





## **Mission**

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 member clubs, thereby offering ever-greater numbers of people the opportunity to benefit from its programs.

## **Vision**

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, and find the courage to change.

## **Values**

Toastmasters International's core values are integrity, dedication to excellence, service to the member, and respect for the individual. These are values worthy of a great organization, and we believe we should incorporate them as anchor points in every decision we make. Our core values provide us with a means of not only guiding but also evaluating our operations, our planning, and our vision for the future.

# EXECUTIVE DIRECTOR'S REPORT



## From the Executive Director

### **Integrity • Dedication to Excellence • Service to the Member • Respect for the Individual**

"These are values worthy of a great organization, and we believe we should incorporate them as anchor points in every decision we make. Our core values provide us with a means of not only guiding but also evaluating our operations, our planning, and our vision for the future."

Our values are steadfastly supported and demonstrated in the vast majority of circumstances and situations, at all levels of Toastmasters. Members enjoy and benefit from fun, effective club meetings. Districts organize more than 1,000 new clubs each year. Effective, respectful evaluations are shared with speakers. New member kits arrive quickly. The organization flourishes when these values permeate everything we do.

Sometimes we witness an unintentional failure to support these values. Not every club provides optimal service to its members at every meeting. Speech evaluations may be too critical – or not critical enough. Not every order from World Headquarters arrives on time. We strive to better ourselves and avoid these deviations as part of individual and organizational progress and development.

Consider willful, planned acts that are contrary to Toastmasters International's values. Perhaps it's a falsified speech record that represents an un-earned Competent Communicator award, or a new member application submitted for a relative who has never attended a meeting. Perhaps it is confidential information that is shared inappropriately with Toastmasters friends, or a new club made up of members who are unaware of their membership. Unfortunately, this year, we've seen all of these.

Toastmasters leaders and friends – each of us develops and embodies our own persona. How we choose to act and react is observed, noted and often emulated. How we embody Toastmasters values influences our future leaders. Let's ensure that our values are intact as we pass them on to future generations.

"Dignity consists not in possessing honors, but in the consciousness that we deserve them. ~Aristotle

Daniel Rex

# EXECUTIVE DIRECTOR'S REPORT



## Global Support

### Global Representation

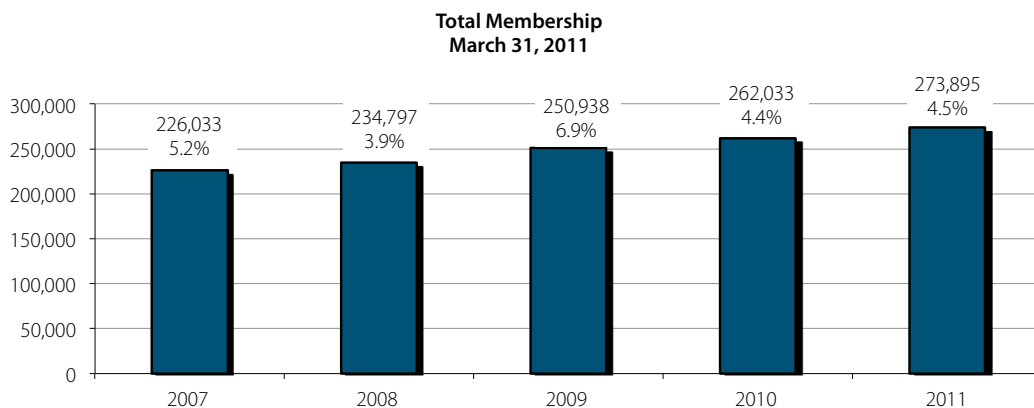
Toastmasters International is organized into 14 worldwide regions, comprising all districts and clubs. In August 2011, nine international directors will leave the board, and seven international directors will be elected from the odd-numbered regions. The 2011-2012 Board of Directors will be the first post-transition board to consist of 14 international directors and five officers.

### Global Corporate Structure

With clubs in 116 countries, Toastmasters International has grown to be an internationally recognized organization. This growth and recognition, combined with a changing and more complex global marketplace, requires the organization to have a sound corporate structure. A significant project is underway to determine the correct type of legal structure for countries that require it.

