



**TOASTMASTERS**  
INTERNATIONAL®

# Executive Director's Report

## From the Executive Director

As I sharpened my keyboard to prepare to write this section of the report, the word *change* crept into my thoughts. This is the third August report I've written as Executive Director. Both previous reports, and the February mid-year versions, have touched on change either as a primary topic or through examples.

The incremental changes that have led up to this year – global regions, region advisors, year-round learning for district leaders, changes to the World Headquarters team and a focus on providing accurate, consistent service and information – are the steps that have prepared us organizationally for great, impactful changes in the months and years to come.

This year's strategic plan lays the foundation for the Toastmasters we dream of – and one that we can plan for, achieve and become. The plan will be available in the second half of 2010.

One of my favorite quotes by Karen Kaiser Clark is, "Life is change. Growth is optional. Choose wisely."

By planning and investing today, we will create the Toastmasters of tomorrow. Join me in building our future.



Daniel Rex

## Global Support

### *Global Representation and Support*

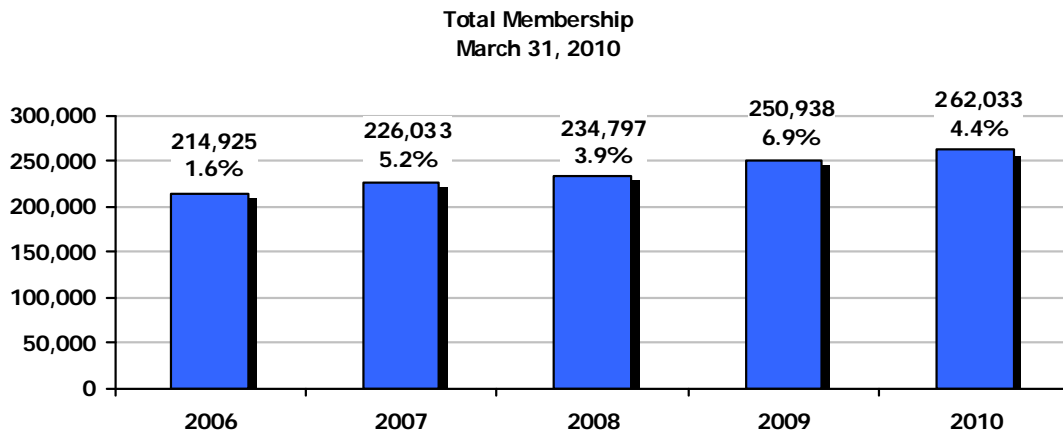
July 1, 2010 marked the official establishment of 14 Toastmasters regions worldwide. The regions now consist of all districts and clubs from around the world instead of only those in the United States and Canada.

In 2010 and future even-numbered years, seven international directors will be elected from the even-numbered regions; and in 2011 and future odd-numbered years, seven international directors will be elected from the odd-numbered regions. During the 2010–11 transition year there will be 16 international directors. In future years, there will be one international director from each region for a total of 14.

The International Leadership Committee was established in September 2009 and met through April 2010. The committee interviewed, evaluated and then nominated international officer and director candidates. From these nominated candidates, and any floor candidates, the membership will elect international officers and directors at the 2010 Annual Business Meeting.

