



## International Officer and Director Candidates HANDBOOK



**WHERE LEADERS  
ARE MADE**





## International Officer and Director Candidates HANDBOOK

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**WHERE LEADERS  
ARE MADE**

[www.toastmasters.org](http://www.toastmasters.org)

# Missions, Values, and Promises

## **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 Brand Promise**

Empowering individuals through personal and professional development.

This is the promise Toastmasters International makes to club members. Once we have reached this goal consistently, through all clubs across the globe, we will have achieved club excellence.

## **A Toastmaster's Promise**

As a member of Toastmasters International and my club, I promise

- ▶ To attend club meetings regularly
- ▶ To prepare all of my projects to the best of my ability, basing them on the Toastmasters education program
- ▶ To prepare for and fulfill meeting assignments
- ▶ To provide fellow members with helpful, constructive evaluations
- ▶ To help the club maintain the positive, friendly environment necessary for all members to learn and grow
- ▶ To serve my club as an officer when called upon to do so
- ▶ To treat my fellow club members and our guests with respect and courtesy
- ▶ To bring guests to club meetings so they can see the benefits Toastmasters membership offers
- ▶ To adhere to the guidelines and rules for all Toastmasters education and recognition programs
- ▶ To act within Toastmasters' core values of integrity, respect, service, and excellence during the conduct of all Toastmasters activities

# CONTENTS

<b>INTERNATIONAL OFFICERS AND DIRECTORS</b>	4
Attributes of Successful International Officers	4
Attributes of Successful International Directors	4
International Officer and Director Selection	4
Qualifications of International Officer and Director Candidates	5
Qualifications of International Officer Candidates	5
Qualifications of International Director Candidates	5
Declaring Your Candidacy	5
<b>CAMPAIGNING</b>	6
Campaign Focus	6
Campaign Ethics	6
Brand and Trademarks Design Guidelines	6
Campaign Expenses	7
Campaign Communications	7
Social Media Guidelines	7
Campaigning at District Events	9
Campaign Speeches	9
Set-up and Removal of Campaign Materials	9
Educational Presentations	9
Nominations	9
Floor Candidates	9
Scheduling Software	10
Participation at the International Convention	10
Candidate Corner	10
Opening Ceremonies	10
Candidate Showcase	10
Annual Business Meeting	11
President's Inauguration & Celebration	11
Campaign Rules at a Glance	12



# INTERNATIONAL OFFICERS AND DIRECTORS

Toastmasters International needs effective leaders who have the ability and foresight to guide the organization to new successes and even higher standards of quality. The Toastmasters Board of Directors consists of International Officers and Directors.

This handbook describes how to apply for a position on the Board of Directors and campaign after declaring your intent to run. Most information is pertinent to International Officer and Director candidates; but whenever one role is referenced in particular, the following icons appear in the margins:



International Officers



International Directors



## Attributes of Successful International Officers

- Advanced understanding of Toastmasters' direction and purpose
- Proven ability to inspire others and communicate the organization's mission, core values, and envisioned future
- Demonstrated ability to be a highly effective International Director
- Demonstrates experience thinking strategically and developing and implementing a strategic plan
- Advanced leadership understanding and experience
- Significant experience leading committees and senior leadership teams
- Experience analyzing information and making executive-level decisions
- Ability and experience evaluating policy and making significant high-level policy decisions
- Experience with and understanding of effective Board-staff relations and authorities
- Demonstrated personal integrity and experience ensuring that ethical standards are met



## Attributes of Successful International Directors

- Demonstrated understanding of Toastmasters' direction and purpose
- Ability to inspire others and communicate the organization's mission, core values, and envisioned future
- Demonstrated ability to function effectively as a team member
- Experience and ability to think strategically and participate in the development and implementation of a strategic plan
- Significant leadership understanding and experience
- High level of integrity and history of ethical conduct
- Effective listener, thinker, and speaker
- Ability to analyze information and make decisions
- Experience and achievement in Toastmasters
- Communication and leadership experience and achievement outside of Toastmasters
- Understanding of Toastmasters programs
- Experience in policy evaluation

## INTERNATIONAL OFFICER AND DIRECTOR SELECTION

Selection of International Officers and Directors is based on individual abilities and talents, ability to serve, and demonstrated dedication to the organization.

