



CEO REPORT

FEBRUARY 2015



WHERE LEADERS
ARE MADE

Cover Photo

Thai Airways International Club

Club 9180

Bangkok, Thailand

Mission, Vision and Values

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 Envisioned Future

To be the first-choice provider of dynamic, high-value, experiential communication and leadership skills development.

Toastmasters International Values

▶ Integrity

▶ Respect

▶ Service

▶ Excellence

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From the CEO



It was another usual and yet unusual January. Across North America and around the world, district governors, lt. governors, region advisors, international directors and members of the World Headquarters team gathered together to learn, share, discuss and solve. Leaders from two regions came together at each of the seven sessions to deepen burgeoning relationships, share strategies and jointly prepare to successfully lead their district teams during the final six months of the program year and into the years to come.

Mid-year Training was usual in that the expected participants were in attendance: passionate leaders who possess, seek and share knowledge. They give an enormous amount of their personal time and energy to lead and grow the part of the organization that they are responsible for. These leaders, consciously or not, are developing themselves as they struggle to focus on and achieve the mission of the district. To each one, thank you!

Mid-year Training was unusual because it has become usual. Just a short time ago it was a dream – and a Board of Directors proposal – to establish a consistent structure and methodology to build and support our global growth. Today, our district leaders come together in unity, with a clearer understanding of their role as a part of the whole, and a growing understanding of and focus on the true mission of the district:

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

————— **Toastmasters District Mission** —————

At the training, the district leaders shared their experiences, mentored and coached each other, resolved conflicts, overcame obstacles and learned. They left reenergized and motivated to achieve their goals and fulfill the district mission.

Looking to the future, I see continued growth and increased quality both around the world and in North America. Some districts will form more new clubs faster than others, while others will more quickly support the achievement of excellence. Whatever the circumstances, the district leader experience becomes more complete and district results are stronger when prepared district leaders focus on the mission.

A handwritten signature in black ink, appearing to be 'D. H. H.', written in a cursive style.

**“A smooth sea never
made a skilled sailor.”**

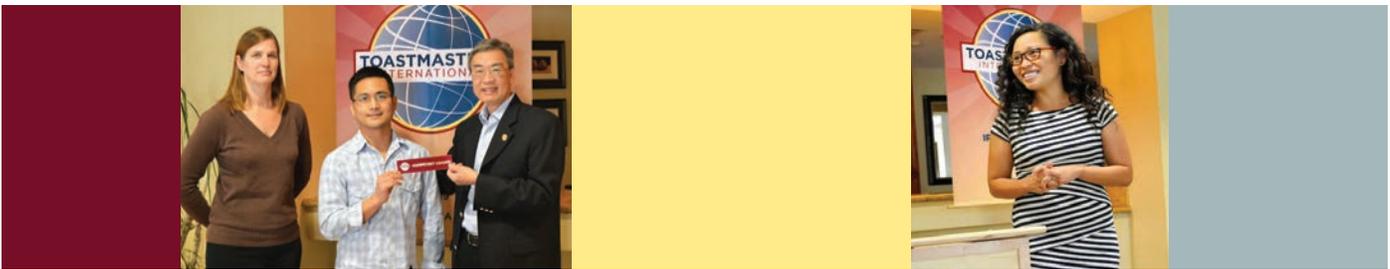
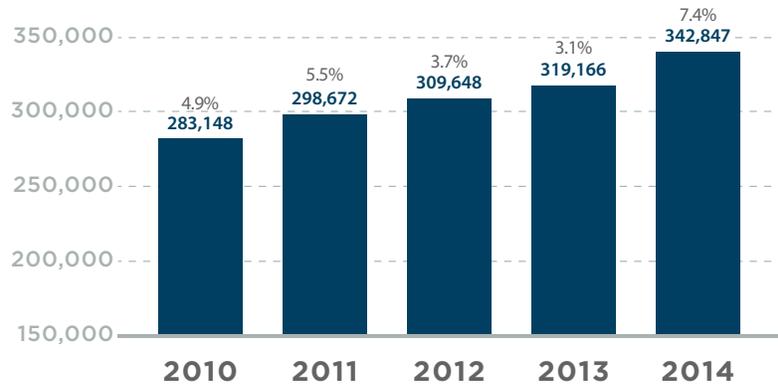
– English Proverb

