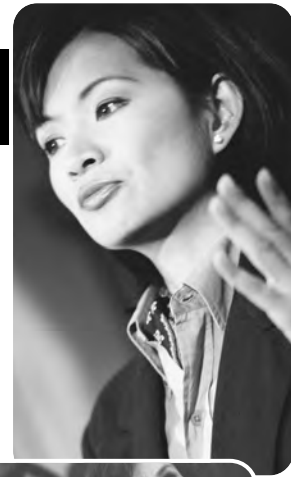
Running an Ethical Campaign

It is imperative that Toastmasters International preserve and protect the democratic principles upon which our great organization was founded, including the rights and freedoms to seek and hold office. No action, written, oral, or otherwise, can be taken that will interfere with the right of every individual qualified member to seek and to achieve election to any office at any level of the organization.

In keeping with the spirit of Toastmasters International, campaigning for office should be a positive experience which fosters self-confidence and personal growth. Campaigns need to be run in a positive and professional manner.

Please read carefully the Code of Ethics policy and the Political and Campaign Ethics policy contained in the Appendix of this booklet. It is your responsibility to ensure your supporters and workers are aware of these policies so the campaign experience will be enjoyable for all.

As a Toastmasters member, it is your responsibility to maintain high ethical standards in all Toastmasters activities, including campaigning for office.



Your Platform

The delegates who will be voting for you are interested in your personal qualifications for office and your ability to work with other people toward the achievement of common goals. Therefore, it is recommended you develop a platform detailing your accomplishments in Toastmasters and in the community rather than what you propose to accomplish as a Director. Voters will be receptive to your explanation of how Toastmasters has aided your personal growth and how you have helped others in Club, Area, Division, District, International, and community activities.

Conducting Your Campaign

As you prepare and present your campaign for office, it is in the best interests of all members, as well as yourself, to display exceptional qualities of leadership, management, and organizational abilities. A thorough knowledge of the organization, its policies and procedures, Mission, goals, and objectives is essential. It would also benefit you to have an understanding of the various programs Toastmasters International offers.

Here is a quick-reference list of campaigning “do’s and don’ts” at-a-glance. For details, read the information on the next page:

	<u>ALLOWED</u>	<u>NOT ALLOWED</u>
FUNDRAISING/DONATIONS		No fundraising allowed on behalf of candidates Donations from Clubs, Areas, Divisions, or Districts
CAMPAIGN MATERIALS		
• Use of TI logo and name	On stationery, business cards, bulletins, newsletters, web pages, campaign literature, and similar items after a Letter of Intent has been received at WHQ	On trophies, ribbons, buttons, pins, banners, clothing, or other items bearing marks or copyrighted materials or any colorable imitation without prior written approval from the Executive Director
• Stationery	District stationery may be used in support of an International Director candidate only if the candidate has been selected by a majority vote of the District Council	No other official TI letterhead may be used for campaigning
• Endorsements	Top three District officers may endorse the International Director nominee from the District (received a majority vote) Club, Area, Division and District officers other than the top three District officers may endorse	Endorsements without permission of person Current Board may not endorse Top three District officers may not endorse/campaign for non-majority candidates or candidates outside Districts
• Photographs		Limited to candidate only in campaign material, literature, or displays on Web sites. No other photographs are allowed
• Audio/Video materials	May produce and distribute audio, video and/or electronic materials	May not be played at District events, Regional Conferences or at the International Convention
• Brochures	Create brochures depicting background, skills, experience	Flashy or expensive give-aways are discouraged No negative information about opposing candidates allowed No other photos and testimonials require permission
• Web Sites	May have web site after submission of Letter of Intent. May be linked or referenced on home Club & home District web site	No references or links outside home Club or home District No photographs or testimonials of current Board members or top three District officers; other photos and testimonials require permission
• E-zines and on-line newsletters		Subscriptions, whether solicited or unsolicited, are not allowed

	<u>ALLOWED</u>	<u>NOT ALLOWED</u>
• Conducting Surveys/ Questionnaires		No surveys/questionnaires can be conducted by candidates; this responsibility lies with WHQ
MAILINGS/E-MAIL	Limited to three mailings between prior Convention and Convention at which election takes place: First two mailings are limited to the period between the convention and May 31 and are limited to mailings within their home Region. Outside Region candidates are limited to mailings to Districts and Clubs outside Regions. Third mailing is limited to between July 1 and the International Convention. There are no geographic restrictions to this third mailing	No mailings/e-mails bearing a June postmark
• Telephone Calls	Use telephone wisely	No unsolicited phone calls during June to DGs, LGETs, and LGMs outside own District
OTHER		
• Articles in <i>The Toastmaster</i> magazine		Not during year of campaign
• Appearance on International Convention program		Not during year prior to election
• Visits to Clubs/Districts/ District officers	Candidates from United States and Canada may visit within declared home Region Candidates from Districts not assigned to Regions may visit outside Regions	Candidates from United States and Canada may not visit outside declared home Region Candidates outside Regions may not visit within Regions
DISTRICT CONFERENCES		
• Travel	Candidates within Regions may attend District Conferences within home Region Candidates from a District not assigned to a Region may attend only District Conferences outside Regions	Candidates within Regions may not attend any District Conferences outside home Region Candidates from a District not assigned to a Region may not attend any District Conference within Regions
• Campaign Speeches	Candidates within Region may give a campaign speech at appropriate time, place, and length as identified by the District Governor. (All candidates must have same opportunity)	There is no opportunity for candidates from outside the Region to give a campaign speech

	<u>ALLOWED</u>	<u>NOT ALLOWED</u>
• Display Materials	All candidates may display campaign materials in candidates corner	Candidates may not display materials anywhere else, including at sessions or during meal events. No audio/video presentations may be played
• Educational Programs	Candidates within Region may give presentations. <u>NOTE</u> : These presentations are at the discretion of the District Governor and must conform to the needs of the District. However, all candidates for the same office must have equal opportunity at the same meeting.	Candidates from outside Region and Officer candidates not allowed to give presentations
• Hospitality Suites		No candidate hospitality suites allowed
• District Publications	Home District publication only	Distribution of publication limited to regular distribution list No advertisements in District Conference Programs or other District publications
• Home District Activities	Opposed and unopposed candidates may participate in home District activities	No candidate may participate on the District Nominating Committee
REGIONAL CONFERENCES		
• Travel	International Director candidates may attend only the Regional Conference for the Region containing the District from which they were nominated	Candidates within Regions may not visit any Regional Conference other than their home Regional Conference Candidates from a District not assigned to a Region may not attend any Regional Conferences
• Hospitality Suites		No candidate hospitality suites permitted
• Display Materials	All candidates may display materials in candidates corner	May not display materials in any other areas, including meetings and meal events No audio/video presentations may be played
• Educational Programs	Only Director candidates nominated from a District within that Region may present (All eligible candidates must have equal opportunity)	Candidates from outside Region may not present (may not attend)

	<u>ALLOWED</u>	<u>NOT ALLOWED</u>
• Campaign Speeches	Director candidates from the Region will have opportunity to deliver speech prior to the business meeting (all candidates have equal opportunity). Time limits and placement in program is determined by the Conference Chairman	No speeches allowed from or on behalf of candidates outside the Region
• Showcases	May participate if held	
MIDYEAR REGIONAL MEETINGS		No participation allowed
INTERNATIONAL CONVENTION		
• Hospitality Suites	May have room for storage of materials or place to meet with workers; cannot be used for solicitation of votes	No hospitality suites permitted
• Display Materials	In assigned area (candidates corner) only	May not display materials In other areas of the hotel; nothing affixed to wall or plugged into electrical outlets; no self-contained displays No audio/video presentations may be played
• Campaigning	May campaign in candidates corner and hotel public areas	May not campaign in hotel registration lines or Toastmasters International registration lines
• Candidates Corner	Candidates are provided table space, 30" x 40" poster board, and enlarged picture provided on easel	No food, beverages (including candy), balloons, demonstrations, or parades are allowed

Following are guidelines and policies to consider when preparing your campaign. The Appendix contains copies of procedural rules on campaigns and elections:

Budget / FundRaising

Set a budget at the beginning of your campaign. Remember, you don't have to spend a lot of money to get elected. If you use resources effectively, you can run for office with minimum expense.

You are responsible for your own campaign expenses. Candidates or members on behalf of candidates may not raise campaign funds through any activities involving Toastmasters members, Clubs, Areas, or Districts, nor can candidates accept funds from Clubs, Areas, or Districts.

Materials/Handouts/Campaign Letters; Use of the Toastmasters International Trademarks; Endorsements/Photographs

You will want to create a brochure or handout which depicts your background, skills, and experience. Focus on your Toastmasters accomplishments and personal qualifications for office. Flashy or expensive give-aways are discouraged. Educational materials which benefit all Toastmasters is a wiser choice.

Candidates often ask what stationery can be used during campaigning. Official Toastmasters letterhead **cannot** be used in any campaign communication. This means you may not use your District letterhead. District stationery may be used by the current District team in support of an International Director candidate only if the candidate has been selected by a majority vote of the District Council. Most candidates create a separate letterhead for use in their campaigning.

Questions also arise about whether candidates may use the Toastmasters trademarks (i.e., the name and emblem) on campaign materials. International Director candidates may use the Toastmasters name and emblem on stationery, business cards, bulletins, newsletters, web pages, campaign literature, and similar items after a Letter of Intent has been received at WHQ.

The name and emblem may not be used on articles such as trophies, buttons, pins, ribbons, banners, clothing or other items bearing the marks or copyrighted materials or any colorable imitation thereof, except by specific, prior written authorization from the Executive Director.

