



CLUB GROWTH DIRECTOR HANDBOOK

Helping You Lead the Way



**WHERE LEADERS
ARE MADE**

A Special Thank You

This handbook could not have been developed without the expertise of a group of knowledgeable Toastmasters. They generously shared their time, wisdom and insight to ensure your success in this critical leadership role.

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MISSIONS, VALUES AND ENVISIONED FUTURE

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 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.

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 speech and leadership projects to the best of my ability, basing them on projects in the *Competent Communication*, *Advanced Communication* or *Competent Leadership* manuals
 - ▶ 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 maintain honest and highly ethical standards during the conduct of all Toastmasters activities
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NEW DISTRICT LEADER TITLES

In February 2014, the Toastmasters International Board of Directors voted to change all district leader titles effective July 1, 2015. The updated titles will apply to the elected and/or appointed district leader positions for the 2015-2016 program year. Those holding district leadership positions prior to July 1, 2015 will retain their titles.

PREVIOUS TITLE		NEW TITLE
District Governor	→	District Director District #
Lieutenant Governor Education and Training	→	Program Quality Director District #
Lieutenant Governor Marketing	→	Club Growth Director District #
Secretary	→	Administration Manager
Treasurer	→	Finance Manager
Public Relations Officer	→	Public Relations Manager
Sergeant at Arms	→	Logistics Manager
Division Governor	→	Division Director
Area Governor	→	Area Director
Immediate Past District Governor	→	Immediate Past District Director

If you have questions, please contact districts@toastmasters.org.

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INTRODUCTION

Congratulations on your new role! Serving as a Club Growth Director is an important responsibility and an exciting leadership opportunity. You are part of Toastmasters International, a global organization with a noble mission: To empower individuals to become more effective communicators and leaders.

You can make a meaningful difference in many ways. Successful Club Growth Directors help the district grow by helping to build new clubs, strengthen existing clubs and grow membership.

The tools and resources in this handbook will help you create strategies for success. Useful links from the Toastmasters International website are included throughout this handbook. Take advantage of these resources to find answers to your questions regarding your new leadership role.

Your district's success depends on you. You are a key member of the district leadership team, who work together to create an atmosphere of enjoyment, teamwork and dedication. Together, you are responsible for fulfilling the district mission: *We build new clubs and support all clubs in achieving excellence.*

CHAPTER 1: Lead the Way

YOUR ROLE AND RESPONSIBILITIES

As a seasoned Toastmaster, you have everything it takes to succeed as your district's Club Growth Director (CGD). Your qualifications and Toastmasters experience will serve you well in your new role. As the CGD, you and your team are responsible for all aspects of club growth, club building and member- and club-retention efforts within the district. In this exciting position, you'll have a direct impact on the member experience and the success of your district.

To help your district achieve its goals, you will:

1. Create the overall marketing plan for the district.
2. Extend the district's network of clubs by chartering new clubs.
3. Strengthen each club in the district by providing the tools and knowledge needed for achieving membership growth.
4. Provide resources to help struggling clubs recover and grow.
5. Track renewal payments through the World Headquarters' website.*
6. Monitor division, area and club administration to ensure the prompt submission of forms, payments, reports and other club-building information in a timely manner.
7. Serve as third-ranking member of the District Executive Committee, presiding over that body and the District Council in the absence of the District Director (DD) and Program Quality Director (PQD).

*Although individual clubs are responsible for collection and submission of semiannual dues, you will work closely with the Division and Area Directors to facilitate timely dues collection and submittal.

KEYS TO FULFILLING THE DISTRICT'S MISSION

- Develop a marketing plan
- Build and support new clubs
- Strengthen existing clubs
- Provide resources for struggling clubs
- Ensure that club dues are paid

Helpful links:

District Leader Tools

District Leadership Handbook

District Finance

District Leader Tutorials

Governing documents

YOUR CRITICAL SUCCESS GOALS

The district's critical success factors focus on membership growth and retention, club growth and retention, and Distinguished clubs. Every time a club submits a member payment, that payment counts as one member. Members are counted by member payments to World Headquarters (WHQ). There are three levels of Distinguished status: Distinguished, Select Distinguished and President's Distinguished. To achieve any level for the Toastmasters year, districts meet the following goals:

Goal 1:

Achieve Distinguished

District. At least 40% of your club base is Distinguished, net membership payments grow by at least 3% and a net overall club increase is at least 3%.