### Membership Growth

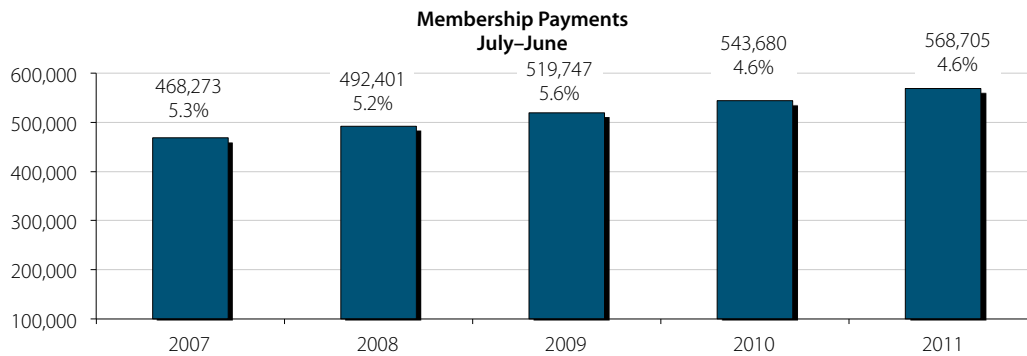
During the 2010–2011 year, membership growth continued its upward trend. This chart measures membership as of March 31 and includes all membership types: new, renewal, charter, reinstated and dual.



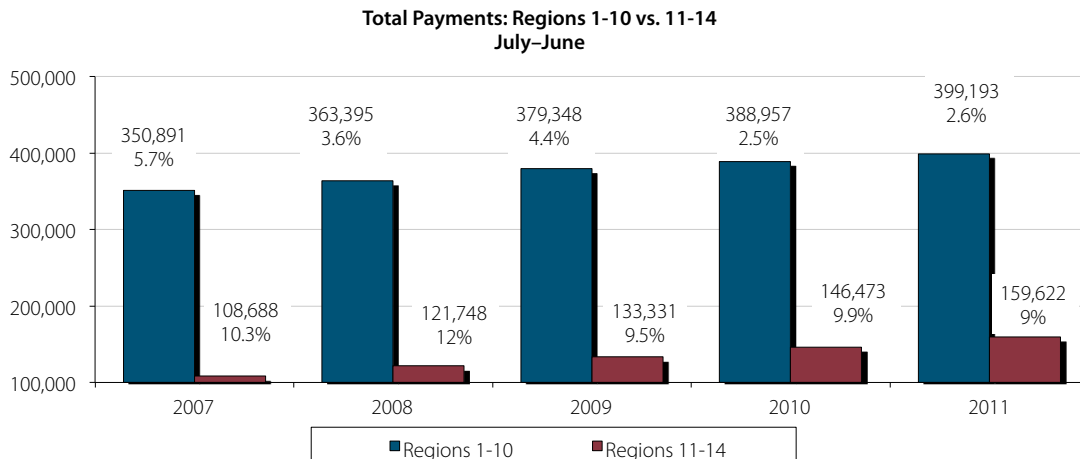


## Membership Payments

Payments is another measure used to gauge membership progress. It is calculated as the sum of all membership payments made between July 1 and June 30, and is the number used by the Distinguished District Program. Membership payments for the 2010–2011 program year continued to increase. A total of 568,705 payments constitutes a growth of 4.6%. Of that amount, 120,775 payments were new, 29,157 were charter and 418,773 were renewal.



As of July 1, 2010, districts were realigned for more effective global representation. Regions 1–10 represent districts within North America, while Regions 11–14 are outside of North America. The growth rate for membership payments in districts within North America was 2.6%, while districts outside of North America grew 9%.