All communications and activities endorsing a candidate, either by the candidate or by supporters of the candidate, must focus on the candidate's Toastmasters accomplishments and personal qualifications for office. Endorsements cannot be used without the permission of the endorser.

Other than in support of a nominee from his or her District, no District Governor, Lt. Governor Education & Training or Lt. Governor Marketing may take any action to endorse or officially support any International Director candidate. No current International Officer or Director may endorse any International Director candidate.

All quotes and testimonials appearing in candidate campaign materials must have the written permission of those being quoted. Photographs are limited to candidates only. No other photographs, including family photos, are allowed.

Audio and Video Materials

International Director candidates may produce and distribute audio, video and/or electronic materials, but may not play them at District and Regional Conferences, or at the International Convention. Laptops may not be used to display information.

Web Sites

A candidate may have a web site to promote their candidacy. Candidates' web sites may be linked or referenced only on the candidate's home Club and District web site. The same rules covering photographs and testimonials that apply to brochures and campaign materials apply to web sites. See section above.

A candidates corner shall be included on the Toastmasters International web site. Candidate information provided may include a photograph, profile, and either a web site address, an E-mail address, or telephone number for contact purposes.

Only nominated candidates as determined by the Toastmasters International Nominating Committee, Regional Business Meetings, and in the case of International Director candidates from Districts not assigned to Regions, nominated by their respective Districts, will be retained in the candidates corner. Floor candidates will not be included in the candidates corner.

Regional web sites may reference the Toastmasters International candidates corner web site.

Telephone Calls/Mailings/E-Mail

Most of your campaign can be conducted through mailings or E-mail, with occasional telephone calls to supplement them. The campaign literature you send out should contain sufficient information about your qualifications, capabilities, and experience, so voters can make an intelligent choice in the election.

To keep campaign costs down, International Director candidates, or people on their behalf, are limited to a maximum of three mailings. The first two mailings are limited to the time period between the International Convention prior to the election and May 31. For these mailings, candidates within Regions are limited to mailings within their home Region. Candidates from outside Regions are limited to mailings to Clubs and Districts not assigned to Regions. The third mailing is limited to the time period between July 1 and the International Convention at which the election will take place. There are no geographic restrictions to this third mailing.

In order not to distract Districts from focusing on becoming Distinguished candidates for International Director may not make any campaign mailings bearing a June postmark.

Campaign mailings are defined as any unsolicited card, holiday, birthday, thank you letter, fax, note, or electronic media, which includes E-zines and E-mail, unsolicited by the recipient for the purpose of promoting any candidate or the name recognition of any individual. However, communications in connection with a candidate's presentation at a District Conference or the Regional Conference and internal communications among campaign team members are excluded from the definition of campaign mailings. Also, sharing of statistical information (reports, graphs, charts, etc.) is considered a mailing, even if requested. Subscriptions to information by or about a candidate, including on-line newsletters or E-zines, whether solicited or unsolicited, are not permitted. Please note: *Any mailing done by you or by anyone on your behalf counts so be sure you have control over what is going out on your behalf.*

Incoming and outgoing District officers complain when they are inundated with phone calls from candidates. This takes away from their focus on the District Mission. Many Districts are putting all their time and effort into getting those last few Clubs chartered, meeting other objectives, and planning for the new District year. Therefore, use the phone conservatively and make each call count.

Candidates for International Director, or any person on their behalf, may not place any unsolicited phone calls to District Governors, Lt. Governors Education and Training, and Lt. Governors Marketing, outside their own District, during the month of June.

In keeping with the spirit of Toastmasters, negative information about opposing candidates is not allowed in written communications meant to be distributed widely or in oral communications at an official Toastmasters meeting. Keep your campaign positive.

Articles in *The Toastmaster Magazine* and Appearance on the International Convention Program

In order to be fair and equitable to all candidates, articles written by or about a candidate for International Director will not be printed in *The Toastmaster* magazine. Candidates, or their representatives, should not submit such articles.

Those members considering running for the Board of Directors should not appear on the Convention program the year prior to the election. Appearing on the Convention program makes an individual ineligible to run for the Board at the following year's convention.

Visits to Clubs, Districts, and District Officers

Candidates for International Director can visit only Clubs, Districts, and District officers within their declared home Region. In the case of candidates from Districts not assigned to Regions, they may not visit any Clubs, Districts, or District officers in the United States and Canada.

Campaigning at District Conferences

TRAVEL: Candidates for International Director may attend only those District Conferences within their home Region.

CAMPAIGN SPEECHES: Candidates for International Director within the Region, or their representatives, shall be allowed to speak at the Conference. Such campaign speeches should be given at an appropriate time, place, and length as identified by the District Governor, provided all candidates are given the same opportunity and are properly notified. There will be no opportunity for candidates for International Director from outside the Region or International Officer, or their representatives, to give a campaign speech.

DISPLAY OF CAMPAIGN MATERIALS: Campaign materials may be distributed by International Director candidates or their representatives. Each shall be allowed to display materials in the Candidates Corner, however, audio/video presentations may not be played. Literature may not be distributed at sessions or at meal events.

EDUCATIONAL PRESENTATIONS: Only candidates for International Director from the Region containing the District from which they were nominated may be allowed to give educational presentations at District Conferences within that Region at the discretion of the District Governor, and

provided such presentations conform to the needs of the District, and provided all other candidates for the same office are given an equal opportunity to appear on the program and to be featured in any associated written materials. Contact District Governors in advance to find out their needs.

HOSPITALITY SUITES: No candidate hospitality suites are allowed. The only hospitality suite permitted at a District Conference is the one provided and operated by the District, with no contribution from any candidate.

A hospitality suite is defined as a room where refreshments are provided and attendance is open to any Toastmaster. The definition of hospitality suite applies at all levels of Toastmasters International.

DISTRICT PUBLICATIONS: Only a candidate's home District publication may include information written by the candidate or about the candidate's candidacy. However, the publication may not be distributed beyond its regular distribution list. It is not appropriate for International Officer or Director candidates from outside the District to submit articles or notices to be published in District publications.

HOME DISTRICT ACTIVITIES: International Director candidates, whether opposed or unopposed, may participate in any activities within their home District other than the District Nominating Committee.

Campaigning at Regional Conferences

TRAVEL: International Director candidates may attend only the Regional Conference for the Region containing the District from which they were nominated.

HOSPITALITY SUITES: No candidate hospitality suites are permitted. The only hospitality suite at a Regional Conference may be organized by the Regional Conference Committee and must be open to all Toastmasters.

DISPLAY OF CAMPAIGN MATERIALS: All International Director candidates, from both inside and outside the Region, may display campaign materials in the Candidates Corner, however, audio/video presentations may not be played. Campaign materials may not be placed on walls, chairs, or tables, or handed out at educational sessions, meal functions, or the Regional Conference Hospitality Suite.

EDUCATIONAL PRESENTATIONS: International Director candidates nominated from a District within the Region shall have equal opportunity to appear on the educational program, provided that such presentations conform to the needs of the Region.

CAMPAIGN SPEECHES: International Director candidates from the Region will be allowed an opportunity to deliver a campaign speech prior to the business meeting. The time limits and placement in the program will be determined by the Conference Chairman. International Director candidates from outside the Region, or their representatives, are not allowed to deliver a campaign speech since they are not permitted to attend.

SHOWCASES: Showcases are optional, but if held, all candidates shall be given an equal opportunity to speak. If held, showcases shall be coordinated by the International Directors from the Region. Showcases may only be held for the purpose of interviewing candidates, not to instruct the District Governor how to cast votes.

Campaigning at Midyear Regional Meetings

The purpose of the Midyear Regional Meeting is to help each District have a successful year. The meeting includes training, educational, and planning sessions, and gives the International Directors an opportunity to offer support to the Districts to help them achieve their goals and objectives. It is a highly focused meeting for Districts where midyear corrections can be made so that Districts will be Distinguished by the end of the year.

Candidates for International Director are not permitted to attend any Midyear Regional Meetings. Political activities and Club meetings at the Midyear Meeting are prohibited.

Campaigning at the International Convention

HOSPITALITY SUITES: Hospitality suites for International Officer or International Director candidates are not allowed. No political activities are allowed in other hospitality suites. A candidate may have a room for storage of materials and a place to meet with their campaign workers, but cannot use the room to solicit votes.

CANDIDATES CORNER/DISPLAY OF MATERIALS: Campaigning at the International Convention takes place in the candidates corner. Each candidate will be provided with a place to set up materials. Two candidates share a 6-foot table. Three feet of the table space will be provided for each candidate. Candidates will have this area to place campaign materials. World Headquarters randomly pre-assigns placement of candidates. In addition to the table space, candidates will be provided with a foam-core board 30 inches wide and 40 inches high on which you can mount materials, or you can use it as a background for a pre-made poster.

Each candidate station will have a large photo on an easel. World Headquarters provides the enlarged photos of the candidates. After the elections are over, candidates may keep this photo.

The candidates corner is available for setup starting at 9:00 a.m. on Wednesday of the Convention week. The materials must be taken down immediately following the election on Friday morning.

For the safety of everyone, and to abide by Toastmasters International and hotel policies, the following must be observed:

- There can be no campaigning in hotel registration lines or Toastmasters International convention registration lines.
- There can be nothing affixed to walls or plugged into electrical outlets. All materials must be placed on the table space provided; there can be no self-contained displays. Audio/video presentations may not be played.

- No tables or stations can be set up for candidates in any other part of the hotel.
- No food (including candy) or beverage, can be distributed in the candidates corner or in any other areas of the hotel.
- Balloons are not permitted in the hotel area, including the foyers and meeting rooms.
- No parades or demonstrations are permitted.