By the Numbers

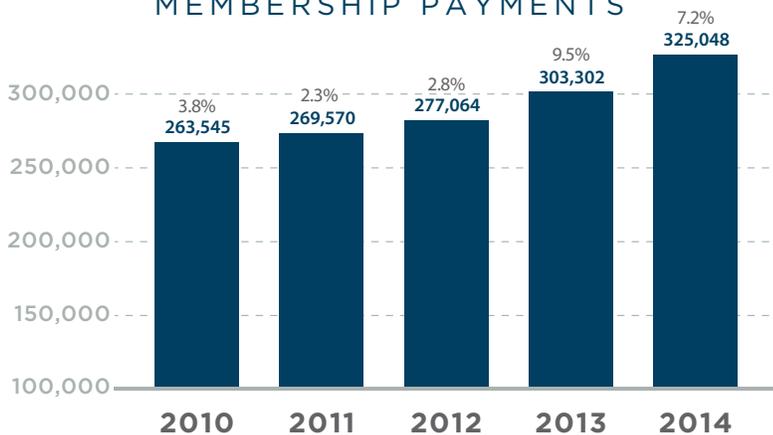
Membership Growth

The organization's membership growth remains steady. During the last renewal period (April through September 2014), membership grew by 7.4%, to 342,847. The percentage of growth is higher than during the same period in 2013. This chart measures membership as of September 30 and includes all membership types.

TOTAL MEMBERSHIP



MEMBERSHIP PAYMENTS



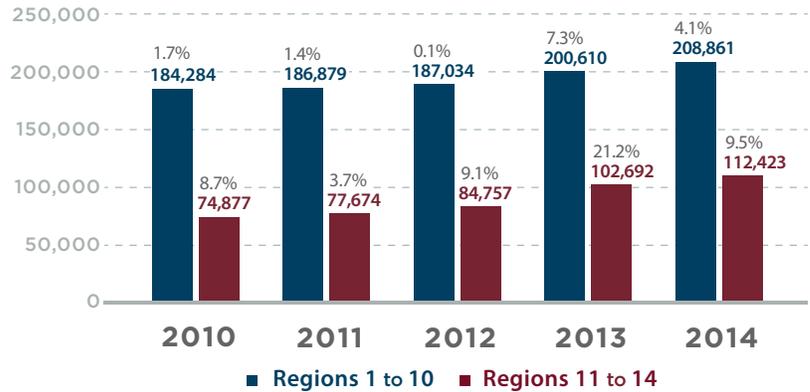
Membership Payments

Growth in membership payments remained strong for the first six months of the 2014–2015 program year (July through December). As of December 31, 2014, payments totaled 325,048, a 7.2% increase over the same period in the 2013–2014 program year. Membership payments include new, charter and renewing members.

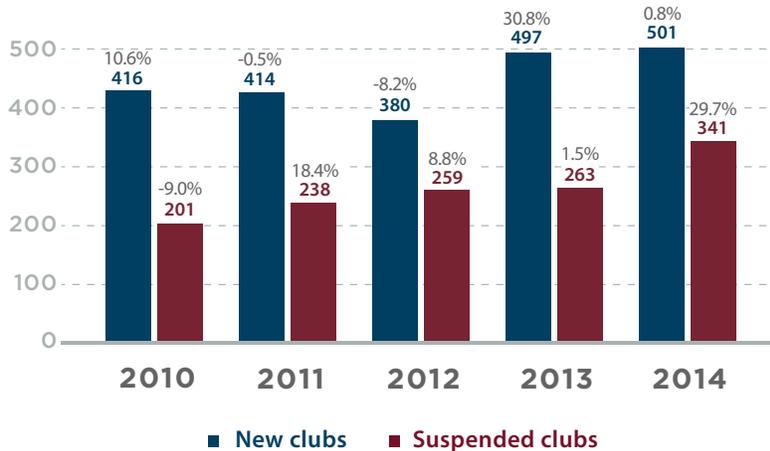
Payments by Region

Regions 1 to 10 are comprised of districts within North America, and regions 11 to 14 are outside North America. For the first half of the program year, regions 1 to 10 increased membership payments by 4.1% and regions 11 to 14 by 9.5%. These payments do not include undistricted clubs.