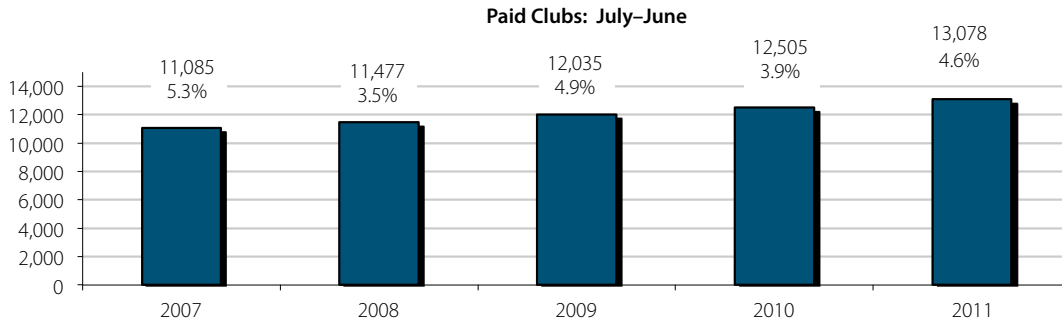


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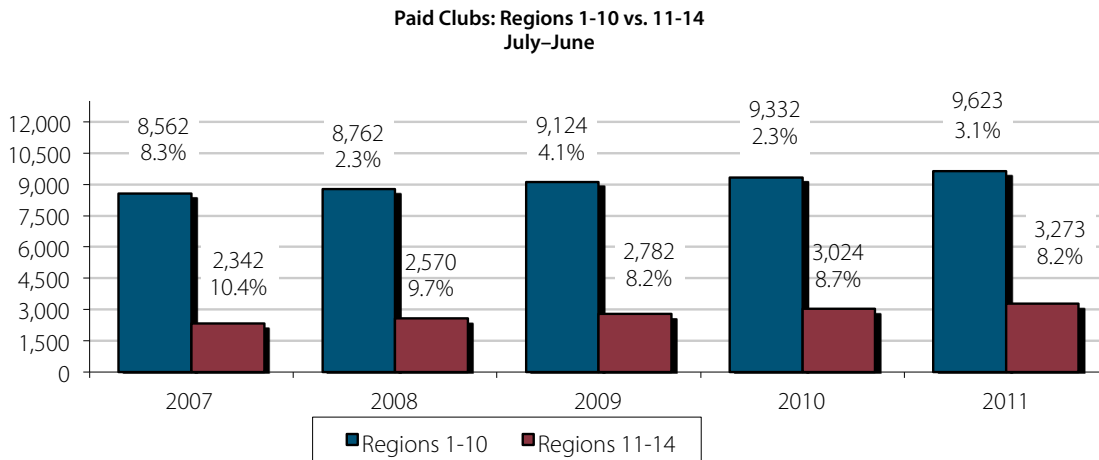


## Club Growth

The number of new clubs chartered in 2010–2011 reached a record of 1,247, up from 1,094 the previous year. The number of paid clubs increased to 13,078. This is a 4.6% increase over last year.



As with members, the growth of paid clubs outside of North America (Regions 11–14) outpaced the growth within North America (Regions 1–10). In 2010–2011, Regions 11–14 increased 8.2% compared to a 3.1% growth in Regions 1–10.





## Branding

In August 2010, the Board of Directors approved a new positioning statement and visual system that would give Toastmasters a fresh, modern image without sacrificing its rich history or intrinsic value. As a result of this decision, a full-scale rollout plan was developed and executed to culminate on August 17, 2011 at the Toastmasters International Convention.

To ensure the success of the brand refresh, two critical efforts were conducted in tandem: materials production and education.

Nearly 1,000 Toastmasters-branded materials were redesigned and produced between December 2010 and July 2011. These materials include manuals, leadership handbooks, speech contest materials, banners, pins, recruitment tools, stationery, promotional items, newsletters and more.

To promote mutual understanding of the purpose of the rebrand, and its application, education for all Toastmasters leaders around the globe was essential. This education began with an update for district leaders during Mid-year Training in January 2011. In May, Toastmasters launched its first-ever Brand Ambassador Program. This group of influencers, which includes past international presidents and directors, past and current region advisors, past district governors, accredited speakers, world champions of public speaking and members at large, was asked to serve as brand representatives by assisting local leaders in their efforts to adopt the new brand messaging and visual system. They, along with district and club leaders, were invited to attend brand orientation webinars to prepare them for the brand rollout.