OPENING CEREMONIES: All candidates are introduced during the Opening Ceremonies on Wednesday evening. Candidates meet in the Ballroom at 6:00 p.m. to rehearse. During the Opening Ceremonies, candidates are introduced, walk across the stage, shake hands with the President, and then are seated. Each candidate and their spouse/guest has reserved seating in the front of the Ballroom.

CANDIDATE RECEPTIONS: Candidates are involved in two receptions in the candidates corner area during the International Convention. One takes place after the Opening Ceremonies on Wednesday evening and the other one takes place after the Candidate Showcases on Thursday evening. This is a great opportunity to meet and talk with the delegates.

Immediately following the Opening Ceremonies, candidates go to their assigned areas in the candidates corner. The reception begins immediately. This is an informal, no-host cocktail reception with no introductions and no program.

Immediately following the Candidate Showcases, candidates once again go to their assigned areas in the candidates corner for an informal, no-host reception. This is your last chance to talk to delegates before the Annual Business Meeting on Friday.

CANDIDATE SHOWCASES: Delegates from Regions and Districts not assigned to Regions combine into four groups on Thursday evening to question candidates about their qualifications, background, skills, and experience. Candidates rotate among the four groups on a pre-assigned schedule. Candidates may showcase either individually, or in groups, depending on the number of total candidates and time constraints. Each candidate (or group) will have a total of 10 minutes in each Showcase. Be sure you are at the door of the Showcase at the scheduled time. If you are late, you will not have the complete 10 minutes for your presentation.

An International Director will escort you into the room. You may give a brief opening statement if you wish (up to two minutes). After your statement you will be asked questions. Officer and Director candidates going in groups may want to consider shorter presentations (30-60 seconds) so there will be time for questions.

When making your statement, you may use either the lectern microphone or the standing microphone. However, questions will be fielded to you at the standing microphone. At the sound of applause (designating the 10 minutes has expired) you will be escorted from the room.

Here are some points to keep in mind as you prepare for and go through the Candidate Showcases:

- Be sure to be at the door of the meeting room at least five minutes before your scheduled presentation. An International Director will be there to greet you. Chairs will be available for you so you can sit and relax before your presentation.

- Candidates can have up to three people accompany them into the room. Those individuals may be seated in the rear of the room.
- There is no prohibition against having someone give time signals from the audience, in addition to the official timing signals, if the Candidate so desires.
- The doors will be closed during candidate presentations. The audience may enter and leave only between presentations.
- Text messaging, taping presentations, and taking notes of other candidate's presentations are prohibited
- Candidates, or their campaign workers, may not participate in a Showcase as part of the audience until all of that candidate's presentations have been completed.
- You are responsible for the actions of your campaign workers. Be sure all your supporters know the rules. Their actions could have an adverse effect on your campaign.

BALLOT COUNTERS: Each Director candidate must select one person to assist in ballot counting. World Headquarters requests this information from candidates prior to the Convention. Your representative not only counts ballots, but also is in attendance to ensure that the ballot counting is fair and accurate.

Ballot counters are asked to check in at the Convention Office during the Convention for instructions.

The Election

On Friday morning of the International Convention, the election takes place during the Annual Business Meeting. This is the big moment, the culmination of your efforts during the year. Win or lose, feel proud that you conducted your campaign in an ethical manner and with integrity. You will have met hundreds of Toastmasters and learned many things along the way. The experience, whether you are successful or not, will be rewarding.

SEATING: There is a reserved seating area for each candidate, their spouse/guest, and their campaign manager in the Ballroom.



AGENDA: If any proposals are being presented to the delegates, these are voted on first, followed by the elections. The elections start with International Officers (President, Senior Vice President, Second Vice President, and Third Vice President), followed by International Directors.

SPEECHES: Opposed Director candidates, or their representatives if candidates are not in attendance, give two-minute speeches. Speeches are timed using timing lights. The green light is lit at one minute. At one minute 30 seconds, the yellow light comes on. When time has expired, the red light comes on and stays on. The Toastmasters serving as timers begin clapping when time has expired.

A copy of the procedural rules for elections are contained in the Appendix.

After the Election

ANNUAL BUSINESS MEETING: When all elections are over and the results have been announced, the new Board of Directors is introduced to the assembly. Newly elected Officers and Directors and carry-over Directors are asked to go to the back of the Ballroom to be announced. Candidates walk down the aisle as their names are announced, go up on the stage, shake the Chairman's hand, and then remain standing on stage until all Board members have been introduced.

Because of time constraints, only the newly elected Third Vice President and the newly elected International President have a minute or two to say a few words.

Immediately after the Annual Business Meeting, successful candidates must go to the Toastmasters International registration desk to exchange their President's Dinner Dance tickets for head table tickets. Note: All candidates must purchase a ticket for themselves and their spouse/guest and have seat assignments.



BOARD OF DIRECTORS PHOTOGRAPH; HEAD TABLE LINE-UP; PRESIDENT'S DINNER DANCE:

The new Board of Directors has its group photograph taken prior to the President's Dinner Dance. Board members and their spouses should come to the pre-assigned area dressed in their formal attire. A Board spouse photograph is also taken. Board Committee assignments are usually announced at this time.

Following the photo session, the new Board joins the District Governors Reception. At the appropriate time, the newly elected Board members and the outgoing Board members are lined up for the President's Dinner Dance head table march-in.

The President's Dinner Dance program includes the traditional exchange of pins, the outgoing President's farewell, and the newly elected President's address. The evening ends with dancing.

BOARD ORIENTATION SESSION: Early Sunday morning, the new Board of Directors is involved in a Board Orientation Session, including a working luncheon. You will also be involved in a short Board meeting. The session usually is held from 8:00 a.m. to 1:00 p.m. Please keep this in mind when making your airline reservations.

A Board spouses luncheon is held during lunchtime on Sunday as well. The luncheon is open to Board spouses only.

REIMBURSEMENT: The newly elected International Directors are reimbursed for the following expenses:

- ❑ Return portion of a coach class, or lower discount rate, round-trip air fare to the airport nearest your home. *You will need to bring to the Orientation meeting a copy of your ticket along with your reimbursement request, or mileage for return trip home (@ \$.32 a mile), not to exceed cost of air fare.*
- ❑ **Per Diem:** 3 days at \$30 per day
- ❑ **Lodging:** 2 nights @ the convention rate, including tax

INSURANCE: As a member of the Board, you are covered under insurance policies while on Toastmasters business. A listing of these policies follows:

- ❑ **Officer and Director Liability**
\$1,000,000 for claims of wrongful acts
- ❑ **Travel; Accidental Death and Dismemberment:**
 - ▲ **Life**
\$100,000
 - ▲ **Dismemberment of hand, foot, or eye**
\$50,000
 - ▲ **Dismemberment of any two of the above**
\$100,000
 - ▲ **Permanent Total Disability**
\$100,000 less any amounts paid for dismemberment
 - ▲ **Medical**
Actual costs up to \$5,000. Includes medical or surgical treatment by doctor, x-rays, ambulance from scene of accident to hospital

Coverage is in effect as long as the Officer or Director travels directly to and from the location of Toastmasters business. Coverage for the business trip ends if and when a personal trip is made.

Good luck in your campaign, and enjoy the experience!

Letter of Intent



President of Toastmasters International
c/o Nancy Langton
P. O. Box 9052
Mission Viejo, CA 92690 U.S.A.
FAX: 949/589-3456
e-mail: nlangton@toastmasters.org

Dear President _____

I plan to run for nomination to the Board of Directors of Toastmasters International for the office of _____

Following is Toastmasters information and personal data: *(please print or type)*

Name: _____

CTM ATM ATM-B ATM-S ATM-G CL AL DTM Accredited Speaker

CC ACB ACS ACG ALB ALS *(Check all that apply)*

Address: _____

City: _____ State/Province: _____

Country: _____ Postal Code: _____

Home Phone: _____ Business Phone: _____

FAX Number: _____ E-mail address: _____

Home Club Name: _____

Home Club Number: _____ District: _____ Region: _____

Year of Service as District Governor: _____

Officer's Agreement and Release Statement

By my signature below, I consent and agree to abide by the Officer's Agreement and Release Statement on the reverse side of this letter. I understand that my signature is a condition for running for and/or holding office.

Signature _____ Date _____

Officer Agreement and Release Statement:

Consistent with my desire to take personal responsibility for my conduct, individually and as an Officer and Director of Toastmasters International and as a member of a Toastmasters Club, I agree to abide by the principles contained in “A Toastmaster’s Promise” and the governing documents and policies of Toastmasters International and my Club. I will fully comply with my fiduciary duties to Toastmasters International under its governing documents and the law of the land. I will refrain from any form of discrimination, harassment, derogatory, illegal, or unethical conduct, and I understand that if I engage in such conduct, I may be responsible to reimburse Toastmasters International, my Club or other Clubs, or other individuals involved with Toastmasters, for any damages, losses, or costs resulting from my conduct. Understanding that Toastmasters programs are conducted by volunteers who cannot be effectively screened or supervised by Toastmasters International or its Clubs, I release and discharge Toastmasters International, its Clubs, governing bodies, and representatives from any liability for the intentional or negligent acts or omissions of any member or Officer of my Club or other Clubs, or any Officer of Toastmasters International.

