

**TOASTMASTERS INTERNATIONAL**  
**Rancho Santa Margarita, California**

Minutes of the 2006-2007 Board of Directors  
Marriott's Desert Ridge Resort and Spa, Phoenix, Arizona  
August 13-15, 2007

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The third and final meeting of the Board of Directors of Toastmasters International for the 2006-2007 administrative year convened at 1:30 p.m., August 13, 2007, President Johnny Uy, DTM, presiding. The other officers and directors present were: Abayasekara, Ford, Barnhill, Schmidt, Albert, Albright, Emond, Fair, Hastings, Heinsch, Kelly, Lau, Miller, Moffitt, Mull, Notaro, Proctor, Tinker, Wallace, Wan, Wagenknecht, and Yen. Executive Director Donna H. Groh was also present.

It was advised that the minutes of the February 21-24, 2007, board meeting were approved by electronic voting ballots in the form previously distributed to all Board members.

**PRESIDENT'S REPORT**

President Johnny Uy reported on activities of the past year. **Fifty One Distinguished Districts!** A record breaking finish to an already amazing year! A year where goals bit the dust as districts, clubs and members just kept growing and achieving and never looked back. Our club growth goal at the start of the year was to increase our number of clubs to 10,800. We finished the year with 11,304. In the process, we chartered 1,024 new clubs – another new record! Our membership growth goal was to increase total membership to 215,000. We finished with 226,033. Simply Amazing!

We are also growing in number of districts as the Territorial Council of China was granted provisional district status and Districts 46, 47 and 60 will be splitting into six districts owing to tremendous growth within them. Recognizing their potential for supporting clubs in their part of the world, the Yukon and Alaska Territorial Council was also reinstated.

Our clubs and members have their share of the glory too, as 4,822 clubs achieved Distinguished Club recognition or better. This is up 1% from last year. Educational awards also soared to 40,804, up 2% from last year. Simply Amazing!

My wife, Irene, and I had seen our members in action as we were privileged to visit 11 districts, two regions and one territorial council. In each of the visits, we witnessed the reason for our

tremendous success as an organization. Enthusiastic members eager to accomplish personal goals and dedicated leaders more than happy to help members do so. Over and over again, we saw that if we provide simply amazing service, we will reap simply amazing results.

Also, on every visit, we were met, cared for and entertained by Toastmasters – old friends and newfound friends alike. We were honored at how Toastmasters reached out and made the extra effort to make us feel welcome and comfortable. We are truly grateful for their warm hospitality.

As our organization continues to grow and evolve, a task force composed of the Strategic Planning Committee plus Past International President Jon Greiner, retaining the services of a consultant, has been working on reviewing and reshaping Toastmasters International's governance infrastructure to create a leadership system that will sustain our success internationally for decades to come. The Board of Directors has become more strategically oriented in its work, and is also deeply involved in this major initiative.

In a desire to have complete transparency as this process unfolds, we have conducted a series of focus group discussions as well as briefings at Toastmasters and You sessions at every region conference this past June. We also conducted a series of webinars – two for the DNARs and one for the PIPs – with the aim of communicating broadly the ideas and recommendations generated by the task force and seeking feedback from our leaders and members. More focus group discussions will be held at this Convention in Phoenix.

This is truly an exciting time for our organization. It's the best time to be a Toastmaster. And as I leave office knowing that Toastmasters International will continue to grow, Irene and I are deeply humbled by the support and friendship from all over the world, as well as from our very efficient World Headquarters staff. Thank you all very much. You are indeed – *Simply Amazing!*

## **EXECUTIVE DIRECTOR'S REPORT**

In keeping with prior reports, the focus in this executive summary is to summarize our work over the past six months in relation to our strategic plan and cover the highlights of recent accomplishments.

The big audacious goal is articulated as such:

**Toastmasters International is recognized throughout the world as the undisputed expert in communication and leadership skills development.**

The six strategic objectives are:

1. Consistently achieve membership growth.
2. Increase the recognition of Toastmasters International as expert in the fields of communication and leadership.
3. Become as well known for leadership development as for communication development.
4. Provide programs that are adaptable for different generations and cultures, and for emerging technologies.