On August 17, the new brand will be made public. Clubs and districts have begun to make the transition by updating their meeting materials and websites. This transition will continue throughout the year with near-complete adoption anticipated in late 2012.



## Public Relations

A strong PR campaign benefits from momentum – consistent, newsworthy releases and frequent contact. In 2011, we built on the successful public relations strategies launched in 2010 and have experienced a significant increase in the quality and frequency of media coverage Toastmasters has received on local and international levels. During the first half of 2011, our efforts resulted in approximately double the media coverage received in 2010.

The publicity value of the media coverage and news release pickup garnered throughout the first half of 2011 totaled more than \$760,700, compared with \$354,000 in all of 2010. Toastmasters received coverage in many prominent media outlets, as well exposure to top-tier publications such as *Business Week*, *Men's Health* and the *Chicago Tribune*. These results are attributable to the combined efforts of district public relations officers, club vice presidents public relations and World Headquarters.

Social media is also a valuable tool to generate awareness. As a result, Toastmasters International has profiles on four social networking sites: Twitter, Facebook, LinkedIn and YouTube. Toastmasters has greatly increased its focus in this arena, with the following results:

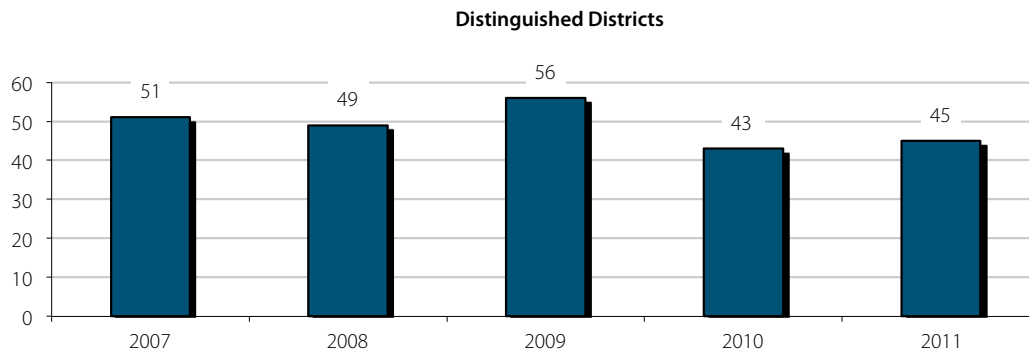
- Twitter followers to date total 13,539, up 46% over six months.
- Toastmasters' new Facebook Fan Page has 1,707 total "likes."
- The Toastmasters Facebook Members-only Group is comprised of 3,650 members, up 30% over six months.
- The Toastmasters LinkedIn Members Only Group now has 17,796 members, up 16% over six months.
- Lifetime worldwide views of videos on Toastmasters' YouTube channel exceed 1,330,000.



## District Support

### Distinguished Districts

This year 45 districts were distinguished, compared to 43 last year. 2011-2012 marks the final year for the current Distinguished District, Division and Area Programs. A new program, focusing on both growth and club quality, will go into effect for districts, divisions and areas on July 1, 2012.



## Financial Management

The 2011–2012 program year marks the introduction of a new, global district accounting system that is being used by all Toastmasters districts to manage their finances and report their monthly financial activity to the organization. This system is accessible to district governors and treasurers via any computer with Internet access.

The system requires and supports consistency in district budgeting, monthly accounting and reporting. This consistency also enables the organization to synthesize district information, better understand district income and expense, and comply with U.S. Internal Revenue Service (IRS) reporting requirements. These increasingly demanding requirements obligate the organization to provide consistent and detailed information related to district income and expenses.



## District Leader Training

District leaders are a driving force in the continued growth and success of Toastmasters International. When district leadership teams successfully work together to accomplish the district mission, their district thrives. August 2010 marked the first combined training session for all district governors and lieutenant governors. The region advisors were the primary facilitators for this successful training that laid the foundation for even stronger future training. At Mid-year Training in January and February 2011, district leaders came together with other region leaders to learn, share experiences and set goals to help them achieve success during the final months of the year.