Job Title: _____

Employer: _____

(Use allotted space only)

Relevant work experience and how it relates to TI and your role as a member of the Board:

Education: _____

Hobbies and Interests: _____

Volunteer Experience: _____

Honors / Recognition Inside Toastmasters: *(Please note: List only internationally-recognized awards; do not list District-specific awards.)*

While serving as District Governor, was your District:

Distinguished Select Distinguished President's Distinguished

Honors / Recognition Outside Toastmasters: _____

Qualifications for Service: _____

What Toastmasters has done for me: _____

Personal Information: Birthdate: _____

Spouse's Name: _____ Toastmaster? Yes No
 CTM ATM ATM B ATM S ATM G CL AL DTM

Children (names and ages): _____

Contact Information: Each candidate may list on the Candidates Corner one point of contact, either a contact phone number, an e-mail address, or a web-site address. Please indicate your choice and fill in the appropriate information:

Contact Phone E-mail Web-Site _____

TI offices held and year of service: _____

District Governor, District _____ Year of Service _____

So that we can promote your election and Toastmasters International, please complete the following information. Be sure to provide updated and accurate data. News releases will be sent to those sources listed below:

Your company publication:

Name of publication: _____ Editor: _____

Address _____ City / State: _____

Province: _____ Country: _____ Postal Code: _____

Local Newspapers (editor's name, address, and phone number):

Local Radio and TV Stations (station manager's name, address, and phone number):

Other Media, such as job-related magazines, special interests, etc. (editor's name, address, and phone number):

Appendix



Note: All of the organization's policies and procedures can be viewed on the TI web site (<http://www.toastmasters.org>) under TI Policies and Procedures

Code of Ethics and Conduct

It is the intent of Toastmasters International that membership in a Toastmasters Club shall satisfy individual members' desire for self-improvement while furthering their opportunity for community service in a framework of high ethical standards. Thus, all programs, activities, publications, speeches and conduct of Toastmasters Clubs and their individual members shall be represented in a highly ethical manner, focusing on a standard of excellence which will reflect credit to the organization.

Maintaining high ethical standards in any form of communication or actions by any and all individual members of a Club is the responsibility of the respective Clubs. If at any time the actions of any individual member or Club are in conflict with the basic principles, ideals or standards of Toastmasters International, the Club may be subject to suspension or expulsion by Toastmasters International and/or the individual member may be subject to suspension or removal from good standing, or other appropriate action.

Individual members of Clubs shall not use any form of communication in a derogatory or personally damaging way, nor conduct or condone any programs, activities, publications, speeches and conduct which are offensive or in poor taste or otherwise considered detrimental to the best interests of Toastmasters International. For a clarification of policy regarding one form of offensive conduct – harassment, including sexual harassment – see Policies and Procedures VI F 1.1. In addition, no such person or entity shall publish or distribute any newsletter or other publication which contains defamatory remarks, malicious and derogatory charges, or false or libelous statements.

Activities in support of candidacy for International or District Office shall be conducted in a responsible manner consistent with the

importance and dignity of the office. A candidate shall take the initiative in keeping the activities of supporters within the established guidelines. In addition, material soliciting support of, or offering candidates for, International or District Office shall be in good taste both as to content and appearance. Individual members shall, at all times, observe the regulations of the hotels acting as hosts at conventions and conferences and shall not display materials in any fashion that would bring discredit to the organization.

In addition, no individual member, Club, District or other group shall engage in any activity or campaign by use of threats, restrictions, intimidations, “deals,” pressures, or other unethical means which would or might prevent or dissuade any individual member from competing in any nomination or election process at any level or from exercising his or her voting franchise in any particular manner. No person or entity shall use any such method to attempt to dictate to any District Officer, or District Council, or member Club in any respect or to any degree.

No Toastmaster shall assist, support, aid, facilitate, invite, or condone any conduct by any former Toastmaster, or any other non-Toastmaster, which has the purpose or effect of interfering in the programs, proceedings, or affairs of Toastmasters International or its member Clubs. For example, former Toastmasters who appear at a Toastmasters event and who attempt to exercise undue influence on the proceedings shall not be aided or supported by any Toastmaster. On the other hand, non-Toastmaster spouses of Toastmasters are welcome to accompany their spouses at Toastmasters functions where spouse participation is customary and appropriate.

Violation of any of the above principles concerning prohibited activities by an individual

member of any Club, or by any Club, will subject: a) the offending Club to suspension or expulsion in accordance with Article III, Section 4, of the Bylaws of Toastmasters International, unless the Club expels the offending individual member and/or removes the person from any Club office held or ends the Club's own violations; and/or b) the individual member to suspension or removal from good standing, or other

appropriate action, in accordance with Article III, Section 8, of the Bylaws of Toastmasters International. If the person is a District Officer, he/she may be subject to removal from office under Article VII, paragraph (g), of the District Administrative Bylaws of Toastmasters International. Likewise, International Officers and Directors are subject to removal under the Bylaws of Toastmasters International.

Political and Campaign Ethics

The intent of this Policy is to provide the opportunity for qualified Toastmasters to seek elected office in a positive and equitable environment.

POLITICAL ETHICS

It is imperative that Toastmasters International preserve and protect the democratic principles upon which the organization was founded, including the rights and freedoms to seek and hold office. No action, written, oral, or otherwise, shall be taken that will interfere with the right of every individual qualified Toastmaster to seek and to achieve election to any office at any level of the organization. In addition, no action shall be taken that will interfere with the right and duty of every delegate and of every proxy-holder at all times to vote solely as his or her conscience and best judgment dictates, and no actions shall be taken which might impinge upon the powers, duties, authority and responsibilities of the District Councils and of the District Governors in fulfilling the Mission of the District.

To ensure that the democratic principles are preserved and to protect the personal integrity of its members and the integrity of the organization itself:

1. No individual member, Club, District or other group shall engage in any activity or campaign by use of threats, restrictions, intimidations, “deals,” candidate slates, pressures, or other unethical means which would or might prevent or dissuade any individual member from competing in any nomination or election process at any level or from exercising his or her voting franchise in any particular manner;
2. No such person or entity shall use any such action referred to in item 1. to attempt to

dictate to any District Officer, or District Council, or member Club in any respect to any degree;

3. No such person or entity shall publish or distribute any newsletter or other publication which contains defamatory remarks, malicious and derogatory charges, or false or libelous statements;
4. Except for District, Regional and International Conferences and Conventions, all other meetings of District Officers and International Directors shall be confined to such activities as will assist the District Officers in fulfilling their responsibilities and shall not be used for political purposes, such as endorsements, distribution of campaign literature, presentations by or for candidates and hospitality room(s) by or for candidates;

CAMPAIGN ETHICS

Toastmasters International is dedicated to providing men and women opportunities to develop communication and leadership skills in a mutually supportive and positive environment. Holding and fulfilling the roles of a Toastmasters Office, whether at the Club, Area, Division, District or International level, allow members to enhance their leadership skills. In keeping with the spirit of Toastmasters International, campaigning for Office at all levels should be a positive experience which fosters self-confidence and personal growth. To ensure that Toastmasters political campaigns are conducted in a positive manner:

1. All communications and activities endorsing a candidate, either by the candidate or by supporters of the candidate, shall focus on the candidate’s Toastmasters accomplishments and personal qualifications for Office.

Endorsements shall not be used without the permission of the endorser.

2. In keeping with the spirit of Toastmasters, no negative information about candidates will be allowed in written communications meant to be distributed widely or in oral communications at an official Toastmasters meeting.
3. All activities, publications, letters, speeches and conduct of campaign participants shall be represented in a standard of excellence reflecting credit on the organization.
- 4(a) Other than in support of a nominee from his/her District, no District Governor, Lt. Governor Education & Training or Lt. Governor Marketing may take any action to endorse or officially support any International Officer or Director candidate. District stationery may be used in support of an International Director candidate, only if the candidate has been endorsed by a majority vote of the District Council. No other official Toastmasters letterhead may be used in any campaign communication.
- 4(b) No member of the District Executive Committee or member of the District Nominating Committee shall officially endorse any candidate for District Office. No current

International Officer or Director may endorse any International or District candidate.

5. Activities in support of candidacy for Toastmasters office shall be conducted in an ethical manner. The candidate is accountable for the conduct of his/her campaign, and is responsible for keeping the activities of supporters within the established policies and guidelines.
6. No Toastmaster, including Past International Presidents and Past International Directors, shall direct any proxyholder how to vote proxies at any election within Toastmasters International.

Violation of any of the above principles concerning prohibited activities by an individual member of any Club, or by any Club, will subject: a) the offending Club to suspension or expulsion in accordance with Article III, Section 4, and Article III, Section 8, of the Bylaws of Toastmasters International, unless the Club expels the offending individual member or ends its own violations; and/or b) the individual member to suspension or removal from good standing, or other appropriate action, in accordance with Article III, Section 8, of the Bylaws of Toastmasters International.

Procedural Rules for Campaigns by International Officer and International Director Candidates

The intent of these procedural rules is:

- a) to provide the organization and its members with information and knowledge sufficient to enable them to choose those leaders which are in the best interest of Toastmasters International and its members;
- b) to provide for a fair and open election process, giving candidates a reasonably equal and fair opportunity to make members aware of their strengths, experience and qualifications;
- c) to provide for a fair and ethical campaign process that brings credit to the organization;
- d) to provide for a minimum of disruptions to the clubs and districts in achieving their goals and objections; and
- e) to provide qualified Toastmasters the opportunity to run for higher office at a minimum of cost.

I. CAMPAIGNS WITHIN DISTRICTS

A. District Travel

Candidates for Third Vice President and International Director shall only visit Clubs, Districts, and District officers within their declared home Region. In the case of candidates from Districts not assigned to Regions, they shall not visit any Clubs, Districts, or District officers in the Regions.

B. District Display of Campaign

Literature/Materials

Campaign literature/materials may be distributed by International Officer or Director candidates or their representatives. Each shall be allowed to display literature/materials only in the Candidates Corner, however audio/video presentations

may not be played. The District Governor shall ensure that a proper area is provided.