## QUALIFICATIONS OF INTERNATIONAL OFFICER AND DIRECTOR CANDIDATES

To qualify for both International Officer and Director candidacy, you must be a Toastmasters member in good standing and an active member in a club at the time you are elected and during your term of office. You may run for only one office at the Annual Business Meeting, and your name may not appear on the convention program as a presenter of an education session the year before the election. In fact, all convention presenters are asked to sign a statement promising not to run for office the year immediately following their education session. As an International Officer or Director candidate, you may not be a member of the International Leadership Committee (ILC) during the year prior to the year for which you seek election.

### Thinking about running for International Officer or Director?

- How will serving in this capacity enhance your leadership development?
- How will you balance family, work, and Toastmasters?
- How will you offer support to the organization?
- What do you bring to the position?
- What makes you the best candidate?

## QUALIFICATIONS OF INTERNATIONAL OFFICER CANDIDATES

To qualify for International Officer candidacy, you must have served a two-year term on the Board of Directors. To run for International President-Elect, you must have served at least one year as a Vice President.

## QUALIFICATIONS OF INTERNATIONAL DIRECTOR CANDIDATES

An International Director candidate must have been an active member of a Toastmasters club in good standing in the region from which the candidate is nominated during the entire 12-month period immediately preceding such candidate's nomination by the International Leadership Committee or at the Annual Business Meeting.

No person shall be elected to any of the International Director positions unless at the time of election that person either

(1) shall have served an entire term as a District Director and as an Immediate Past District Director or

(2) shall have served as the chair 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 shall have served as such officer and as District Director during the entire administrative year in which the unit became a District or Provisional District, and in both such cases, such service shall have been completed at least two years before the time of the election.

Pursuant to Policy 10.0, a Region Advisor may not stand for election at the Annual Business Meeting in the same year in which their term ends.

### Decided to run for International Officer or Director?

Submit your application online. Visit [www.toastmasters.org/candidatequalifications](http://www.toastmasters.org/candidatequalifications) to complete the Letter of Intent, Biographical Information, and submit a JPEG or TIFF file of a high-resolution color photograph of your head and shoulders (at least 300 DPI, four-by-six inches, or 10.2 by 15.24 centimeters)

**For more information about the qualifications for International Officers and Directors, see the Bylaws of Toastmasters International, Article IX, Section 2.**

## DECLARING YOUR CANDIDACY

You may announce your intent to run for International Officer or Director on or after September 1 of the election cycle. However, to be considered an official candidate, a Letter of Intent, submitted by you to World Headquarters, must be accepted by the ILC.

# CAMPAIGNING

Once your Letter of Intent has been accepted by the ILC, you may begin campaigning. At that time, in addition to distributing campaign materials, you may set up your campaign website and promote your candidacy via social media.

You must provide a list of your campaign team members to World Headquarters, and update it any time there are changes. Campaign team members are categorized as paid or unpaid. This categorization does not refer to their Toastmasters membership, but whether you are financially compensating them for the work they do on your campaign.

**For more information about campaigning, see Policy 9.1.**

## CAMPAIGN FOCUS

It is recommended that you focus your campaign on your accomplishments in Toastmasters, in the community, and in your professional life rather than what you may propose to accomplish as an International Officer or Director. Integrate the attributes of an International Officer or Director as part of your campaign. Voters will be interested in hearing how Toastmasters has aided your personal growth and how you have helped others in club, Area, Division, District, international, and community activities.

A thorough knowledge of Toastmasters, its programs, and its governing documents is essential. Your campaign handouts, website, and social media pages are meant to reflect your background, skills, and experience.

## CAMPAIGN ETHICS

Campaigns need to be conducted in a positive and professional manner. Candidates at all levels of the organization must maintain the highest levels of ethical conduct. It is important that you maintain the utmost integrity while running a professional and positive campaign.

Publications, letters, speeches, and conduct of campaign participants must be represented in a standard of excellence reflecting well on the organization.