Goal 2:

Achieve Select

Distinguished District. At least 45% of your club base is Distinguished, net membership payments grow by at least 5% and a net overall club increase is at least 5%.

Goal 3:

Achieve President's

Distinguished District. At least 50% of your club base is Distinguished, net membership payments grow by at least 8% and a net overall club increase is at least 8%.



TIP: A district that has achieved 50% of its membership and club goals by December has a strong likelihood of achieving success. The district performance reports available on the Toastmasters International website are terrific tools to track your district performance and plan for success.

MEASURE YOUR SUCCESS

The District Success Plan (DSP) requires strategic thinking and planning by district leaders. Through development of your DSP as a team, you will identify the specific goals the district needs to achieve to become Distinguished. The planning process includes establishing timelines, assigning responsibility, and determining financial and other resource needs. As a district leader, you are responsible for contributing to the DSP. However, the planning process should not be limited to top district leaders. Ask Division and Area Directors for their input and commitment to reaching President's, Select or Distinguished Division/Area goals. Your region advisor is also available to assist you in developing marketing strategies.



TIP: Evaluating your progress is essential to your success. Review the DSP frequently to achieve your goals.

CHAPTER 2: Develop Your Marketing Plan

ELEMENTS OF A SUCCESSFUL MARKETING PLAN

A marketing plan is a series of steps that help the district grow healthy clubs.

Key elements of a successful marketing plan include:

1. The Executive Summary

A high-level, one paragraph summary of your marketing plan. This should be written after the plan has been developed.

2. Situational Analysis

A description of the state of your district; what happened last year, challenges, number of clubs, culture of your extension team and district goals.

3. Market Analysis

A description of your district organized by geographic area, industry size and type, and population. With this information, you can generate an assessment of the opportunities to build community and corporate clubs based on that data. The final step is to segment major industries into vertical markets.

4. SWOT Analysis

An assessment of the strengths, weaknesses, opportunities and threats as they pertain to your district.

5. Market Segmentation

Segment the key vertical markets in your district into businesses types.

6. Market Strategy

A plan for how you and your team will attract opportunities by targeting various groups and vertical markets based on the information collected and analyzed. For example, if your strategy is direct sales, you may need to create marketing materials and brochures to support this effort. For community clubs, you might create a flier for mass distribution. Developing the right tools to reach your target audience is the foundation of your marketing plan.

7. Results

Evaluate the outcome of your marketing initiatives for effectiveness and return on investment. Use lessons learned to reposition your efforts and materials to achieve more targeted results.



TIP: Always seek the voice of the customer first before drafting your marketing plan. Assessing and addressing their needs early with the right message will ensure a better success rate.

Helpful links:

Marketing resources

Logos, Images and Templates

Note: To safeguard the Toastmasters brand, trademarks and copyrights, ensure that all Toastmasters materials used or created by your district comply with appropriate copyright and trademark laws as well as the guidelines contained in the **Logos, Images and Templates** section of the website, which can be accessed under the sub-heading “Creating Your Own Materials.”

SELECT AND RECRUIT YOUR TEAM

To be successful, you must build a team and realize that you can't do everything alone. Finding the right people to help you focus on the critical success factors will develop your leadership skills and help you build more clubs. Through your guidance and leadership, your committees will analyze the need, opportunity and potential for new clubs in the district and help you prepare an effective marketing plan, including club building and member retention programs.

Seek out individuals for your team who have earned Advanced Communicator Bronze or higher and Competent Leader awards. These members can serve as sponsors or mentors of new clubs to fulfill an Advanced Leader award requirement. Before you decide on a team member, consider whether the person has the experience, time and desire to lead your committee (not just serve on it) as chairperson. They should also have strong follow-up skills, and be able to communicate easily and effectively with the rest of your team.