Campaign materials may not be placed on walls, chairs or tables, or handed out at educational sessions, meal functions or the District Hospitality Suite.

C. District Campaign Speeches

Candidates for International Director within the Region, or their representatives, shall be allowed to speak at the Conference. Only candidates for International Director from Districts not assigned to Regions shall be allowed to speak at Conferences of Districts not assigned to Regions. Such campaign speeches should be given at an appropriate time, place, and length as identified by the District Governor, provided that all candidates are given the same opportunity and are properly notified.

International Director candidates from outside the Region or International Officer candidates, or their representatives, shall not be allowed to deliver a campaign speech.

D. District Educational Presentations

Only Candidates for International Director from the Region containing the District from which they were nominated or from which they are seeking nomination may be allowed to give educational presentations at District Conferences or other District sponsored events within that Region. There is no obligation to allow any candidate to appear on the program, and the opportunity is given at the discretion of the District Governor; however; all declared candidates for the same office must be given equal opportunity and be featured in any associated written materials.

These presentations must conform to the needs of the District.

Opposed International Officer candidates, shall not give an educational presentation.

E. Home District Activities

International Officer and Director candidates, whether opposed or unopposed, may participate in any activities within their home District other than the District Nominating Committee (as specified in Policies and Procedures VI E 8).

F. District Hospitality Suites

A hospitality suite is defined as a room where refreshments are provided and attendance is open to any Toastmaster. The definition of hospitality suite shall apply at all levels of Toastmasters International.

No candidate for International Officer or Director, or their representatives, may host a hospitality suite. The only hospitality suite permitted shall be one provided and operated by the District, with no contributions from any candidate or campaign committee. The provision of a hospitality suite shall, however, be at the discretion of the District Governor.

G. District Publications

Any declared candidate's home District publication that includes information written by or about that International Officer or Director candidate shall not be distributed beyond its regular distribution list.

It is not appropriate for International Officer or Director candidates from outside the District to submit articles or notices to be published in District publications.

International Officer or Director candidates, or their representatives, may not place advertisements in any District Conference Program or other District publication.

II. CAMPAIGNS WITHIN REGIONS

A. Region Travel

International Officer candidates may attend only one Regional Conference per weekend. Third Vice President candidates may attend only the Regional Conference in their declared home Region.

International Director candidates may attend only their declared home Regional Conference. Third Vice President candidates and International Director candidates from outside a Region shall not attend any Regional Conference.

B. Region Display of Campaign Literature/Materials

Campaign literature/materials may be distributed by International Officer or Director candidates or their representatives, from both inside and outside the Region. Each shall be allowed to display literature/materials only in the Candidates Corner, however, audio/video presentations may not be played. The Conference Chair (Second Year Director) shall ensure that a proper area is provided.

Campaign materials may not be placed on walls, chairs or tables, or handed out at educational sessions, meal functions or the Region Hospitality Suite.

C. Region Campaign Speeches

International Officer candidates or their representatives shall be allowed to speak at the Regional Business Meeting. The speaking order will be alphabetically by the candidates' last name. Each speaker will be allowed to speak for a maximum of two minutes.

International Director candidates from the Region may be allowed an opportunity to deliver a campaign speech prior to the Business Meeting. The time limits and placement in the program shall be determined by the Conference Chairman. (Second Year Director).

International Director candidates from the Region shall be allowed to speak at the Regional Business Meeting. The speaking order will be alphabetically by candidates' last name. Each speaker will be allowed a maximum of two minutes.

International Director candidates from outside the Region, or their representatives, shall not be allowed to deliver a campaign speech.

D. Region Educational Presentations

International Director candidates from a District within the Region shall have equal opportunity to appear on the educational program, provided that such presentations conform to the needs of the Region.

Opposed International Officer candidates shall not give an educational presentation.

E. Region Hospitality Suite

A hospitality suite is defined as a room where refreshments are provided and attendance is open to any Toastmaster. The definition of hospitality suite shall apply at all levels of Toastmasters International.

No candidate for International Officer or Director, or their representatives, may host a hospitality suite. The only hospitality suite permitted shall be one provided and operated by the Regional Conference Committee with no contributions from any candidate. The provision of a hospitality suite shall, however, be at the discretion of the Conference Chairman (Second Year Director).

F. Showcases at Regional Conferences

Showcases coordinated by the International Directors from the Region may only be held for the purpose of interviewing candidates, and not to instruct the District Governor on how to cast votes. All candidates shall be given an equal opportunity to speak.

III. CAMPAIGNING AT INTERNATIONAL CONVENTIONS

A. Display of Campaign Literature/Materials at International Conventions

Campaign literature/materials may be distributed by International Officer and Director candidates or their representatives. Each candidate shall be allowed to display literature/materials only in the Candidates Corner, however, audio/video presentations may not be played. The World Headquarters staff shall ensure that a proper area is provided.

Campaign materials may not be placed on walls, chairs or tables, or handed out at educational sessions, meal functions or in the hotel registration line or the Toastmasters International convention registration line.

B. Hospitality Suites at International Conventions

A hospitality suite is defined as a room where refreshments are provided and attendance is open to any Toastmaster. The definition of hospitality suite shall apply at all levels of Toastmasters International.

No candidate for International Officer or Director, or their representatives, may host a hospitality suite. No political activities shall be allowed in any hospitality suites. A candidate may have a room for storage of material and a place to meet with their campaign workers, but the room may not be used for solicitation of votes.

IV. CAMPAIGN COMMUNICATIONS

A. Visits to Clubs, Districts, and District Officers

Candidates for Third Vice President and International Director may only visit Clubs, Districts, and District Officers within their

declared home Region. In the case of Districts not assigned to Regions, they shall not visit any Clubs, Districts, or District Officers in Regions.

B. Audio and Video Materials

International Officer and Director candidates may produce and distribute audio, video, and/or electronic materials, but may not play them at District and Regional Conferences, or at the International Convention.

C. Campaign Mailings

Campaign mailings are defined as any card, letter, fax, note, or electronic media, which include E-zines and E-mail, unsolicited by the recipient for the purpose of promoting any candidate or the name recognition of any individual. However, communications in connection with a candidate's presentation at a District Conference or the Regional Conference and internal communications among campaign team members are excluded from the definition of campaign mailings. Subscriptions to information by or about a candidate, including on-line newsletters or E-zines, whether solicited or unsolicited, are not permitted.

Campaign mailings, by or on behalf of candidates for Third Vice President, are limited to two mailings between the International Convention prior to the election and December 31, and three campaign mailings between January 1 and the International Convention at which the election will take place.

In order not to distract Districts from focusing on becoming Distinguished, candidates for International Director and Third Vice President may not make any campaign mailings bearing a June postmark.

Campaign mailings, by or on behalf of candidates for International Director, are limited to a maximum of three mailings. The first two mailings are limited to the time period between the

International Convention prior to the election and May 31. For these mailings, candidates within Regions are limited to mailings within their home Region. Candidates from Districts not assigned to Regions are limited to mailings to Districts not assigned to Regions. The third mailing is limited to the time period between July 1 and the International Convention at which the election will take place. There are no geographic restrictions to this third mailing.

D. Phone Calls

In order not to distract Districts from focusing on becoming Distinguished, candidates for Third Vice President or International Director, or any person on their behalf, may not place any unsolicited phone calls to District Governors, Lt. Governors Education and Training, and Lt. Governors Marketing, outside their own District, during the month of June. However, phone calls in connection with a candidate's presentation at the Regional Conference and among campaign team members are permitted.

E. Web Sites

A candidate may have a web site to promote their candidacy. Candidates' web sites may be linked or referenced only on the candidate's home Club and District web site.

A candidates corner shall be included on the Toastmasters International web site. Candidate information provided may include a photograph, profile, and either a web site address, an E-mail address, or telephone number for contact purposes.

Only nominated candidates as determined by the Toastmasters International Nominating Committee, Regional Business Meetings, and, in the case of International Director candidates not assigned to Regions, nominated by their respective Districts, will be retained in the

candidates corner. Floor candidates will not be included in the candidates corner.

Regional web sites may reference the Toastmasters International candidates corner web site.

F. Use of Trademarks

Candidates may use the Toastmasters trademarks, including the logo and the names “Toastmasters” and “Toastmasters International,” on campaign materials, brochures and web sites, only after they have submitted their Letter of Intent to World Headquarters.

A Letter of Intent may be submitted anytime after the close of the Annual Business Meeting.

G. Announcement of Candidacy and Distribution of Campaign Materials

Candidates may announce their intention to run for International office after the close of the Annual Business Meeting. However, campaign materials may not be distributed until the close of the Convention, i.e., after the President’s Dinner Dance is adjourned.

H. Photographs/Endorsements

Quotes and testimonials appearing in candidate campaign materials must have the written permission of those being quoted. Photographs in all campaign material, literature, displays and on Web sites are limited only to the candidates. No other photographs are allowed. Other than in support of a nominee from his/her District, no District Governor, Lt. Governor Education & Training, or Lt. Governor Marketing shall take any action to endorse or to officially support any International Officer or Director candidate.

Current International Officers and Directors shall not endorse any candidate.

to the time period between July 1 and the International Convention at which the election will take place. There are no geographic restrictions to this third mailing.

Procedural Rules for Regional Nomination of Directors

I. SELECTION OF NOMINEES

Each Region shall nominate one or two candidates for election to the Board of Directors in the following manner:

A. First Ballot

If any candidate at the Regional Conference business meeting, at which there is a quorum, receives at least 75% or more of the votes cast on the first ballot, that candidate shall be the only nominee.

In determining whether a candidate received either 75% or a majority of the votes, no ballot which is unintelligible, blank, not timely cast, or cast for a then ineligible candidate, shall be considered.