You are responsible for your actions and those of your campaign team. Campaign team members and individuals who provide services to you as a candidate must follow the same rules as you. In addition, each must sign an Acknowledgment of Campaign Responsibilities form and submit it to World Headquarters prior to active service on your campaign team.

**For more information about political ethics, see Policy 3.0, Section 6.**

## BRAND AND TRADEMARKS DESIGN GUIDELINES

Toastmasters International is committed to protecting our brand, trademarks, and copyrights.

All designs must follow the correct branding and trademark guidelines, detailed below. All guidelines are subject to change without notice:

- Only branded colors must be used for all materials, including text.
- Only branded fonts must be used for all text. Arial is the most commonly used font.

The Toastmasters logo must not be altered or truncated in any way. To download the logos, please visit the Brand Portal on the Toastmasters website. Please send all your campaign materials to [candidates@toastmasters.org](mailto:candidates@toastmasters.org) for review.

For more information about the Brand and Trademarks, see the **Toastmasters International Brand Manual**.



## CAMPAIGN EXPENSES

Campaigning is at your own expense. If you use resources effectively, you can run for office with minimum expenses. Candidates, or members on behalf of candidates, may not raise campaign funds through any activities involving Toastmasters members, clubs, Areas, Divisions, or Districts, nor may candidates accept funds from clubs, Areas, Divisions, or Districts.

### Typical campaign expenses:

- Website design
- Printing materials (costs can be reduced by utilizing social media and websites)
- Travel to District conferences
- Travel: hotel and airfare to International Convention
- Convention registration

## CAMPAIGN COMMUNICATIONS

Restrictions on the number and type of campaign communications are outlined in Policy 9.1, Section 7.H. These restrictions are primarily on unsolicited communications. An unsolicited communication is one initiated by the candidate or a campaign team member. A solicited communication is initiated by a Campaign Messaging Recipient or other Toastmasters member. Candidates are allowed to respond to solicited communications.

## SOCIAL MEDIA GUIDELINES

Candidates are more committed than ever before to strengthening their online presence and building a sustainable brand behind their campaign. Guidelines to follow are:

- Candidates may have a website to promote their candidacy. It must stand alone and have a unique URL each election cycle.
- Candidates may link or reference their website only on the website of the declared home club as stated on their Letter of Intent, the Candidate Corner on the Toastmasters International website, the candidate's campaign social media profiles, and in campaign communications made by the candidate.
- The declared home club website may link the candidate's campaign social media profiles.
- The candidate's website may include a blog with automatic notices and must have an opt-in/out option.
- Candidates may create campaign profiles on social media for the purpose of promoting their campaign.
- Campaign profiles must be separate from existing social media profiles.
- Campaign profiles may contain reciprocal links to the candidate's other campaign social media profiles and campaign website.
- Candidate campaign websites and social media profiles must be removed within 10 days after:
  - ▶ The announcement by the ILC of nominated candidates if the candidate has not been nominated and has not informed World Headquarters of intent to run from the floor, or
  - ▶ The Annual Business Meeting.
- Candidates are prohibited from participating in Toastmasters-related discussion groups on websites including social media sites using any profile.
- Sending a request of any kind from any social media outlets is considered a communication.
- Campaign team members may not campaign on their personal social media profiles.

		FROM THE CANDIDATE'S CAMPAIGN SOCIAL MEDIA PROFILES		
		Home club or District related content	Non-campaign related content	Campaign related content
POSTING LOCATION	Campaign Messaging Recipient's personal social media profiles	No	No	No
	Other Toastmasters members' pages	No	No	No
	Non-Toastmasters individual pages	No	No	No
	Candidate's personal pages	No	No	Can link to candidate's website and campaign profiles only
	Candidate's campaign pages	No	Yes	Yes
	Home club pages	No	No	No
	Home District pages	No	No	No
	TI official pages	No	No	No
	TI unofficial pages	No	No	No
	Non-Toastmasters groups/pages	No	No	No
	District U or Online clubs	No	No	No