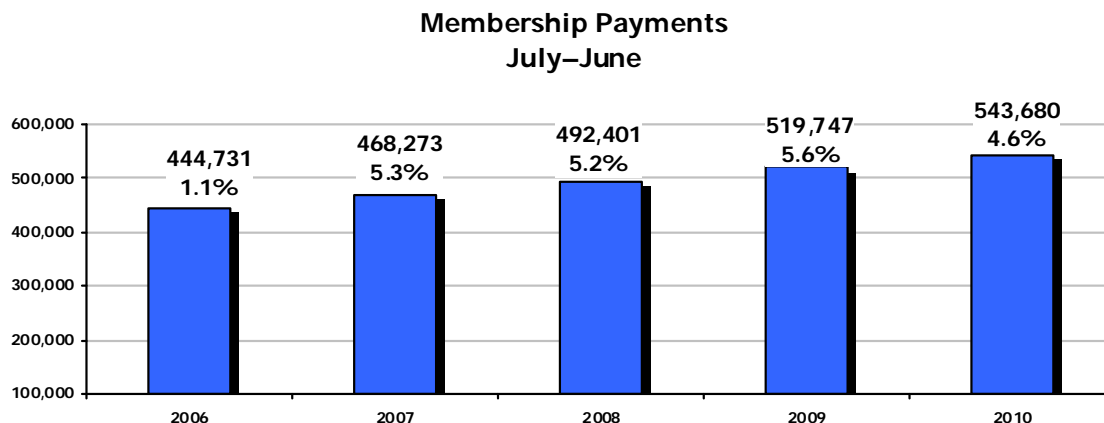
### *Membership Growth*

During the 2009–10 year, growth slowed slightly but continued an upward trend. This chart measures membership as of March 31 and includes all membership types: new, renewal, charter, reinstated and dual.



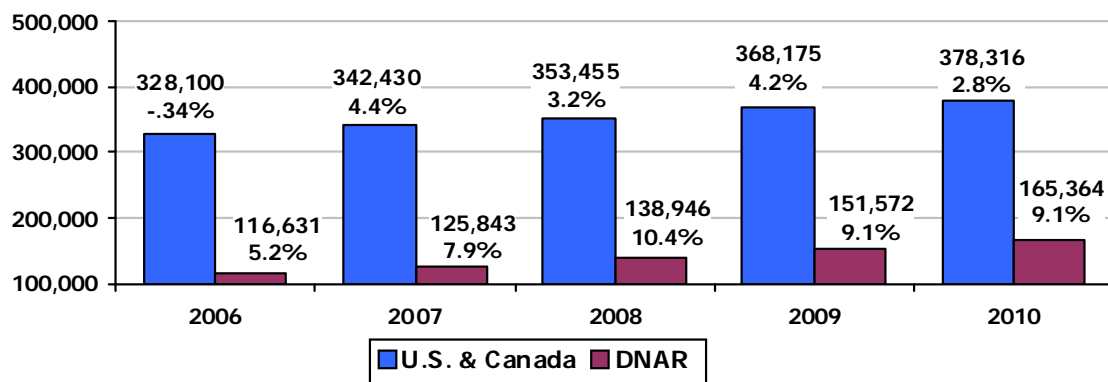
### *Membership Payments*

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 2009–10 program year also continued to increase. A total of 543,680 payments constitutes a growth of 4.6%. Of that amount, 115,194 payments were new, 25,890 were charter and 402,596 were renewal.



The growth rate for membership payments in the U.S. and Canada was 2.8%, while Districts Not Assigned to Regions (DNAR) grew 9.1%. Effective July 1, 2010, the districts that composed DNAR were assigned to the 14 regions.

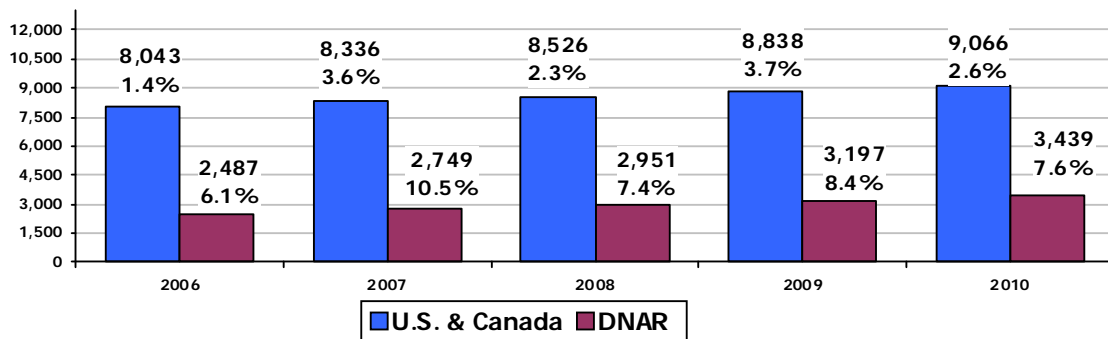
**Total Payments: U.S. & Canada vs. DNAR  
July–June**



### Club Growth

The number of new clubs chartered in 2009–10 reached a record of 1,094, up from 1,068 the previous year. Of special note is that District 82 (India and Sri Lanka) chartered a record 75 new clubs. As with members, the growth of paid clubs in DNAR outpaced the growth in the U.S. and Canada. In 2009–10, DNAR had an increase of 7.6%, while U.S. and Canada had a growth of 2.6%.