If any candidate receives a majority, but less than 75% or more, of the votes cast on the first ballot, that candidate and the candidate receiving the next highest number of votes on the first ballot shall be the two (2) nominees;

B. Second Ballot

If no candidate receives a majority of votes cast on the first ballot, the candidate receiving the lowest number of votes cast shall be dropped from the ballot and a second ballot shall immediately be cast. If any candidate receives at least 75% of the votes cast on the second ballot, that candidate shall be the sole nominee. If any candidate receives a majority but less than 75% of the votes cast on the second ballot, the two (2) candidates receiving the highest number of votes shall be the two (2) nominees.

C. Succeeding Ballots

If no candidate receives a majority of the votes cast on either the first or the second balloting, the candidate receiving the lowest number of votes cast on the second balloting shall be

dropped from the ballot and balloting shall immediately continue. The same procedure of dropping the candidate with the lowest number of votes on each succeeding ballot shall be followed, but only until a ballot is cast giving one of the candidates a majority of the votes cast. If such is the case, the balloting shall end and the two (2) candidates having the highest number of votes on that final ballot shall be the two (2) nominees.

D. Tie Votes

Tie votes between candidates receiving the lowest number of votes in the balloting described above shall result in a separate ballot between those candidates.

E. At the Close of the Balloting

The presiding Officer at each Regional Conference shall announce that, in addition to the official Region candidate, or candidates, other candidates from that Region for Director may be nominated from the floor of the Convention of Toastmasters International by accredited delegates from that Region.

II. DELEGATES - PROXIES - CREDENTIALS

A. Delegates and Alternates

Each Club in good standing with Toastmasters International at the time of the Regional Conference shall be entitled to two (2) delegates, and to cast two (2) votes for any candidate, either in person or by proxy.

Any such Club may, at the time of selecting its delegates, choose for each delegate one alternate. That alternate is entitled to vote only in case of the absence of the delegate for whom he or she was chosen as alternate. All delegates and alternates

must be active members in good standing of the Clubs they represent. Other than those outlined in Policies and Procedures VI E 1, any member of any Club may attend the Regional Conference.

B. Proxy

Any Club, if not represented in the Regional Conference by a delegate or alternate from its own membership, may designate as its proxy the Club's current District Governor or any active member of any other member Club in that Region. Upon presentation of proper credentials, such proxy shall have the right to vote in place of the non-attending delegate or delegates he or she represents in addition to any other right to vote which that person may have.

C. Credential/Proxy Certificates

Normally, in March, credential or proxy certificates for both the Regional Conference and International business meeting shall be mailed by World Headquarters to each Club President of record.

The authority of each delegate and alternate shall be evidenced by a certificate signed by the President or Secretary of the Club for whose non-attending delegate he or she is proxy. All certificates must be presented to the Credentials Committee at the Regional Conference to entitle delegates, alternates, and proxies to participate in the business of the Regional Conference. All certificates shall be on forms furnished by the Executive Director, under the authority and supervision of the Board of Directors. No copies, facsimiles, or any electronic submissions of the form will be honored.

D. Credentials Committee

The presiding officer shall appoint a Credentials Committee consisting of one representative from each District represented at the Regional Conferences. No campaign paraphernalia for any

candidate at any level will be worn by the Credentials Committee when they are performing their Credentials duties.

Should the Credentials Committee report adversely on the credentials of any proposed delegate or delegates, such delegates shall have the right to appeal the ruling at the Regional Conference Business Meeting. The majority decision by the approved delegates of the Regional Conference shall be final, with those votes involved in the question not being exercised.

III. QUORUM

A quorum shall be deemed present if one-third of the Clubs in the Region are represented, either in person or by proxy; except that, in any Region which includes Clubs outside the United States and Canada, a quorum shall be deemed present if one-third of the Clubs in the Region which are within the United States and Canada are represented, either in person or by proxy.

A. If There Is a Quorum

If there is a quorum, nomination shall be by secret ballot, unless a secret ballot is dispensed with by majority vote.

B. If There Is No Quorum

If there is no quorum at the Regional Conference, the names of all nominees shall be submitted to all of the Clubs in the Region by mail vote, to be conducted by World Headquarters. If one nominee receives 75% of the mail votes, that nominee shall be the only nominee; otherwise, the two (2) nominees having the highest number of votes in the mail vote shall be the two (2) nominees from that Region for Director. Ballots, to be valid, must be received at World Headquarters not later than three (3) weeks after the date of mailing from World Headquarters.

IV. NOMINATION OF CANDIDATES

A. Presiding Officer

The presiding officer at the Regional Conference business meeting shall be the Second Year Director. If the Second Year Director is not available, the presiding officer shall be the First Year Director.

B. Nomination Procedures by Districts

Names of qualified candidates may be placed in nomination at the Regional Conference by the District Governors or their appointed representatives. Districts which have an elected Director on the Board of Directors whose term of office will continue for the next year may not nominate a candidate. No District shall be required to nominate a candidate at each annual Regional Conference. If a District does nominate a candidate, the candidate must be selected by the majority vote of the District Council at any regular or special Council meeting prior to the Regional Conference. If such a selection is made at more than one Council meeting, then and in that event, the selection made at the Council's meeting closest in time to the Regional Conference shall govern.

C. Other Nomination Procedures

Any accredited delegate at the Regional Conference may place in nomination the name of a qualified candidate as long as said nominee consents.

Following the close of nominations, a speech shall be made by each International Director candidate in alphabetical order of candidates' last name, except that if a candidate is not in attendance, the speech may be given by the candidate's representative. There shall be one presentation per candidate and a two-minute limit for each presentation.

Presentations by Officer candidates or their representatives may be made at the appropriate time during the meeting. Presentations shall be made in alphabetical order of candidates' last name. There shall be one presentation per candidate and a two-minute limit for each presentation.

V. MISCELLANEOUS

A. Endorsement/Support of Candidates

A District Council may endorse the candidacy of a member of the District for international office. This endorsement in no way implies that any delegate(s) must or will vote for that candidate.

Other than in support of a nominee from their District, no District Council shall vote on any resolution to endorse or officially support any candidate.

Other than in support of a nominee from his/her District, no District Governor, Lt. Governor Education & Training or Lt. Governor Marketing shall take any action to endorse or officially support any candidate.

B. Reporting Nominations to World Headquarters

The presiding officer at each Regional Conference shall promptly certify to the Executive Director of Toastmasters International the name or names of the official Director candidate(s) from that Region so that the name(s) will be included on the printed ballot to be used at the Annual Business Meeting of the corporation at the Convention. The official notification entitled "Candidates for Officers and Directors of Toastmasters International" shall, in the case of Regions nominating two (2) candidates, indicate the percentage of nominating votes received by each of the two (2) candidates for Director.

Procedural Rules for Nomination and Election of Directors from a District Not Assigned to Regions

1. One Director from the Districts not assigned to Regions will be elected to the Board of Directors of Toastmasters International each year at the Annual Convention of Toastmasters International.
2. Candidates for the Office of Director from Districts not assigned to Regions must meet existing qualifications for Directors provided in the Bylaws of Toastmasters International and should submit an intent to be a candidate to World Headquarters no later than December 31.
3. All Districts not assigned to Regions may nominate a candidate for Director. No District shall be required to nominate a candidate for Director, but if a candidate is nominated, such candidate shall be selected by a majority vote of the District Council no later than at the District's annual meeting and elections.
4. Other than in support of a nominee from its District, no District Council shall vote on any resolution to endorse or officially support any candidate.
Other than in support of a nominee from his/her District, no District Governor, Lt. Governor Education & Training or Lt. Governor Marketing shall take any action to endorse or officially support any candidate.
5. Names of official candidates must be submitted by the respective Districts to World Headquarters no later than July 1 accompanied by biographical information and a photograph of the candidate.
6. In addition to the official candidates selected by their respective Districts, other candidates, with their consent, may be nominated from the floor of the Annual Business Meeting at the Convention of Toastmasters International by accredited delegates from the Districts not assigned to Regions.
7. Official attendance and reimbursement for travel expenses for the Directors elected from a District not assigned to a Region shall be for attendance at meetings of the Board of Directors and at the Annual Convention of Toastmasters International. Reimbursement for travel expenses and per diem for attendance at these events shall be made on the same basis and to the extent as made to the other Officers and Directors of the Board for their attendance as provided in Policies and Procedures VI D 8.

Procedural Rules for Elections at Convention

1. Following the report of the Credentials Committee, the President shall notify the delegates and candidates at this time that a candidate may stand for only one office at this election, and therefore if a candidate shall fail to be elected to one Office, such candidate shall not be eligible to be nominated for another office at this convention. The President shall further remind the delegates that a candidate may withdraw his or her name from nomination and have it placed in nomination for another office at any time before the nominations for that office have closed. The President, or such person as he/she may designate, shall explain the election rules and procedures to the delegates and/or the voting on issues procedure where it shall apply.
2. The President shall request all candidates to take seats as close to the platform as possible.
3. The report of the Nominating Committee shall be given by its Chairman, or in the Chairman's absence by such person as the President may designate.
4. The Nominating Committee Chairman or designee shall first announce the names of the two (2) other Past President members and the names, cities, regions, and countries of the nine (9) other members of the Committee. The Chairman shall then read the name and city of each candidate for each of the offices of President, Senior Vice President, Second Vice President, and Third Vice President, in alphabetical order for each of those four (4) Offices.
5. Any candidate nominated by the Nominating Committee may withdraw from such nomination at any time after the Committee's report is read and before the nominations are closed for the office to which the candidate has been nominated, and may be nominated from the floor for any other office for which nominations are still open.
6. The President shall inquire whether there are any additional nominations from the floor for any of the offices. When all such nominations, if any, are completed, the President shall declare the nominations for the office of President closed, except for candidate speeches.
7. After all officer nominations are closed, if there is only one candidate for any office, the President shall entertain a motion to dispense with the secret ballot for such uncontested office or offices and to instruct the Secretary to cast a single ballot for the candidate for each such office for which there is no contest. If such motion passes, the President shall request the delegates to preserve the printed ballot for such office or offices for use in the event that ballot form may be needed later for other voting by secret ballot.
8. Each opposed officer candidate is entitled to a two-minute speech. The speeches for the several candidates shall be delivered in alphabetical order by offices, commencing with the highest contested office. Each such speech shall be delivered from the platform and shall be given by the candidate, except that if a candidate is not in attendance, the speech may be given by the candidate's representative.