In August 2011, district leaders will experience the best training program the organization has produced. Developed using input from current and former district leaders, the training focuses on how district leadership teams can succeed, how to best engage the teams they lead, and how to develop and execute the strategies and tactics needed to accomplish district goals.

In January 2012, Mid-year Training for all district governors and lieutenant governors will be conducted in seven locations around the world: Santa Ana, Calif.; Atlanta, Georgia; Boston, Mass.; Chicago, Ill.; Seattle, Wash.; Bangalore, India; and Sydney, Australia.

## Region Advisors

2010–2011 marked the first term for the new region advisor (RA) position. It proved to be a successful learning year. RAs are a valuable asset to the future of Toastmasters through their support of district leaders:

- Providing ongoing marketing support and training, increasing the marketing capacity of district leaders
- Coaching district leaders on marketing issues and challenges
- Consulting with district teams as they develop and implement strategies to create new clubs and strengthen existing clubs

As expected, they successfully served as a vital link between districts, the Board of Directors and World Headquarters in an ever-changing climate. In 2011, the role has been modified to better balance the relationship with the districts and the Board of Directors.

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## District Reformation

Membership and club growth has resulted in the need to reform several districts to ensure continued optimal performance:

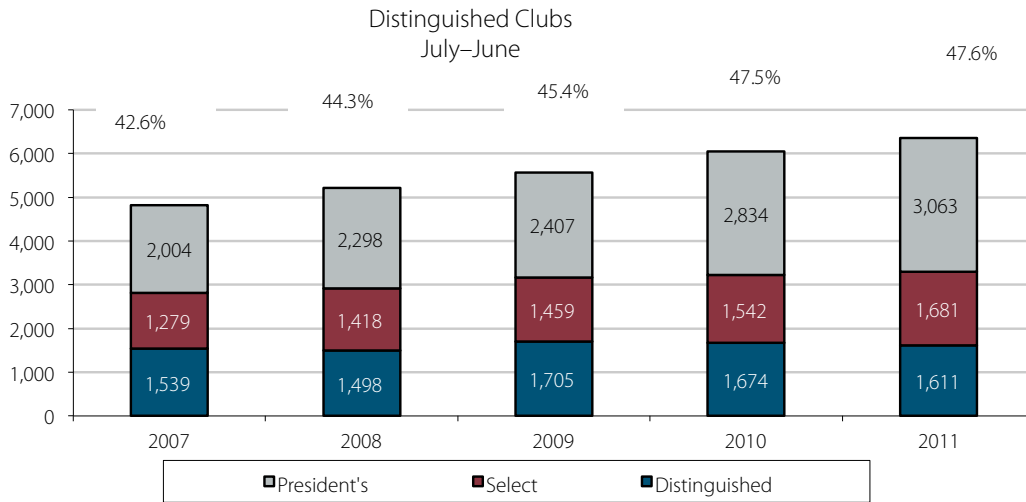
District	Effective Date of Reformation
27/29	July 1, 2011
73/17	July 1, 2011
79/20	July 1, 2011
82/41	July 1, 2011
85	July 1, 2012
47/48	July 1, 2012



