The Board of Directors is saddened by the impact that the COVID-19 pandemic has had on individuals and communities worldwide. Our top priority is always the health and safety of Toastmasters members, staff, and their families. The pandemic has affected nearly all aspects of our personal and professional lives and many activities are paused or delayed. This can be unsettling and may make us feel isolated. As Toastmasters, we rely on one another for growth, support, and camaraderie. Communication is at our core; we thrive on it.

While traditionally we have been most comfortable with on-site meetings and in-person interactions, we are now finding it is possible to thrive through technological connections. Online meetings, speeches, and chats are giving us purpose and reason to grow, smile, and communicate even in this difficult time. Toastmasters has always been a laboratory for experimenting and learning, and now we have more opportunities than ever to be creative as we engage online together, and hopefully soon, begin to meet again in person.

As we face the challenges emerging from the pandemic, the Board of Directors presents these goals and initiatives we believe focus on our missions and strengths and will result in an even stronger global network of Toastmasters clubs.
**Club Excellence**

**Goal**
Support all clubs in providing a consistent, quality member experience by delivering on our brand promise: “Empowering individuals through personal and professional development.”

**Initiatives**
- Identify and communicate best practices for achieving the club mission.
- Develop and enhance on-site and online training for club officers.
- Evaluate, enhance, and increase engagement in the mentoring programs.
- Increase member engagement in the Pathways education program.
- Encourage each Area Director to visit each club a minimum of four (4) times during the program year, focusing on supporting club excellence.
Member Achievement

Goal
Support members in achieving their personal and professional communication and leadership goals through experiential learning.

Initiatives
- Enhance Pathways onboarding and increase the rate of level completions.
- Develop and implement new and improved methods to recognize member achievement.
- Increase member engagement in the Pathways Mentor Program.
Awareness and Engagement

Goal
Expand global recognition of Toastmasters International programs to promote engagement, membership, and club growth.

Initiatives
- Promote a worldwide advertising and marketing program.
- Create strategic alliances to grow and strengthen the Toastmasters brand.
- Educate and provide clubs and Districts with tools to effectively market Toastmasters and comply with brand standards.
- Increase marketing training for new clubs and membership using success stories and life skills development.
- Increase awareness of new transferable skills offered by Toastmasters as a result of the current online environment.
- Enhance the Club Success Plan with a template for a membership recruitment plan.
Operational Effectiveness

Goal
Create additional value for members, leaders, and stakeholders through standardized tools and processes, resulting in world-class operations.

Initiatives
- Enhance dialogue between members and leaders at every level of the organization by sharing information, addressing feedback, and improving processes.
- Implement the new Enterprise Resource Planning (ERP) system to enable future enhancements to member service and club and District automation.
- Develop and enhance on-site and online training for club and District leaders.
- Continue to evolve the Pathways education program.
- Develop and distribute learning materials for the current global environment.
**Toastmasters International Mission**
We empower individuals to become more effective communicators and leaders.

**District Mission**
We build new clubs and support all clubs in achieving excellence.

**Club Mission**
We provide a supportive and positive learning experience in which members are empowered to develop communication and leadership skills, resulting in greater self-confidence and personal growth.

**Toastmasters International Core Values**
- Integrity
- Respect
- Service
- Excellence

**Toastmasters International Envisioned Future**
To be the first-choice provider of dynamic, high-value, experiential communication and leadership skills development.