Here are some suggested committees and task descriptions:

1. Club Extension Committee

This committee is responsible for one of the most important aspects of your marketing strategy—generating, managing and tracking leads. Members of this team:

- ▶ Manage all credible new club leads within the boundaries of your district
- ▶ Generate new leads from the methods discussed later in this manual and from contacting and researching corporations, churches, organizations, etc.
- ▶ Contact, follow up with and track the status of all leads
- ▶ Schedule and staff all demonstration meetings, recruit and train the team and collect the required chartering funds

2. Club Sponsor Committee

This committee recruits, trains and tracks sponsors for all clubs that charter or are in the midst of the chartering process. Members of this team:

- ▶ Refine the sponsoring curriculum to ensure sponsors effectively serve their clubs
- ▶ Work with sponsors to ensure they receive sponsoring credit from WHQ
- ▶ Provide a short course/webinar to all sponsors and mentors on their responsibilities

3. Club Mentor Committee

This committee recruits, trains and tracks mentors for all clubs that charter or are in the midst of the chartering process. Members of this team:

- ▶ Refine the mentoring curriculum to ensure mentors effectively serve their clubs
- ▶ Work with mentors to ensure they receive mentoring credit from Toastmasters International
- ▶ Provide a short course/webinar to all sponsors and mentors on their responsibilities



TIP: For smaller districts, it may make sense to combine this committee with the Club Sponsor committee role.

Helpful links:

Training materials for sponsors, mentors and coaches

4. Club Coach Committee

This committee recruits and trains club coaches and consultants to help them develop action plans to aid their assigned clubs. Potential coaches and their locations may be identified from the district's roster of club members. You can download this roster as a spreadsheet; then sort both by education award (to look for ALBs working on their ALSs) and address (to match them with clubs that meet the requirements for a club coach).

Members of this team:

- ▶ Follow up continually with coaches and consultants
- ▶ Monitor the effectiveness of their action plans and suggest adjustments where needed
- ▶ Provide you with regular status reports



TIP: Club coaches can be assigned in pairs. There may be an advantage to teaming a more experienced DTM (if one is amenable) with a Toastmaster working on a Advanced Leader Silver award for the first time.

Helpful links:

Club Coach Program

Training materials for sponsors, mentors and coaches

Other Committees

You can create additional committees and appoint volunteers as leaders to help manage other aspects of your responsibilities.

Additional Support

Support from Toastmasters Leaders

Your committees will be supported at the division and area levels by Toastmasters leaders who are appointed by the respective Division Director or Area Director. Whenever possible, each division will have a staff of leaders to provide that support.

Support from your Region Advisor (RA)

You will work closely with the RA to meet the district's membership and club-building goals. The RA serves in a support capacity, helping districts fulfill the district mission as measured by the critical success factors of membership, club growth and distinguished clubs.

The RA can help you achieve your district's goals by:

- ▶ Providing marketing support and expertise that expands the district's capacity to grow clubs and grow membership
- ▶ Helping you develop as a leader, identify future leaders and helping to create succession plans
- ▶ Assessing your DSP and mentoring you to optimize your performance
- ▶ Establishing a trusting relationship with you through frequent and consistent communication

RA support will vary based on the unique needs of each district.



TIP: Every region is assigned one RA who supports district leaders and helps identify strategies that enable districts to extend the network of clubs and enhance club performance. Be sure to work with your region advisor early in the program-year so he or she can help you plan for success.

Support from your Public Relations Manager (PRM)

At the beginning of the Toastmasters year, meet with your district's PRM to share your marketing plan and budget. The public relations manager is responsible for coordinating publicity efforts in the district. He or she publicizes district news and events, creates media opportunities and maintains communication between the district, its members and the public. While you are responsible for identifying a high-level marketing plan along with incentive and recognition programs, it's the PRM's job to provide you with detailed plans for supporting them. These include plans for social media (Facebook, Twitter, Meetup etc.), newsletters, free forms of community PR, trade shows, chambers of commerce and television/radio options. Ensure that the PRM has access to the *Let the World Know* publicity toolkit.

TRAIN YOUR TEAM

Once you've selected your committees, set up an initial planning meeting at the beginning of the year to clarify goals and processes. Hold a special session for training in conjunction with the Area/Division Director's training or at a district conference or other event. Be sure to give club-building training top priority and avoid scheduling a concurrent session. In the training session, share the district's expectations for the year:

- ▶ What are your club-building goals?
- ▶ How will you accomplish them?
- ▶ When and how will you measure progress?
- ▶ What do you expect from each team member?

Ask your team these questions, along with others specific to your district. Keep in mind that many of your team members will be completely new to club building. To introduce them to the process, present **Establish and Support New Clubs**, a club-building training program created specifically with this type of session in mind. For other ideas and resources, go to www.toastmasters.org/newclubs and www.toastmasters.org/marketingresources.