**Paid Clubs: U.S. & Canada vs. DNAR  
July–June**



### *Branding*

Much progress has been made in our efforts to refresh the Toastmasters brand. Innovation Protocol, the agency partner retained for this project, has finalized its research-and-analysis phase. This stage included a thorough review of strategic Toastmasters documents, an audit of Toastmasters' competitors (direct and indirect), stakeholder interviews and a visual workshop with staff. Such due diligence answers the questions that form the basis of our brand platform: How is Toastmasters perceived? What are the true benefits of becoming a Toastmaster? Why do people become members? How are we different from our competitors (real and perceived)? Do we appeal to our target markets?

Based on this research and analysis, Innovation Protocol has presented a new positioning statement and visual system that gives Toastmasters a fresh, modern image without sacrificing its rich history or intrinsic value.

The brand refresh is all-encompassing; it will extend to every communications tool, i.e., manuals, newsletters, club materials, Web sites, templates and more. At the August 2010 meeting, the Board of Directors will review the branding proposal.

### *Public Relations*

In 2010, we have seen a significant change in the strategies used to publicize Toastmasters to the news media and attract coverage. Our efforts have been focused on a greater level of proactivity, more precise media outreach and more robust measurement.

A strong PR campaign benefits from momentum – consistent, newsworthy releases and frequent contact. To that end, we have created an extensive list of media contacts, made up of widely circulated newspapers, business outlets and trade media that we contact with every news release issued. As a result, our media coverage has increased, and media representatives are contacting Toastmasters more frequently for background and local contacts.

## District Support

### *Financial Management*

As we have grown and our reach has extended around the globe, existing financial systems stretched uncomfortably to accommodate us. In recent years, U.S. Internal Revenue Service (IRS) reporting requirements have become more demanding and have created a need for more consistent and detailed information relating to income and expenses for districts worldwide. For the 2010–11 year, district financial reporting processes have been enhanced to satisfy these requirements and to provide complete, accurate financial reporting. Additional enhancements are anticipated for the 2011–12 year.

### *District Leader Training*

To provide more comprehensive and consistent training for district leaders, Toastmasters has embarked on a training program that blends online and in-person learning opportunities throughout the year.

Since the [Toastmasters Learning Connection \(TLC\)](#) e-learning launch, district leaders have participated in online training developed specifically to help them succeed in their roles. Recent additional modules include Budget and Financial Management and the Distinguished District Program. Additional e-learning modules are scheduled throughout 2010 and 2011.

In August 2010, all district governors and lieutenant governors will be trained together in person. During this training, district leaders will be able to learn from their international peers through break-out sessions, activities and discussions.

Beginning January 2011, mid-year training for all district governors and lieutenant governors will be conducted in seven locations around the world: Dallas, Texas; Philadelphia, Pa.; Chicago, Ill.; Salt Lake City, Utah; Los Angeles, Calif.; Dubai, UAE; and Kuala Lumpur, Malaysia. More detailed information on the training is available on the [District Leader Training](#) Web page.

### *Region Advisors*

The first group of region advisors marketing (RAs) began serving in 2010. RAs are a valuable asset to the future of Toastmasters in 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

The RAs serve as a vital link between districts, World Headquarters and the Board of Directors in an ever-changing climate. They have expert knowledge about marketing issues and trends within the regions they serve.