TOTAL PAYMENTS: Regions 1 to 10 vs. 11 to 14



NEW AND SUSPENDED CLUBS



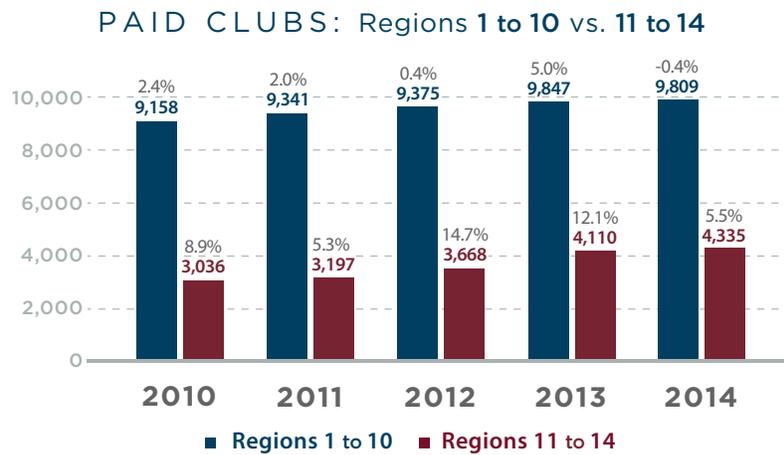
Club Growth

The number of new clubs chartered so far this year is slightly up at 501, just surpassing last year's record-breaking count of 497. However, the number of suspended clubs also increased significantly. The change in minimum membership from 6 to 8 in April 2014 is likely to have influenced this change.



Paid Clubs

For the first half of the 2014–2015 program year, total paid clubs increased 2.4% to 14,291. In regions 1 to 10, paid clubs decreased slightly by -0.4% to 9,809. In regions 11 to 14, paid clubs increased 5.5% to 4,335. Undistricted clubs are not included in the paid clubs count.

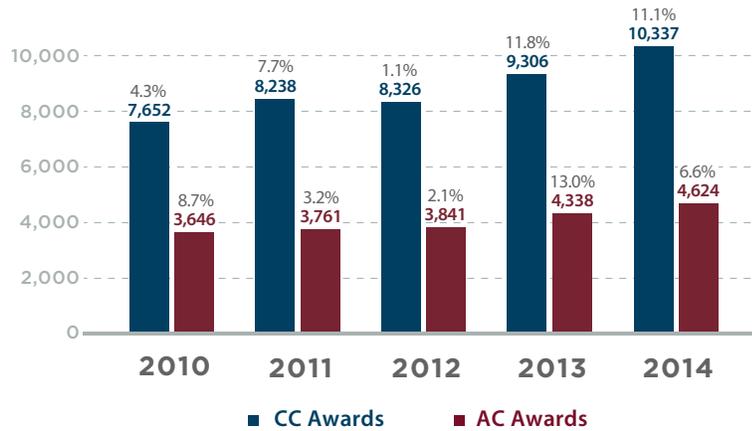


District Reformations

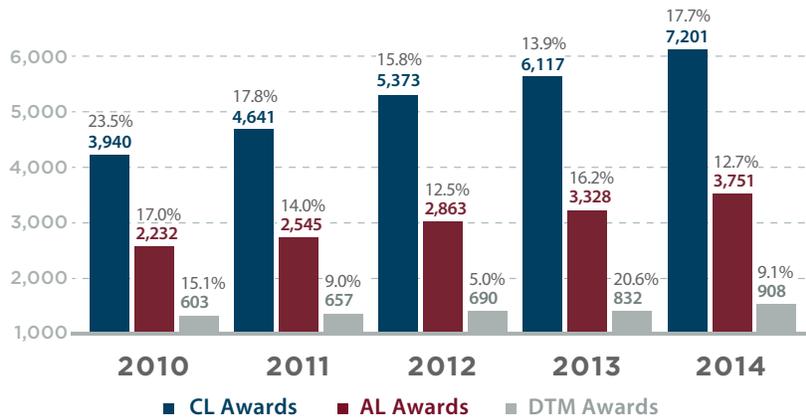
On July 1, 2015, Districts 41 and 70 will reform, splitting into Districts 98 and 90, respectively. Additionally, the Yukon Alaska Territorial Council will dissolve. The clubs of Alaska will join District 32. The clubs of the Yukon Territory will join District 96.