		FROM THE CANDIDATE'S PERSONAL SOCIAL MEDIA PROFILES		
		Home club or District related content	Non-campaign related content	Campaign related content
POSTING LOCATION	Campaign Messaging Recipient's personal social media profiles	Yes	Yes	No
	Other Toastmasters members' pages	Yes	Yes	No
	Non-Toastmasters individual pages	Yes	Yes	No
	Candidate's personal pages	Yes	Yes	Can link to candidate's website and campaign profiles only
	Candidate's campaign pages	No	No	No
	Home club pages	Yes	No	No
	Home District pages	Yes	No	No
	TI official pages	Yes	No	No
	TI unofficial pages	Yes	No	No
	Non-Toastmasters groups/pages	Yes	Yes	No
	District U or Online clubs	Yes	No	No

**For more information about the International Candidate Campaigning, see Policy 9.1, Section 7.**

## CAMPAIGNING AT DISTRICT EVENTS



### CAMPAIGN SPEECHES

Candidates for International Director or their representatives may deliver a presentation at District events within their home region. Campaign speeches at District conferences are at the discretion of the District Director. All candidates in the same region must be properly notified and provided the same opportunity.

### SET-UP AND REMOVAL OF CAMPAIGN MATERIALS

International Officer and Director candidates, or their representatives, may distribute campaign materials. It is the responsibility of the District Director to provide a Candidate Corner for such displays. However, candidates or their representatives are responsible for the delivery, set-up, and removal of campaign materials.

### EDUCATIONAL PRESENTATIONS

Opposed International Officer candidates may not give education presentations at District events. International Director candidates are permitted to give education presentations at District events within their home region. All other candidates for the same office must be given equal opportunity to appear on the program and to be featured in any associated written materials.

An International Director candidate who is invited to give an education presentation or speech at a District event is responsible, out of courtesy, for informing the District leaders about their obligation regarding the equal opportunity for all candidates within their region.

## NOMINATIONS

International Officers and Directors are nominated by the Toastmasters International Leadership Committee. The purpose of the committee is to identify, evaluate, and nominate qualified members to serve on the Board of Directors.

As part of the International Leadership Committee nomination process, candidate assessments are conducted for all International Officer and Director candidates. Leaders whose dues are paid and who have served with you during your previous roles are asked to complete the assessment. Candidates also complete a self-assessment. Members of the International Leadership Committee and each candidate have access to his or her results. Candidates may designate up to three individuals to also receive the results of their assessments. These individuals must sign a confidentiality form before they will be sent the results. This form is separate from the Acknowledgement of Campaign Responsibilities form signed by campaign team members.

Interviews with all candidates are scheduled and conducted by the International Leadership Committee and usually begin in November and can extend into March of the following year. Interviews are conducted by video conference call. Committee members take into account assessment results, interviews, input from current and past leaders and other Toastmasters members, and candidate materials during their selection process.

**For more information about the International Leadership Committee, see Policy 9.1, Section 2.**

**For more information about the candidate assessment, see Policy 9.1, Section 3.**

## FLOOR CANDIDATES

Eligible candidates who are not nominated by the International Leadership Committee, may run from the floor at the Annual Business Meeting. All candidates, including floor candidates, who stand for election at an Annual Business Meeting must have been evaluated by the ILC in the same election cycle in which the candidate stands for election.



If you intend to run from the floor, you must inform World Headquarters to ensure you are included on candidate mailings and updates.

Floor candidates are not included in the Candidate Corner on the Toastmasters website or published in the Candidate Brochure.

Announced floor candidates are provided the same opportunity as nominated candidates at the convention. Floor candidates are allotted space at the Candidate Corner, are introduced at the Opening Ceremonies, and participate in the Candidate Showcase.

## SCHEDULING SOFTWARE

Candidates may use a scheduling software to manage their voice/video conversations after the announcement of the ILC nominations and/or their onsite interviews with Campaign Messaging Recipients during the International Convention. World Headquarters will provide an option for the candidates to use. If a candidate decides to use a different scheduling software, they must inform World Headquarters which software they are using. Floor candidates must be identified as such, regardless of the software being used.

World Headquarters will provide technical support to the candidates using the software provided; candidates will be responsible for managing the operation of their calendars.

Automated communications generated by the scheduling software relating to the confirmation, cancellation, reminder, or rescheduling of an appointment can be used and are not considered campaign communications. These communications may include links to the candidate's campaign website and/or campaign social media profiles but must not contain campaign materials or messages.