TIP: Remember to keep your goals S.M.A.R.T. – Specific, Measurable, Achievable, Realistic and Time-based.

MOTIVATE AND RECOGNIZE YOUR TEAM

Create Incentives

Congratulations! You've assembled your team, shared your expectations and given them the basic skills and knowledge they need to do their jobs. So how do you get and keep them motivated? Give them your encouragement and possibly some incentives, to keep them working hard to achieve your district's club-building goal. Several districts have been successful in motivating club growth by creating contests between divisions. Challenge your divisions to do their part by helping them set a specific goal, typically based on achieving Distinguished status or higher.

Other Motivators

There are a few more motivators to achieve successful club growth: models of success, enthusiasm and commitment from the district's top officers. It's also a good idea to get to know your team members and learn what motivates them. Be sure that you work closely with them, give ongoing encouragement and demonstrate your commitment to them and the program. Perhaps more than anything else, this will determine your success.

Note: The district leaders, as a team, determine the type of training, motivation and recognition that will be implemented in your district.

CHAPTER 3: Build New Clubs

FOCUS ON COMMUNITIES AND CORPORATIONS

Your primary focus as CGD is to build new clubs and support all clubs in achieving excellence. One of the most stimulating and rewarding ways to introduce the benefits of Toastmasters membership to communities and corporations is by organizing new clubs in your district. Every district should consider building one new club per area each year. You will work with the chair of the Club Extension committee to coordinate club building efforts within your district. Be sure to also work with your region advisor for guidance on developing club-building strategies.

The purpose of the district is to enhance the quality and performance of clubs and extend the network of Toastmasters clubs within the boundaries of the district. This offers more people the opportunity to benefit from the Toastmasters education program. Organizing new clubs also provides district officers with a terrific opportunity to develop and extend their own leadership skills. Plus, forming new clubs within communities and corporations is an excellent way to promote the public's awareness of Toastmasters.

Find the requirements and operational advice for creating community and corporate clubs in the **How to Build a Toastmasters Club – A Step-by-Step Guide**.

Additional resources for creating a new club:

From Prospect To Guest To Member

Let The World Know

Member Interest Survey

New Member Orientation Kit

Toastmasters And You

A Toastmaster Wears Many Hats

Membership Application

Find Your Voice

Confidence: The Voice of Leadership

Clear Communication: Your Organization Needs It

Put on a Good Show

All About Toastmasters

The Benefits of Toastmasters Membership

Fliers

How To Build A Toastmasters Club

The Toastmaster magazine

(All are available at www.toastmasters.org.)

LEAD GENERATION AND MAINTENANCE

Successful districts continually prospect for new clubs. Although a small number of clubs in your district may charter on their own, it is up to you to capitalize on existing leads and generate new leads to achieve your district's goals. The primary methods of lead generation are "map and fill," leads from World Headquarters and leads from officers and members. Be sure to consult your region advisor—they are an excellent resource for tips, tools and best practices.

Map and Fill

Use this strategy to find areas in your district where new clubs can be formed. Obtain a map of your district and mark the location of all clubs using a different color of pin or tack—for example, blue for community clubs, white for corporate clubs and red for current prospective clubs. A list of corporations that already support Toastmasters clubs in your district can be obtained by sending a request to corporaterelations@toastmasters.org. Depending on your district, you also may need to obtain detailed maps of larger cities to make the exercise effective. By examining the map you can determine if any gaps exist. Perhaps you'll find a downtown area with many company clubs that serve large employers, but no community clubs to serve the employees of smaller companies.

Opportunities to build new clubs typically occur in:

- ▶ Cities with a population of 10,000 or more
- ▶ Businesses with at least 50 management or supervisory personnel
- ▶ Military installations, colleges and universities
- ▶ Special interest groups or associations such as insurance agents, chambers of commerce, realtors, Lions and Kiwanis clubs, and government offices.



TIP: Many cities with a population of less than 10,000 can also support clubs, particularly when members can be drawn from several neighboring towns.