DISTRICT(S)	LOCATION	EFFECTIVE DATE OF REFORMATION
Yukon Alaska Territorial Council	Alaska to 32 Yukon Territory to 96	July 1, 2015
41	India	July 1, 2015
70	Australia	July 1, 2015

COMMUNICATION AWARDS



LEADERSHIP AWARDS



Education Awards

The number of education awards completed by members continues to grow. From July 1 through December 31, 2014, 10,337 Competent Communicator awards were achieved, representing an 11.1% increase over the same period last year. Advanced Communicator awards increased by 6.6% to 4,624. All communication awards increased by 9.6% to 14,961.

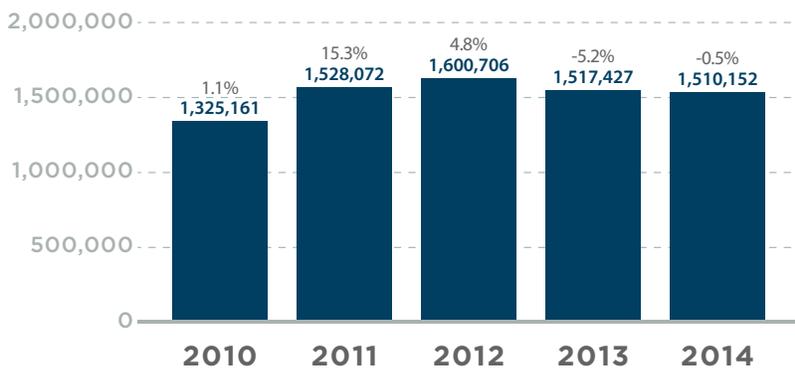
Competent Leader awards increased by 17.7% to 7,201, Advanced Leader awards by 12.7% to 3,751, and Distinguished Toastmaster awards by 9.1% to 908. Total leadership awards increased by 15.4% to 11,860.



Education and Product Sales

For the first half of the 2014–2015 program year, education and product sales decreased by -0.5%, to \$1,510,152. Overall, however, such a slight decrease reflects a positive trend, because sales for the first half of 2013–2014 decreased by -5.2% compared to the same period in 2012–2013. These sales include education, marketing and promotional products sold through the online store, the store at World Headquarters and at the International Convention.