## PARTICIPATION AT THE INTERNATIONAL CONVENTION

### CANDIDATE CORNER

The Candidate Corner is a place at the convention for International Officer and Director candidates to display campaign materials and mingle with and answer questions from voting delegates.

Depending on available space, each candidate is provided a six-foot (1.83-meter) table to display their campaign materials. If space is limited, two candidates share a six-foot (1.83-meter) table. Each candidate is provided with a foam-core board, approximately 24 inches (60.96 centimeters) wide and 36 inches (91.44 centimeters) high on which to mount campaign materials or against which to prop a pre-made poster. Pre-made posters must be the same dimensions as the foam-core board. Candidates are given a poster-sized campaign photo—created from the photo submitted—for use at their tables.

### OPENING CEREMONIES

All International Officer and Director candidates, including nominated and announced floor candidates, are introduced to the audience during the Toastmasters International Convention's Opening Ceremonies.

### CANDIDATE SHOWCASE

Candidate Showcase provides an opportunity for voting delegates to hear candidate presentations and listen to them answer questions. All candidates, opposed and unopposed, participate in the showcase.

#### Not sure what to expect at the Opening Ceremonies?

Prior to the event, a practice session for candidates takes place with World Headquarters staff.

#### Not sure what to expect at the Candidate Showcase?

Before the event, a showcase orientation for candidates—including the showcase chair and co-chair and World Headquarters staff—takes place to explain expectations.

For more information about the International Candidate Showcase, see Policy 9.1, Section 11.

## ANNUAL BUSINESS MEETING

The Annual Business Meeting is the business portion of the Toastmasters International Convention where International Officer and Director candidates are voted for and proposals are brought to the voting membership.

### Don't know where to sit at the Annual Business Meeting?

Seating for candidates is reserved near the front of the room.

All candidates may have as many as two people (e.g., a spouse or guest and campaign manager) sit in the designated area with them during the meeting.

### Business Conducted at the Annual Business Meeting

- The chair announces nominated candidates. Floor candidates must have their names entered into nomination by a voting delegate when the chair calls for additional nominations.
- All opposed candidates give a two-minute speech.
- After all elections are completed, the new Board of Directors is introduced to the membership.
- The newly-elected Second Vice President gives a one-minute presentation.

## PRESIDENT'S INAUGURATION & CELEBRATION

The President's Inauguration and Celebration are the close of the convention. In addition to celebrating, new Board Members are installed. All International Officer and Director candidates must purchase tickets to the President's Inauguration and Celebration.

### Just elected to the Board of Directors?

If you are elected to the Board of Directors, you participate in your new role immediately in these convention activities:

#### Saturday

- Participate in the Board of Directors group photo.
- Attend the reception.
- Prior to the start of the President's Inauguration and Celebration, assemble for the Board Member procession.

#### Sunday and Monday

- Participate in the Board of Directors orientation.

Incoming International Directors receive reimbursements for expenses as stipulated in Protocol 11.2.

## CAMPAIGN RULES AT A GLANCE

The following table is meant to be a quick reference. For complete details, see the corresponding governing document citations under the headings in the leftmost column.