9. Any officer candidate who receives a majority of the votes cast shall be declared elected. In the event no candidate receives a majority of the votes cast for any one or more of the contested offices, voting shall continue with the use of Special Ballot No. 1 and without the name of the candidate who received the fewest votes for each of such still contested offices. Such procedure shall continue until one of the candidates for each such still contested office receives a majority of the votes. In case of a tie between two remaining nominees, the election shall be decided by lot.
10. Nominations for Directors shall commence immediately after the first secret ballot for officers is cast. As soon as the counters have completed their work, the results of the first ballot shall be announced. If a second ballot is required, the director nomination procedure shall be interrupted for the casting of a second ballot for such undecided office(s). The same procedure shall be followed if additional ballots are required for any office(s).
11. The President, or such persons as he/she may designate, shall announce which districts are ineligible to present director candidates by reason of incumbent board members, and shall then read the names, cities and districts of the candidates, beginning with Region I (in even numbered years) and ending with candidate(s) for Region VIII, with the candidate(s) for director from districts not assigned to regions being announced after the candidate(s) for Region IV. In odd years, announcements will begin with Region VIII and end with candidate(s) for Region I, with the candidate(s) for director from districts not assigned to regions being announced after the candidate(s) from Region V. The

President shall inquire whether there are additional nominations from the floor after first reminding the delegates that no candidate may be nominated unless such candidate consents to such nomination and meets all other requirements. After all nominations have been presented, the President shall declare the nominations for director candidates closed, followed by two-minute speeches by all opposed candidates (or a candidate's representative, if a candidate is not in attendance) as outlined above. If any candidate is unopposed, the President shall entertain a motion to dispense with the secret ballot for such uncontested office(s), and that a single ballot be cast for such unopposed candidate(s). In both even and odd numbered years, any three (3) or more director candidate contests will be given priority in the election to allow ample time for vote counting and further balloting, if necessary.

12. Insofar as it may be possible, the President shall be advised in advance of the election as to the names of the candidates. This rule shall not, however, preclude "last minute" nominations from the floor of eligible candidates without advance notice to the President.
13. As the names of the candidates are presented, they shall be appropriately displayed to the delegates.
14. Before the ballots for directors are cast, the President shall announce that the election is by majority vote for each contested directorship.
15. The ballots for directors shall be cast by the voters, collected by the tellers and counted by the counters. In the event no candidate

receives a majority of the votes cast for any one or more of the contested directorships, voting shall continue with the use of a special ballot and without the name of the candidate who received the fewest votes for each of such contested directorships. Such procedure shall continue until one of the candidates for each such contested directorship receives a majority of the votes. The final results shall be displayed on the convention announcement board as soon as possible following adjournment of the meeting.

16. Prior to the opening of the International Convention, the President shall appoint a member of the Board of Directors to supervise the collection and counting of ballots at the Annual Business Meeting. The Supervising Director's name shall be announced as soon as possible after the commencement of the Annual Business Meeting.
17. Each candidate for office shall be informed that he or she is expected to provide one Toastmaster to assist in the counting operation.
18. Prior to the election, the Supervising Director, in conjunction with the World Headquarters staff, shall have:
 - (a) Sought out sufficient volunteers to collect and count ballots so that the operation may proceed with minimum delay (normally about 25-30 persons).
 - (b) Instructed the counters in the procedures to be used.
 - (c) Arranged for a suitable room with sufficient tables and chairs to facilitate the counting operation.

(d) Obtained the supplies normally used in the collection and counting of ballots: collection boxes, storage bags, rubber bands, scratch pads, pencils, paper tape adding machine and reporting forms.

19. All official results are to be recorded on forms provided by World Headquarters.
20. The Supervising Director, in conjunction with the World Headquarters staff, shall designate a head teller to oversee the collection and delivery of ballots to the counting room. (It is important that this person have sufficient help for the prompt collection of ballots.)
21. Voting procedure:

The order of business shall be the conduct of elections followed by voting on constitution/bylaws amendment proposals.

 - (a) Each contested office is voted separately and ballots collected prior to voting the next office.
 - (b) Each constitution/bylaws amendment is voted separately and ballots collected prior to taking a vote on an additional issue.
 - (c) In determining whether any officer or director candidate or any Club Constitution amendment receives a majority vote or any Toastmasters International Bylaws amendment receives the required two-thirds vote, no ballot which is unintelligible, blank, not timely cast, or cast for a then ineligible candidate shall be considered.
 - (d) After the count has been verified for each counter, the count is run on an adding machine or in a spread sheet and the total

count for the candidate is entered on a Final Report Form.

(e) A copy of the Final Report Form for each office will be delivered to the President or Parliamentarian as soon as it is available.

(f) An official Final Report Form, which contains the results of all contests in the election, will be completed by the Supervising

Director and delivered, with the ballots and all completed forms, to the President or Parliamentarian.

(g) All ballots are to be delivered to the World Headquarters staff and retained for twenty-four (24) hours following the close of the Annual Business Meeting and immediately thereafter destroyed by the President or World Headquarters.

Conduct of Surveys

From time to time, Toastmasters International conducts surveys in order to determine if the Toastmasters International educational and recognition programs are meeting the needs of individual members, Clubs, Areas, Divisions, and Districts.

Surveys include, but are not limited to, written questionnaires that can be used to measure or make an assessment of any information relating to Toastmasters International members or programs.

The only entity authorized to conduct surveys of members (including former members), Clubs, Areas, Divisions, and Districts, or release the

results of those surveys, is World Headquarters. No individual member, Club officer, District officer, or member of the Board of Directors may survey members and/or Clubs unless given advance, written permission by the Executive Director. The only exceptions are a Club surveying its own members and a District seeking information on educational or related programming from members within the District for their own use.

The conduct of any surveys by outside persons, such as academic sources, as well as the release and use of survey results, shall be at the discretion of the Executive Director.

Calendar of International Director Field Responsibilities

This calendar notes the major field activities for International Directors. It is designed so that you can tailor it for working with and contacting Districts. As with scheduling visits to Districts, you will need to coordinate with your fellow International Director regarding who will be responsible for particular items and who will contact specific Districts.

Each District Governor should receive a contact (telephone, mail, e-mail) from an International Director at least once each month (more frequently near year-end). The best time to make these contacts is after District Performance results are available. At a minimum, the contact should focus on the District's performance in membership, Clubs, and educational completions and the District's short-term goals in these critical areas.

Contacts are an opportunity to:

- Establish and maintain rapport
- Focus on individual District Performance and, where appropriate, encourage actions needed to achieve DDP goals.
- Help District Officers stay focused on activities that directly help achieve the District Mission
- Actively look for solutions to problems/challenges facing the District

JULY

Monthly Contact with Districts:

- ▲ After training at Regional Conferences of Top Three Officers, follow up with newly trained officers to determine if there are additional questions.
- ▲ Determine whether District Success Plan is completed. (To qualify for the DDP, the plan matrix must be sent to World Headquarters postmarked on or before Sept. 30.) If the plan is not completed, encourage District Governor to complete it soon so that District can move forward.
- ▲ Determine whether District has trained 85 percent of Division and Area Governors and submitted a training report to World Headquarters. (To qualify for the DDP, the report must be sent to World Headquarters postmarked on or before Sept. 30.)
- ▲ Check on progress toward training Club Officers.
- ▲ Remind District Governor Year-end Audit for prior year due on August 31.
- ▲ Other: _____
- ▲ The monthly contacts will be made by:

INTERNATIONAL DIRECTOR

DISTRICTS

- Notify District Officers and International Director Candidates of Breakfast/Meeting at International Convention and topics to be covered (e.g., coordinate District visit schedules, contacts from International Directors, etc.)
- Regional Conference Deadline:** Follow up and ensure Host District Chairman of previous Regional Conference returns Regional Conference Banner no later than July 15.

AUGUST

- Attend Board of Directors Meeting/International Convention
- Monthly Contact with Districts:* At International Convention.
 - ▲ Begin coordinating International Director Visit Schedules and preparation for Midyear Regional Meeting.
 - ▲ Coordinate Regional newsletters, e-mails and other regular communications.
- Regional Conference Deadline:** Follow up and ensure that Host District Chairman for previous Regional Conference submits a Host District Chairman's Report and a detailed statement of income and expense by August 31.
- Regional Conferences–Newly elected Directors:
 - ▲ Begin process searching for potential Host District Chairman for Regional Conference to be held when you are Second-Year Director. Use materials provided during Board of Directors Orientation at the International Convention. Recommendations are due at World Headquarters by October 1.
 - ▲ Begin process of looking for a person to conduct site selection for Regional Conference to be held in 34 months. Use materials provided during Board of Directors Orientation at the International Convention. Site selection surveys must be submitted to World Headquarters by February 1.