EDUCATION AND PRODUCT SALES



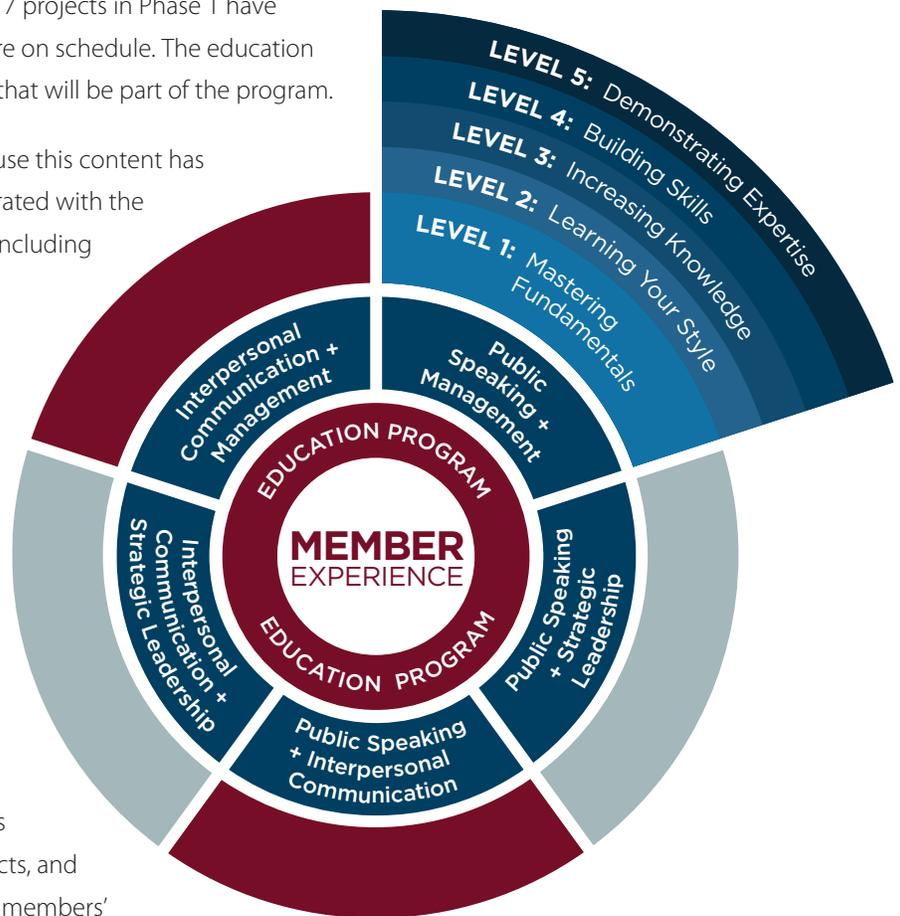
Global Support

Revitalized Education Program

Content development for the revitalized education program has progressed significantly since the third quarter of 2014. The 17 projects in Phase 1 have been completed; Phase 2 and Phase 3 projects are on schedule. The education team has also begun filming educational videos that will be part of the program.

In addition, the technology platform that will house this content has been selected. Once the content has been integrated with the platform, the focus will shift to implementation, including the beta testing and pilot phases.

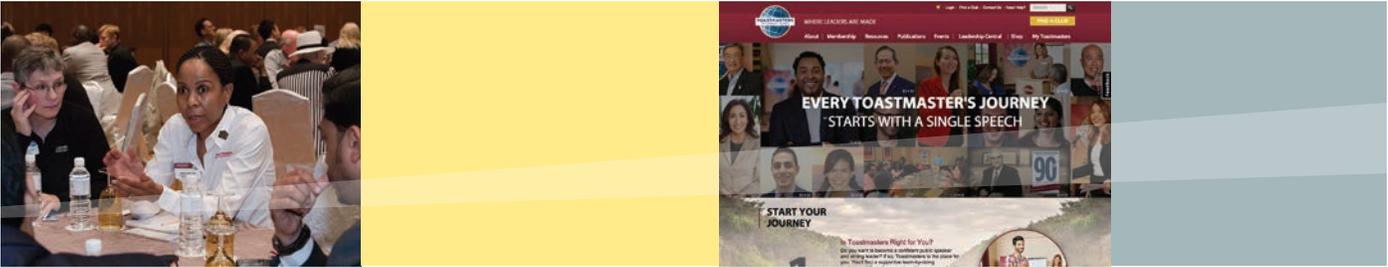
The graphic to the right demonstrates the member's progression through the revitalized education program. Once a member joins a club, he can take a self-assessment, which identifies a tailored learning path that meets his specific goals. Learning paths correspond to the five areas of learning, which are Public Speaking + Management, Public Speaking + Strategic Leadership, Public Speaking + Interpersonal Communication, Interpersonal Communication + Strategic Leadership, and Interpersonal Communication + Management, as shown on the graphic. All paths include 14 projects, and each path contains five levels of difficulty so that members' skills build with each project.



It is anticipated that the rollout will begin in the fourth quarter of 2015.

District Leader Training

In August 2014, all district governors and lieutenant governors gathered in Kuala Lumpur, Malaysia, to strengthen their team, create an action plan, and develop skills necessary for a successful year. District leaders met again in January 2015 for Mid-year Training, held in seven locations around the world. District leaders shared best practices, evaluated and adjusted their action plans, and furthered long-term district success by creating a competency-based succession plan. Region advisors, international directors and World Headquarters staff partnered to facilitate the trainings.



Website 2.0

The organization's new website, which launched on December 1, 2014, has earned positive reviews. Toastmasters.org is more interactive than ever before, engages visitors and enables both members and non-members to easily navigate the site and learn more about Toastmasters, its products and its history. The responsive design also makes the site user-friendly for tablet and smartphone users.

The information technology team continues to improve the Find a Club tool, and additional enhancements will be made to the online store and site-search component.

Translations

The Translation Review Program is enjoying steady growth and progress. Launched in the second half of 2014, the program ensures the consistency and effectiveness of Toastmasters' translated materials, and involves members in the process. A translation review team is in place for each of Toastmasters' eight translated languages: French, German, Spanish, Simplified Chinese, Traditional Chinese, Japanese, Arabic and Portuguese. The teams are comprised of members.

In November the translation team began translating materials into Portuguese, including the New Member Kit, the *Storytelling* and *Persuasive Speaking* manuals, and the new member application form. These items will be completed during the first quarter of 2015.