## Member Support

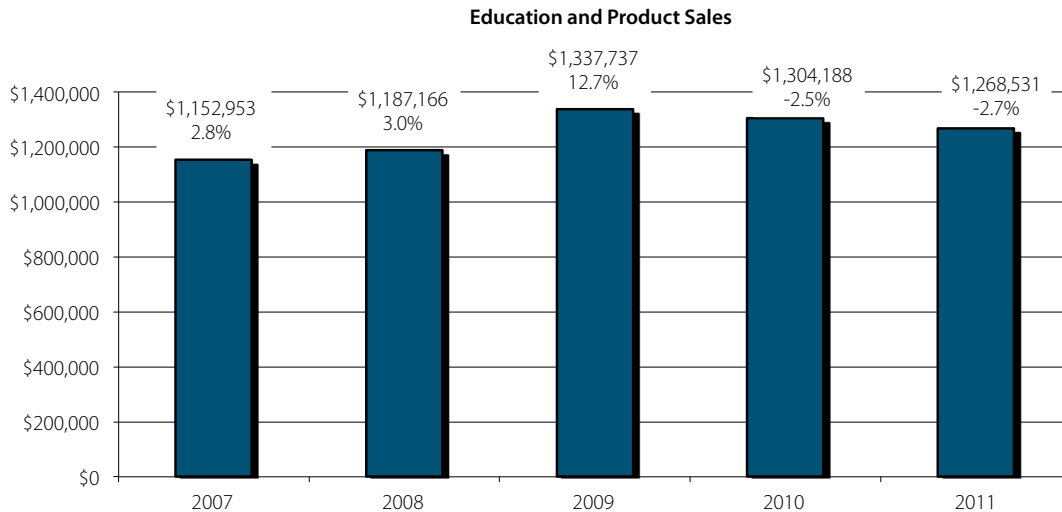
### Distinguished Club Program

In 2010–2011, 47.6% of clubs received recognition, essentially the same percentage as 2009–2010.



## Education and Product Sales

Sales decreased 2.7% for the first half of the year.



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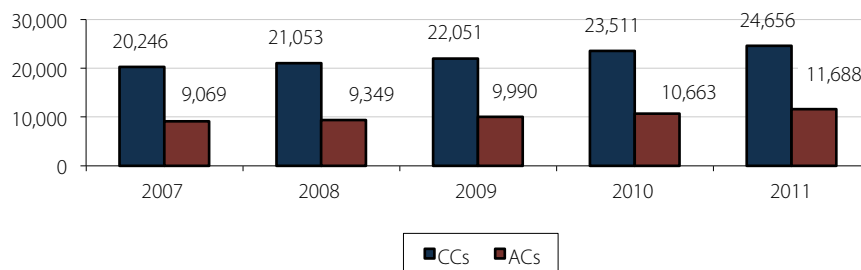
## Digital Content

With an ever-expanding global audience and more sophisticated technology readily available, the time has come for Toastmasters to make significant steps forward in how it sells and distributes its printed materials. As a result, in 2011, many Toastmasters materials will be available digitally on the Toastmasters website for the first time. This will enable members to obtain materials rapidly while minimizing expense and enhancing supply-chain efficiency.

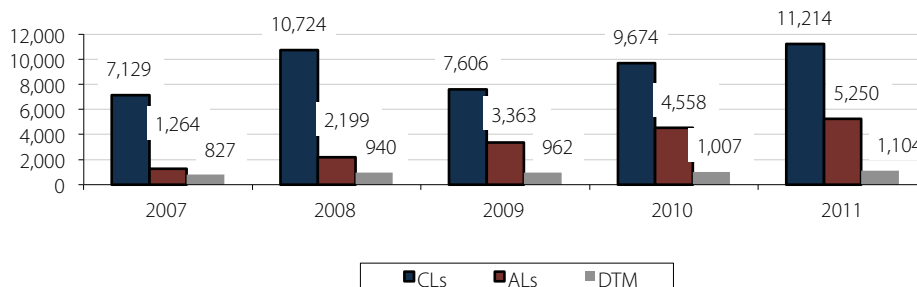
## Education Awards

As membership increases, the number of education awards achieved is increasing as well. Every award category grew when compared to the previous year. The number of Competent Communicator awards increased slightly less than 5%, while the number of Advanced Communicator awards increased nearly 10%. In addition, Competent Leader and Advanced Leader awards increased 15.7% and Distinguished Toastmaster awards increased 9.6%.

Communication Awards  
July-June



Leadership Awards  
July-June



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## Conclusion

The efforts of thousands of leaders and hundreds of thousands of members have created another successful year for Toastmasters International. The organization is preparing itself for a strong, impactful future in which it stands prominently as a globally recognized and respected provider of communication and leadership skills development.

2010–11 Milestones	
Members	273,895
Active Clubs	13,398
Countries	116
Distinguished Districts	45
Distinguished Clubs	6,355
CC awards	24,656
AC awards	11,688
Leadership awards	17,568