5. Achieve global market penetration.
6. Achieve excellence in the quality and consistency of programs, products, processes and services throughout the organization.

One of the strategies for objective number one, **consistently achieve membership growth**, is to develop marketing materials that will enable clubs and district officers to easily explain the value of Toastmasters program, as well as providing consistency in the materials utilized. This year, a completely new DVD has been produced that will be distributed widely. It will be debuted at the International Convention.

Objective number two is to **increase the recognition of Toastmasters International as expert in the fields of communication and leadership**. One of the primary strategies to achieve this objective is to devise mechanisms to partner with corporations. We have continued to reach out to corporate executives with our corporate recognition program when officers and directors make visits, plus beginning a new magazine feature of interviews with specific executives.

Another strategy related to objective number two is to create strong branding and consistent marketing initiatives. The DVD mentioned above is consistent with this, plus the redesign of the website which will provide separate spaces for our “public” and for our members. The new website will be debuted in August and (I promise) will be worth the wait.

Additionally, we have begun to pursue corporate sponsorship as a vehicle to support some of our programs. Starting small, we will have some corporate sponsors for this upcoming convention in Phoenix, providing some amenities, information, and programming that we would not have otherwise provided.

Objective number four is to **provide programs that are adaptable for different generations and cultures, and for emerging technologies**. One of the strategies for this objective is to use technology to provide online resources and support to members and volunteers. We are using electronic survey tools more frequently in efforts to “take the pulse” of various membership segments on various issues. The new website design mentioned above will be utilizing a completely new taxonomy to organize all of our content, providing enhanced navigation and search functions, making the online store completely automated and improving the look and feel of the overall site. The DVD mentioned above is also subtitled in Arabic, Chinese Simplified, Chinese Traditional, English, French, German, Japanese and Spanish.

The fifth objective is to **achieve global market penetration**. This objective is likely to be an end result of many other objectives. Sending ambassadors to emerging markets is one tactic that seems to be effective in supporting our growth in emerging markets. This spring, Second Vice President Jana Barnhill visited Districts 59 and 71, while Third Vice President Gary Schmidt visited the Yukon and Alaska Council of Toastmasters. The rapid growth of clubs in the Middle East, China and India indicate that we are making strides on our way to this objective. We will be having meetings with the volunteers from these areas at the convention to discuss how we can better meet their needs as our business transforms to a more global perspective.

The sixth objective is to **achieve excellence in the quality and consistency of programs, products, processes and services throughout the organization.** One of the strategies that supports this is to ensure that programs, products, processes and services evolve to meet strategic objectives. As the organization continues to grow, especially in areas outside North America, the current governance structure and processes are in need of revision and the Board of Directors has designated a task force to review the governance system from the international level to the district level of the organization, with the goal of assuring appropriate structure and processes to support clubs throughout the world.

Additionally, the growth we have experienced has stretched our World Headquarters customer service support and during this coming year we will be taking a renewed focus on ways to improve the level of competence among our member service representatives.

The remainder of the report contains much more detail on our progress as well as trend analysis and reports on operational activities. I hope you find it informative and useful.

## **EXECUTIVE COMMITTEE**

Senior Vice President Chris Ford reported for the Executive Committee, presenting items considered at its August 10-11, 2007 meeting:

1. International President Johnny Uy reported on his activities since the February 2007 meeting.
2. Executive Director Groh provided a summary of the progress of Toastmasters International from January 1, 2007, through June 30, 2007.
3. The Committee reviewed and approved the proposed schedule of Presidential visits to districts for the year 2008-2009.
4. The Committee reviewed and approved the revised orientation program for the Board of Directors.
5. The Committee reviewed and approved the district signatories for bank accounts, as required by policy.
6. The Committee reviewed the proposed budget for fiscal year 2008 and recommended approval.
7. The Committee reviewed and approved a request to utilize funding in the amount of \$50,000 from the Smedley Memorial Fund to cover the development costs for the recently completed marketing DVD.