Leads from World Headquarters

Districts regularly receive new club leads from World Headquarters. These leads are entered into the Toastmasters Lead Management (TLM) system. You or your Club Extension Chair are responsible for checking for updates regularly. These leads come from inquiries received through the Toastmasters International website, trade shows, email, telephone, mail or fax. World Headquarters staff sends the inquirer a New Club Information Kit (when requested) and a cover letter that lists the district.

Hot vs. cold leads

Many of the leads from World Headquarters will be "hot" as individual(s) are interested in forming a club and want to get started as soon as possible. Assign someone in your district to contact the lead immediately to offer support. Don't let these leads cool down! Some leads from World Headquarters will be "cold," as they may be people who are vaguely interested in forming a club or more interested in finding a club for

themselves. A lead may not have a location or a targeted group in mind and may not be a viable lead. Offer assistance in the future. Be positive and ensure that the lead is left with a good impression of Toastmasters and that the state of the contact is updated in the Toastmasters Lead Management System (see below). Be sure to update World Headquarters with the outcome by emailing corporaterelations@toastmasters.org.

Revisit club leads

Leads received from World Headquarters who were contacted from previous CGDs should be revisited and contacted to see if an interest still exists—reconnecting and restating the benefits might reenergize the lead. If the contact that was ready to start a community club is no longer available, you have another opportunity to share Toastmasters benefits. If the new contact is not yet ready to start a corporate club, they may want to do so in the future.

Leads from Officers and Members

Find new club leads simply by asking your officers and members. While you may understand the importance of new clubs to the district's success and continually seek them out, new Toastmasters members and officers may know of new club prospects but don't realize the value of new clubs to the district. Ask for leads at every opportunity. Some districts place a "lead sheet" on every seat at all district events and then collect them during the meeting. Other districts use the lead sheets as entry forms for a door prize.

Follow up on the lead sheet

Assign a member of your marketing team to follow up with individuals who submitted lead sheets. Ask that person to discuss the possibility of a new club and confirm a date and location for a demonstration meeting.



TIP: The person providing the lead can probably serve as one of the new club's sponsors or mentors. Additional information is available about club sponsors at [Training materials for sponsors, mentors and coaches](#).

TOASTMASTERS LEAD MANAGEMENT SYSTEM (TLM)

The TLM system is a platform where all district leads can be processed, tracked and managed by you and your respective team. It contains each step of the chartering process and associated materials, which makes managing and directing team efforts more efficient and productive.

Attend TLM training

Shortly after accepting your new role, you will be invited to a TLM training session. A password and instruction guide will be emailed in advance to familiarize you with the system. During the session, an overview of the TLM system will help you understand key features so you can start using it immediately. In addition, you will learn to upload program-year leads into the TLM (spreadsheet or manual entry). Personalized training is available by contacting corporaterelations@toastmasters.org.

New TLM tool streamlines the chartering process

Within the TLM system, you will have access to an opportunity management tool that guides you through the chartering process. Chartering is broken down into steps and, in most cases, provides supportive materials or forms to complete each step. In an effort to streamline chartering, a repository was created that contains all the necessary documents and forms for each step of the process was created. As you move through each opportunity, a link with the associated materials will be available. Once the document or form has been created, you will be able to upload documents to that opportunity to complete the account file.

Analyze leads with TLM reporting tool

The TLM system also features reporting tools that enable you to view the pipeline of leads and visually assess the prospect at each stage of the process. You can analyze the lead pipeline and generate reports for the district team.



TIP: Take advantage of all the TLM system has to offer to make the most of your leads.

CHAPTER 4:

Strengthen Existing Clubs

RETENTION IS THE EASIEST PATH TO GROWTH

Many clubs lose a number of members because they give their focus to new members, at the expense of existing members. Do you see this happening in your clubs? The consequences of poor member retention compound over time, and even a tiny change in member retention can cascade through the district and multiply over time. The effect of poor retention on long-term growth should not be underestimated. It's essential that club officers in your district understand the importance of their roles and how it directly affects retention. They need to attend to new members while not losing sight of existing and non-renewing members.

Here are some program ideas and strategies to help your club officers retain and grow existing membership:

Member Outreach

A member outreach team within a club can engage with members completing certain education award milestones. This team contacts and encourages members to continue toward their next goal. The primary goal of member outreach is to understand if the initial/ongoing needs of the member are being met, and to determine what issues members might currently have, while retaining the person as a member. This effort can typically be led and coordinated by club Vice Presidents Membership.