### *District Reformation*

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

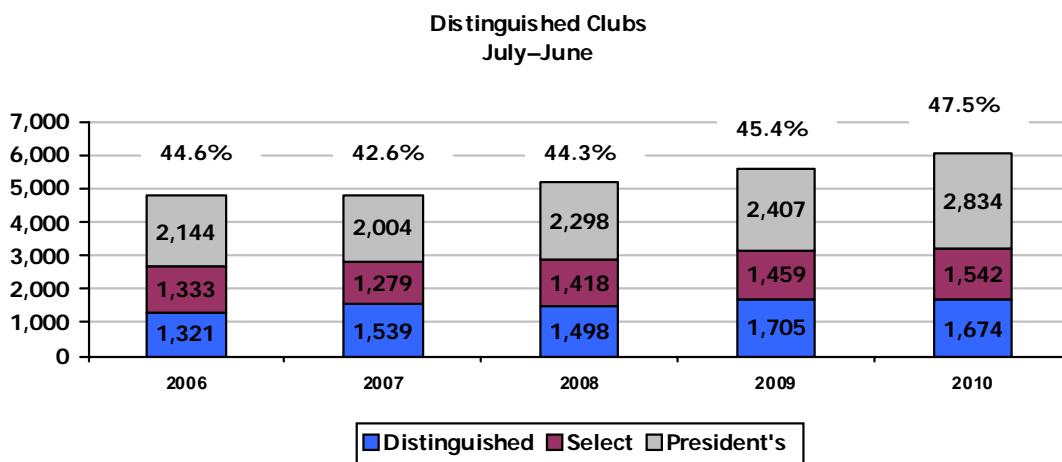
District	Effective Date of Reformation
51	July 1, 2010
80/85	July 1, 2010
27	July 1, 2011
73	July 1, 2011
79	July 1, 2011
82	July 1, 2011
47	Reformation Committee approved



## Member Support

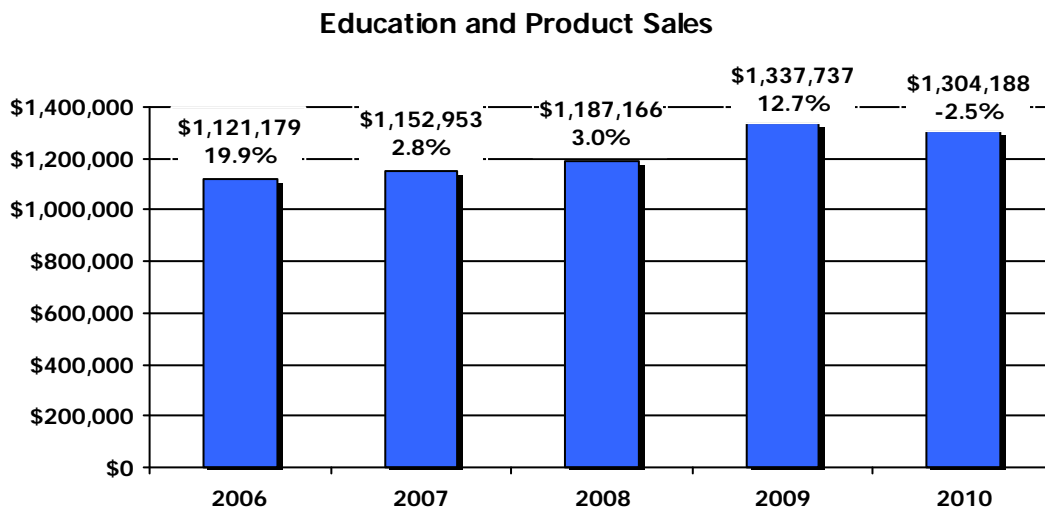
### *Distinguished Club Program*

In 2009–10, 47.5% of clubs received recognition, an increase of slightly more than 2% when compared to 2008–09.



### *Education and Product Sales*

Educational materials and other product sales decreased slightly to \$1,304,188; 74% of these purchases were made [online](#).