8. The Committee reviewed and approved a request for funding to renovate office space at WHQ, not to exceed \$300,000. This funding will be allocated from the portion of reserves designated for infrastructure improvements.

## **COMMITTEE OF THE WHOLE**

The Board reviewed and unanimously approved the proposed budget for fiscal year ending December 31, 2008.

## **STRATEGIC PLANNING COMMITTEE**

The report of the Strategic Planning Committee was presented by its Chairman, Immediate Past President Dilip Abayasekara, and covered the following:

The Strategic Planning Committee continued its work on the governance reshaping project and referred the following items to committees: GAP Committee - the International Leadership Committee and campaign issues; MAE Committee - Region Specialists duties and selection process; DA Committee - district structure, processes, and the District Leadership Committee.

Further, the Committee continued to review membership data and growth trends relative to the formation of boundaries for regions worldwide.

It was moved and carried that the report of the Strategic Planning Committee be approved.

## **GOVERNANCE AND POLICY COMMITTEE**

The report of the Governance and Policy Committee was presented by its Chairman, Third Vice President Gary Schmidt, and covered the following:

In preparation for governance reshaping, the Committee brainstormed the composition, nomination procedures and use of surveys and other tools for the International Leadership Committee, which will be responsible for nominating officer and director candidates. The Committee proposed creating an International Director Candidate Survey, similar to the International Officer Candidate Survey, to assist the International Leadership Committee in nominating candidates. All elections will take place at the International Convention and, ideally, all elections will be contested. The Committee drafted a campaign timeline and began discussion of campaign policies for both nominated and floor candidates. The Committee will continue its work at the November 2007 meeting.

It was moved and carried that the Report of the Governance and Policy Committee be approved.

## **DISTRICT ADMINISTRATION COMMITTEE**

The report of the District Administration Committee was presented by its Chairman, Senior Vice President Chris Ford, and covered the following:

The District Administration Committee brainstormed about how district processes and structures could be improved with two key objectives in mind. The first objective is to increase alignment from the club level through the district level and on to the international level of the organization. The second objective is to create a structure and processes that will help resolve some issues that are problematic with the current system, such as clarification of accountabilities at the leadership level, political friction among the district officers and short term focus.

Brainstorming focused on the hierarchy of the current district top three, the line structure and the staff structure among the district officers. Similar to creating a position of president-elect at the international level, by doing so at the district level, there is an opportunity for an individual to prepare for the coming year, rather than waiting until one month prior to starting the term. Additionally, there was discussion about changing the titles of some offices in order to improve clarity about the roles.

Feedback from past and current leaders will be sought around these concepts and the work of the committee will continue at the November 2007 meeting.

It was moved and carried that the report of the District Administration Committee be approved.

## **MARKETING AND EDUCATION COMMITTEE**

The report of the Marketing and Education Committee was presented by its Chairman, Second Vice President Jana Barnhill, and covered the following:

### **Regional Specialists**

- Leadership
  - Assist district leaders in strategic planning, team building, problem solving, decision making, etc.
- Marketing
  - Assist district leaders in extending the network of clubs and membership development
- Education
  - Assist district leaders in enhancing the performance of clubs and achievement in the communication and leadership tracks

## Region Specialist Selection Process

- Call for nominations
  - Self
  - By the district
  - By other individual Toastmasters
- Submission of a resume, including references
- Leadership profile
- Screening review by Board committee
- Approval by the entire Board

## Region Specialist Attributes

- Excellent communication & leadership skills
- Exemplary interpersonal skills
- High-level problem solving skills
- Global understanding of TI
- Subject matter expertise

It was moved and carried that the report of the Marketing and Education Committee be approved.

All items contained in the Minutes of this meeting shall be “unrestricted” upon distribution of the minutes by World Headquarters. The results of the Board meeting described in the Board Briefing, written and orally presented in open session on August 15, 2007, are “unrestricted.”

The meeting was adjourned at 3:00 pm, on August 15, 2007.

Respectively Submitted,



Nancy Langton  
Secretary/Treasurer

Distribution: Board of Directors  
Past International Presidents  
Past International Directors  
District Governors  
World Headquarters Staff  
Nonprofit General Council