New Member Follow-Up

Encourage the Vice Presidents Membership to follow up with new members via phone call, letter and/or email from the Toastmasters International membership list you receive on the first of every month. An inquiry of new members can include:

- ▶ Receipt of new-member kit
- ▶ Icebreaker speech given or scheduled
- ▶ Induction has occurred or is scheduled
- ▶ Mentor assigned
- ▶ New member is invited to orientation hosted by district

In the event a mentor has not been assigned, the district will provide a mentor and follow up with the club to provide a mentor kit and presenter. After six months has elapsed, additional follow up should occur to ensure needs are still being met.

Reinstatement of Members

Encourage the Vice Presidents Membership to follow up with members who have been active in clubs within the past five years but are no longer members. They should be contacted by club officers via phone or email and invited back to visit and join a club that's right for them.

Non-Renewing Member Outreach

Encourage Vice Presidents Membership to reach out to members who are active in their clubs within the current dues cycle who have not renewed. Club officers should contact these members via phone or email, and advised them of their impending suspension of membership.



TIP: Research clubs in your district that were suspended and find out why they could not sustain membership. Contact past officers and past members to see if there is still interest in the location and if the situation that resulted in suspension has changed. The district will consider remarketing a club if an interest to restart the club is presented.

Exit Interview

Encourage the Vice Presidents Membership to contact members active in their club within the current and past dues cycle who have not renewed and will not renew. They should be contacted by club officers via phone or postal service for an exit interview asking them why they chose not to renew. If a member chooses not to renew, data will be used for statistical purposes only.



TIP: Encourage club officers to use the **Moments of Truth** evaluation twice a year to understand the expectations and standards of a healthy club.

CHAPTER 5: Quick Start Guide

10 STEPS TO GET STARTED TODAY

1. Read and review your role and responsibilities on page 6.
2. Review the three district goals on page 7 and think about clubs in your district that are succeeding or need help.
3. Make a list of potential committees and who you might have lead them.
4. Organize your prospective leads through the TLM system.
5. List all of the corporate clubs that you would like to target and contacts you might know at each of them.
6. Review the marketing and promotional ideas in the Appendix and decide which one you'd like to try first.
7. Look at the **Moments of Truth** evaluation and write down a few ways your club and other clubs in your district can improve.
8. If you don't already have one, get a **map of your district**.
9. Think of a fun contest idea for your district.
10. Contact your region advisor to talk about club-building strategies.



TIP: Starting small can yield big results.

APPENDIX

Marketing and Promotional Ideas

Here are a few things you can do to boost club growth and retention:

1. Create a club marketing kit

You can create your own marketing kit for the clubs of your district to engage with guests and the public. It can include:

- ▶ A sample guest folder that clubs can customize
- ▶ Correspondence cards for following up with guests
- ▶ Marketing cards, brochures and fliers from World Headquarters with specific club information printed on each
- ▶ Membership applications or instructions on how to print some from World Headquarters
- ▶ A welcome letter or card from you
- ▶ Assemble prototype kits for feedback, then scale them up based on feedback and send the kits to the clubs in your district

2. Develop exciting promotions

Consider these incentives:

- ▶ Five Star Club: A club pays dues on time both cycles, adds 4 + 4 members, and ends with net gain five or 20. Recognize winning clubs with a ribbon for their club banner.
- ▶ Club Ambassador: a member visits three unaffiliated clubs and receives a pin
- ▶ Club Embassy: five or more members from a single club visit unaffiliated clubs and receive a ribbon for their club's banner and a Toastmasters Store gift certificate

3. Offer marketing workshops

Workshops can be presented at district conferences or at Toastmasters Leadership Institutes. The content should focus on key elements of membership building and retention. Special activities could include creating guest packets, planning open house events and developing and delivering content that addresses retaining existing membership—draw upon the *Moments of Truth* guide. Also consider inviting your region advisor to present a workshop at a DEC meeting. The RA workshop is designed to help district leaders develop marketing skills.

4. Host a lunch and learn

Prospective club leads received from World Headquarters could be invited to attend a quarterly demonstration meeting hosted by an existing charter-strength club. This will be in lieu of an actual demo meeting for those leads who are challenged with scheduling a sample meeting or just want to learn more about Toastmasters.

NOTES



www.toastmasters.org