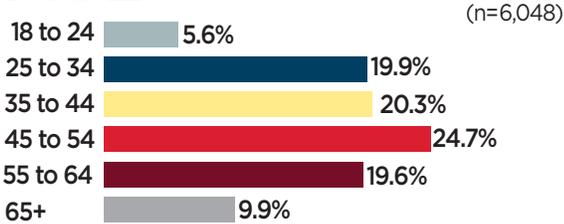
The in-country reviewers are scheduled to review the translation of the 2015 Club Officer Mailing in all eight languages, and the items will be shipped to members during the second quarter of 2015.

Publicity

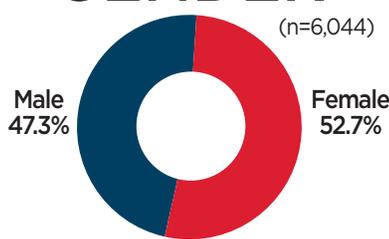
In the last six months, the organization has received high-quality, valuable publicity in major media outlets, including television, magazines, newspapers, news websites and radio. Prominent examples include *Business Insider*, *Entrepreneur*, *Forbes*, *Fortune*, *The Huffington Post*, *Yahoo! Voices*, *Arab News*, *The Borneo Post* and *The Sunday Times* (Sri Lanka).

Member Demographics

AGE



GENDER



LANGUAGES

Hello!
94%
English

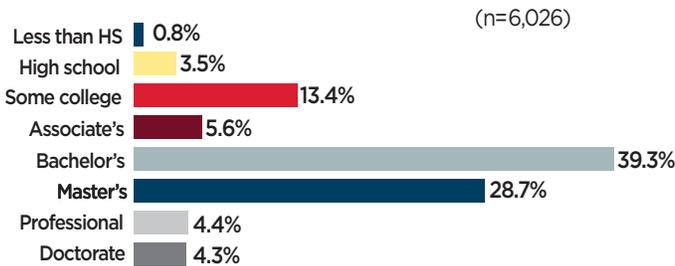
iHola!
8%
Spanish

Bonjour!
6%
French

नमस्ते!
(namastē)
5%
Hindi

你好
(Ní hǎo)
5%
Chinese
(Mandarin)

EDUCATION



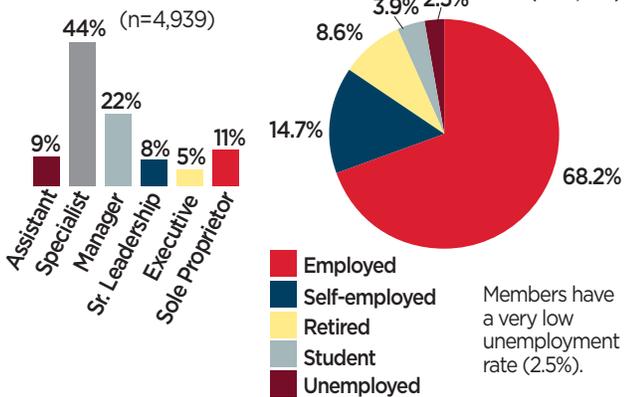
Highly Educated

Toastmasters members are a highly educated population. Over 80% have at least an associate's degree or higher, and nearly all members (95.7%) have attended college.



EMPLOYMENT

Position



Industry



Multilingual

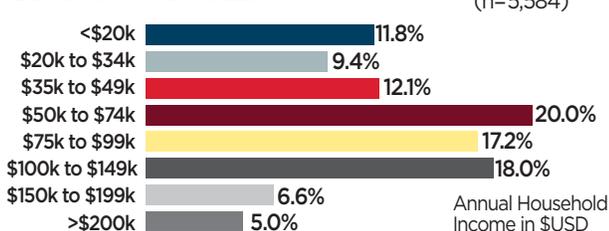
Approximately 28% of members speak more than one language proficiently. (n=5,849)

15% Survey Response Rate

93 Countries Participated

2.7 Average Household Size

INCOME



High Earners

Approximately 30% of members earn \$100,000 or more and nearly half (47%) earn more than \$75,000 per year.



Sampling

A simple random sampling method was implemented to select a representative sample of Toastmaster members for the online survey.

A total of n=6,095 members completed the survey, giving the results a +/-1.2% margin of error with a 95% confidence interval.



**WHERE LEADERS
ARE MADE**