SEPTEMBER

- Review Manual of Management Operations
- Review materials received at the Board of Directors Orientation following the International Convention.
- Monthly Contact with Districts:*
 - ▲ International Directors from Districts not assigned to Regions: After training at the International Convention, contact District Governors from Districts not assigned to Regions to determine if there are additional questions.
 - ▲ After receiving August DPR, contact District Governors and discuss performance in relation to goals. Pay particular attention to Club goals and prospects for charters.

- ▲ Promote the International President's theme, program, and goals.
- ▲ Discuss strategies for following up on October dues renewals next month.
- ▲ Important Deadline! Determine whether the District Success Plan is completed. (To qualify for the DDP, the plan matrix must be sent to World Headquarters postmarked on or before Sept. 30.) If the plan matrix has not been sent, encourage District Governor to do so immediately via courier! A copy of the matrix and plan worksheets should be sent to both International Directors.
- ▲ **Important Deadline!** Determine whether District has trained 85 percent of Division and Area Governors and submitted a training report to World Headquarters. (To qualify for the DDP, the plan matrix must be sent to World Headquarters postmarked on or before Sept. 30.) If it has not been sent, encourage District Governor to do so immediately via e-mail or courier!
- ▲ **Important Deadline!** Club Officer Training Report forms must be sent to World Headquarters postmarked by Sept. 30 for Clubs to get DCP credit.
- ▲ **Financial Deadline:** Remind District Governor that budget is due at World Headquarters on Sept. 30.
- ▲ Before beginning District visits, review with District Governors the Visit Checklist provided by World Headquarters to International Directors.
- ▲ Other: _____
- ▲ The monthly contacts will be made by:

INTERNATIONAL DIRECTOR

DISTRICTS

- Deadline for District Visits Schedule:** Visits schedule, including date and location of Midyear Regional Meeting must be sent to International President for approval by Sept. 15.
- Continue preparation for Midyear Regional Meeting.

OCTOBER

- District visits begin. After visits, submit visit reports and reimbursement requests promptly to World Headquarters.
- Monthly Contact with Districts (including District Visits):*
 - ▲ Before District Visits, review with District Governor the Visit Checklist provided to International Directors by World Headquarters.

- ▲ Discuss performance on Sept. 30 DPR, Club building efforts.
- ▲ Determine how Districts are following up on outstanding October dues renewals.
- ▲ **Financial Deadline:** Remind District Governor that quarterly Treasurer's Report is due at World Headquarters on November 15.
- ▲ All Area Report of Club Visit forms should be in District Governor's possession by Oct. 31. District Governor sends copies to World Headquarters.
- ▲ Other: _____
- ▲ The monthly contacts or District visits will be made by:

INTERNATIONAL DIRECTOR

DISTRICTS

- Mail reminders/notice of Midyear Meeting. Remind District Officers to bring copy of their District Success Plan so progress can be discussed and midcourse corrections implemented.
- Deadline for First-Year Director:** Recommendations for Host District Chairman for Regional Conference to be held in 20 months are due at World Headquarters on October 1.
- Deadline for Regional Conference in June:** Detailed Regional Conference Budget should be submitted to World Headquarters by October 1.

NOVEMBER

- District visits continue. After visits, submit visit reports and reimbursement requests promptly to World Headquarters.
- Monthly Contact with Districts (including District Visits):*
 - ▲ Discuss performance on October 31 DPR. In particular, determine how many dues renewals were still out at Oct. 31 and how many are still out at time of visit/contact.
 - ▲ District Governors should have clear understanding of reasons each Club has yet to pay dues. Discuss strategies for rounding up stragglers by Nov. 30.
 - ▲ Given October totals, discuss actions necessary to have District at 50 percent of membership goal and at 100 percent of paid Club goal by Dec. 31.
 - ▲ **Important Deadline!** District Governor must mail Area Report of Club Visit forms to World Headquarters immediately. Forms must be postmarked on or before Nov. 30 for Area Governors to receive credit in the Distinguished Area Program. Failure of District Governor

to send in forms would eliminate an Area from being either Select or President's Distinguished Area.

- ▲ **Financial Deadline:** Financial records from previous District administrative due at World Headquarters by November 30.
- ▲ Before District Visits, review with District Governors the Visit Checklist provided to International Directors by World Headquarters.
- ▲ Other: _____

- Deadline for Regional Conference in June:** Submit (or have Host District Chairman submit) a tentative educational program and Regional Conference schedule to World Headquarters by November 30.
- Midyear Regional Meetings held between Nov. 15 and Jan. 31. See sample agenda provided at Board of Directors Orientation following the International Convention.

DECEMBER

- Monthly Contact with Districts:*
 - ▲ Discuss performance on November 30 DPR. Again determine how many dues renewals were still out and how many are still out at time of contact. Discuss strategies for rounding up stragglers and determine if District needs to replace Clubs with newly chartered Clubs.
 - ▲ Discuss actions necessary to have District at 50 percent of membership goal and at 100 percent of paid Club goal by Dec. 31.
 - ▲ Follow up on results of District Visits (e.g., Club charters resulting from the visit).
 - ▲ Remind District Governors that the District Nominating Committee should be in place and begin the selection process in December/January.
 - ▲ Remind District Governor that Midyear Audit is due on Feb. 15.
 - ▲ Other: _____
 - ▲ The monthly contacts will be made by: _____

INTERNATIONAL DIRECTOR	DISTRICTS
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- ▲ Submit any outstanding reimbursement requests to World Headquarters.
- ▲ Midyear Regional Meetings held between Nov. 15 and Jan. 31.
- ▲ **Deadline for Regional Conference in June:** Submit (or have Host District Chairman submit) a final educational program to World Headquarters by December 31.

JANUARY

- Monthly Contact with Districts:
 - ▲ **Halfway checkpoint!** Discuss performance on Dec. 31 DPR. If District is not at 50 percent of membership, CTM, ATM goals, then discuss strategies for achieving targets. If a District did not have paid Clubs equal to its year-end Club goal, determine actions District is taking to achieve objective.
 - ▲ Remind District Governors that Midyear Audit is due on Feb. 15.
 - ▲ Follow up on results of District Visit (e.g., Club charters resulting from the visit).
 - ▲ Other: _____
 - ▲ The monthly contacts will be made by:

INTERNATIONAL DIRECTOR	DISTRICTS
_____	_____

_____	_____

- Midyear Regional Meetings held between Nov. 15 and Jan. 31.
- Deadline for Regional Conference in June:** Final Regional Conference registration form due at World Headquarters by January 15.
- Deadline for First-Year Director:** Hotel/site recommendations due at World Headquarters for the Regional Conference to be held 29 months from now. Recommendations must be mailed to World Headquarters by February 1.

FEBRUARY

- Monthly Contact with Districts:*
 - ▲ Discuss performance on Jan. 31 DPR. Follow up on midcourse corrections Districts decided to take at the Midyear Meeting.
 - ▲ **Financial Deadline:** Remind District Governor that Midyear Audit is due at World Headquarters by February 15.
 - ▲ Other: _____
 - ▲ The monthly contacts will be made by:

INTERNATIONAL DIRECTOR	DISTRICTS
_____	_____

APRIL

- District visits begin. After visits, submit visit reports and reimbursement requests promptly to World Headquarters.
- Monthly Contacts (including District Visits):*
 - ▲ Discuss performance on March 31 DPR
 - ▲ Determine how Districts are following up on outstanding April dues renewals.
 - ▲ All Area Report of Club Visit forms should be in District Governor’s possession by April 30. District Governor sends copies to World Headquarters.
 - ▲ **Financial Deadline:** Remind District Governor that quarterly Treasurer’s Report is due May 15.
 - ▲ Before District Visits, review with District Governor the Visit Checklist provided to International Directors by World Headquarters.
 - ▲ Other: _____
 - ▲ The monthly contacts or District visits will be made by:

INTERNATIONAL DIRECTOR	DISTRICTS
_____	_____

_____	_____

MAY

- District visits continue. After visits, submit visit reports and reimbursement requests promptly to World Headquarters.
- Monthly Contacts (including District Visits):*
 - ▲ Discuss performance on April and/or Mid-May DPR. In particular, determine how many dues renewals were still out on the report and how many are still out at time of visit/contact. Determine Club and membership building efforts needed to achieve goals.
 - ▲ District Governors should have clear understanding of reasons each Club has yet to pay dues. Discuss strategies for rounding up stragglers by May 31.
 - ▲ Given April totals, discuss actions necessary to have District achieve membership and paid Club goals by June 30.
 - ▲ **Important Deadline!** District Governor must mail Area Report of Club Visit forms to World Headquarters immediately. Forms must be postmarked on or before May 31 for Area Governors to receive credit in the Distinguished Area Program. Failure of District Governor to send in forms would eliminate an Area from being either Select or President’s Distinguished Area.

- ▲ Other: _____
- ▲ District visits continue. After visits, submit visit reports and reimbursement requests promptly.
- ▲ Final preparations/follow-up for Regional Conference.

JUNE

- Contacts with Districts (Make as many as may be helpful to Districts working on achieving year-end goals):*
 - ▲ Discuss performance on May 31 and Mid-June DPR, particularly Club and membership performance. Again determine how many dues renewals were still out and how many are still out at time of contact. Discuss strategies for rounding up stragglers and determine specific activities District needs to do to achieve year-end goals.
 - ▲ Follow up on results of District Visit (e.g., Club charters resulting from the visit).
 - ▲ Other: _____
 - ▲ The contacts for month will be made by:

INTERNATIONAL DIRECTOR

DISTRICTS

- Attend Regional Conference. Participate as trainer during District Officer Training.
- Submit any outstanding reimbursement requests to World Headquarters.

JULY/AUGUST

See the beginning of this calendar for events leading up to the International Convention.



TOASTMASTERS INTERNATIONAL