	Permitted	Not Permitted
<b>Endorsements</b> Policy 9.1, Section 9	Using quotations and testimonials only with the written permission of their authors	Endorsing any candidate done by current Board Members or their spouses or partners  Endorsing or supporting any candidate done by District Directors, Program Quality Directors, or Club Growth Directors
<b>Fundraising/Donations</b> Protocol 8.2, Section 2.F.		Raising campaign funds through any activity involving Toastmasters members, clubs, Areas, Divisions, or Districts  Accepting donations from clubs, Areas, Divisions, or Districts
<b>Photographs</b> Policy 9.1, Section 9.A.	Using photos only of the candidate	
<b>Use of Toastmasters Intellectual Property</b> Protocol 4.0, Section 1.B. Policy 9.1, Section 7.C.	Using Toastmasters trademarks on stationery, business cards, mailings, electronic media, websites, campaign literature, and similar items once the International Officer/Director candidate's Letter of Intent and biographical information has been received by World Headquarters and accepted by the ILC  Following the standards as found in the Toastmasters International Brand Manual	Using Toastmasters trademarks on trophies, ribbons, buttons, pins, banners, clothing, or other items bearing marks, copyrighted materials, or any colorable imitation without prior written approval from the Chief Executive Officer  Creating your own logo  Using an unofficial tagline or theme
<b>Visits to Clubs, Districts, or District Leaders</b> Policy 9.1, Section 7.A.	Visiting within the declared home region only	
<b>Campaign Communications</b>		
<b>Electronic Mailings</b> Policy 9.1, Section 7.H.II.	Sending one after the ILC's nomination results have been posted to the Toastmasters International website	
<b>Physical Mailings</b> Policy 9.1, Section 7.H.I.	Sending one after the ILC's nomination results have been posted on the Toastmasters International website	
<b>Voice/Video Conversation</b> Policy 9.1, Section 7.H.III.	Communicating with Campaign Messaging Recipients no more than two times to set an appointment for a Voice/Video Conversation  Communicating among campaign team members	Making unsolicited communications during June to District Directors, Program Quality Directors, or Club Growth Directors outside the candidate's District



	Permitted	Not Permitted
<b>Electronic Campaigning</b>		
<b>Social Media</b> Policy 9.1, Section 7.H.V.	Creating separate profiles on social media for campaign purposes  Including reciprocal links to the candidate's other social media profiles and campaign website	Requesting friends to join or "like" a campaign page  Using non-campaign profile for campaigning  Participating in Toastmasters-related discussion groups by candidates, using any profile
<b>Websites</b> Policy 9.1, Section 7.H.V.	Creating a website that stands alone and has a unique URL each election cycle  Linking or referencing their website only on the website of the declared home club as stated on their Letter of Intent, the Candidate Corner on the Toastmasters International website, the candidate's campaign social media profiles, and in campaign communications  Including a blog with automatic notices. Must have an opt-in/out option	
<b>District Event Campaigning</b>		
<b>Campaign Speeches</b> Policy 9.1, Section 7.H.IV.	▲ Giving speeches at conferences by International Director candidates or their representatives within the candidates' home regions	▲ Making campaign speeches by International Officer candidates
<b>Display Materials</b> Policy 9.1, Section 7.H.VI.	Displaying campaign materials in the Candidate Corner only	Displaying campaign materials outside the Candidate Corner, including sessions or during meal events  Airing audio/video presentations
<b>District Publications</b> Policy 9.1, Section 7.E.	Sending publications only to the candidate's home District and limited to the regular distribution list	Advertising in District conference programs or other District publications  Publishing articles or notices about candidates from outside the District
<b>Educational Presentations</b> Policy 9.1, Section 7.H.IV.	▲ Giving presentations by unopposed International Officer candidates  ▲ Giving presentations by International Director candidates within their home regions. All candidates are to be given equal opportunity	
<b>Home District Activities</b> Policy 9.1, Section 7.H.IV.	Participating in the candidate's home District activities	Serving in any District level (including Area and Division) role
<b>Hospitality Suites</b> Policy 9.1, Section 7.H.VI.d.		Hosting hospitality suites by the candidate or their representative

	Permitted	Not Permitted
<b>International Convention Campaigning</b>		
<b>Campaigning</b> Policy 9.1, Section 7.H.VI.	Campaigning in the Candidate Corner	Campaigning in hotel registration lines or Toastmasters International registration lines Holding a demonstration or parade
<b>Display Materials</b> Policy 9.1, Section 7.H.VI.	Displaying materials in the Candidate Corner	Displaying materials in unassigned areas of the hotel/venue Affixing materials to walls or plugging into electrical outlets Distributing campaign items including, but not limited to, buttons, USB drives, gifts, food, gum, or beverages. Having balloons Airing audio/video presentations
<b>Hospitality Suites</b> Policy 9.1, Section 7.H.VI.d.	Having a room to store materials or meet with campaign team	Using a hospitality suite to solicit votes

### Have questions about your candidacy or running for International Officer or Director?

If you have any questions about running for International Officer or Director, please contact [candidates@toastmasters.org](mailto:candidates@toastmasters.org), or call World Headquarters at 720-439-5050.