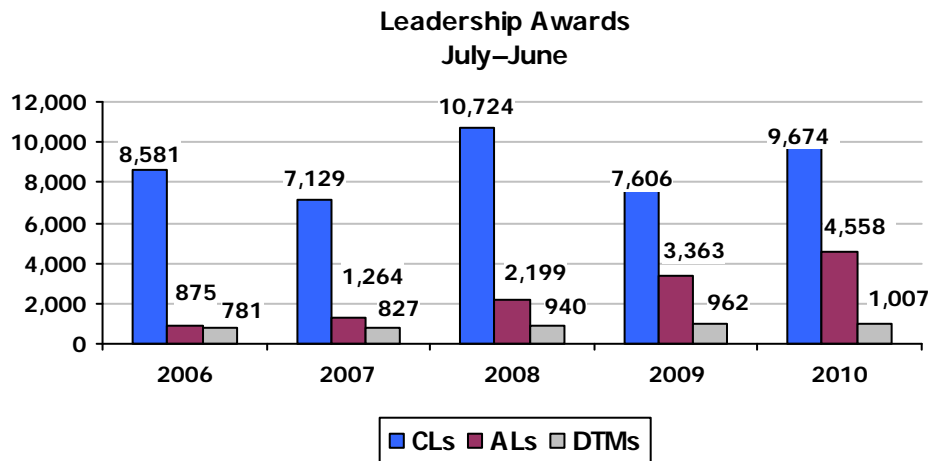
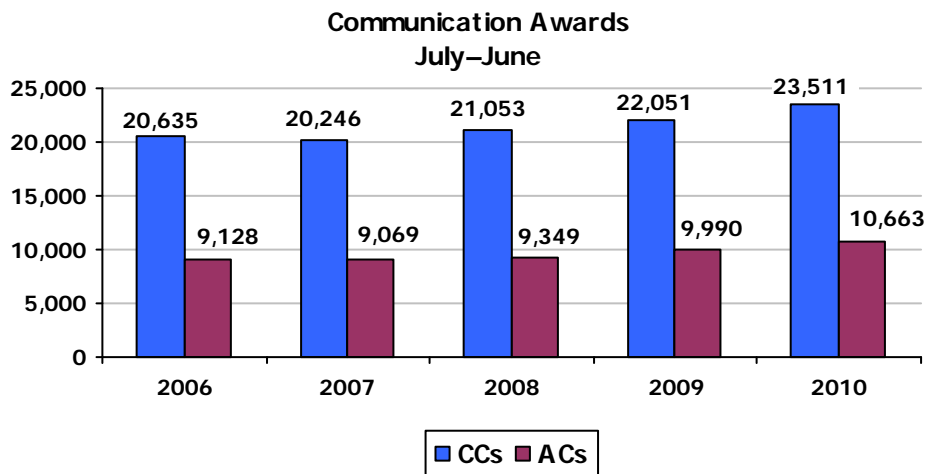


*Digital Media*

In 2011, many Toastmasters materials will be available digitally on the Toastmasters Web site for the first time. This will enable members to obtain materials rapidly while minimizing expense and enhancing supply-chain efficiency.

*Education Awards*

As membership continues to increase, the number of education awards achieved is increasing as well. Every award category grew when compared to the previous year. The number of CC awards increased more than 10%, while the number of ACs increased 5.5%. In addition, CL and AL awards increased 28.5% and DTM awards increased 8.2%.



### *Competent Leadership Manual*

In 2010, the Competent Leadership manual was updated based on member-suggested enhancements that make it easier to track progress and complete evaluations.

The project requirements remain the same; so members may complete projects in either the original or updated manual, which will give equal credit toward the CL award.

## Conclusion

Dr. Smedley wrote of chartering 500 new Toastmasters clubs in a year as a “world-beating” event. In 2009–10, 1,094 new clubs were formed, an amazing feat, and more than double Dr. Smedley’s envisioned “fantastic” achievement. Let’s celebrate this year’s milestones as the significant achievements they are, while anticipating a future when we look back at them with a wistful smile.

2009–10 Milestones	
Members	260,000
Clubs	12,500
Countries	113
Distinguished Districts	43
Distinguished Clubs	6,050
CC awards	23,511
AC awards	10,663