

# 2015



## CEO Report

August 2015



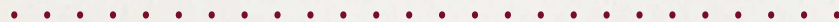
...ence  
CORE VALUES

“ Core values are essential and enduring tenets of the organization—a set of timeless guiding principles. ”

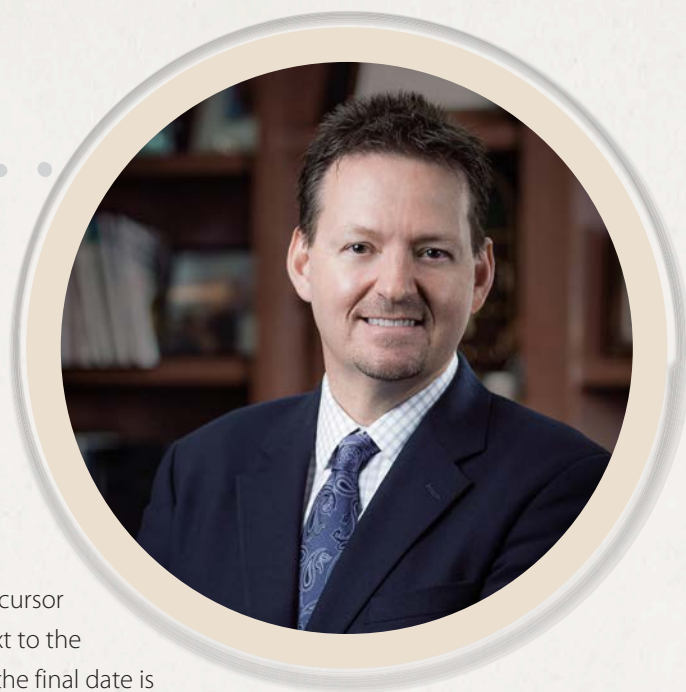
**Toastmasters International's core values are:**



– Daniel Rex  
*Chief Executive Officer*



# From the CEO



During the 2014–2015 year, Toastmasters International awarded 28,357 Competent Communicator certificates. Does the organization know with certainty that any of these speeches were actually given? No, we do not. However, we believe in the integrity of the vice presidents education who certified that the requirements were completed.

Many years ago, I earned my Competent Toastmaster Award (the precursor to today's CC). The vice president education's initials are scrawled next to the date I presented each project. The first date is October 27, 1992, and the final date is December 21, 1993. The document is the Record of Assignments from page 69 of my *Communication and Leadership Program* manual. On the next page, the vice president education certifies: "The Toastmaster whose name appears above has completed all the projects in the Toastmasters Communication and Leadership Program, Section 1. He/she has earned the Competent Toastmaster Award."

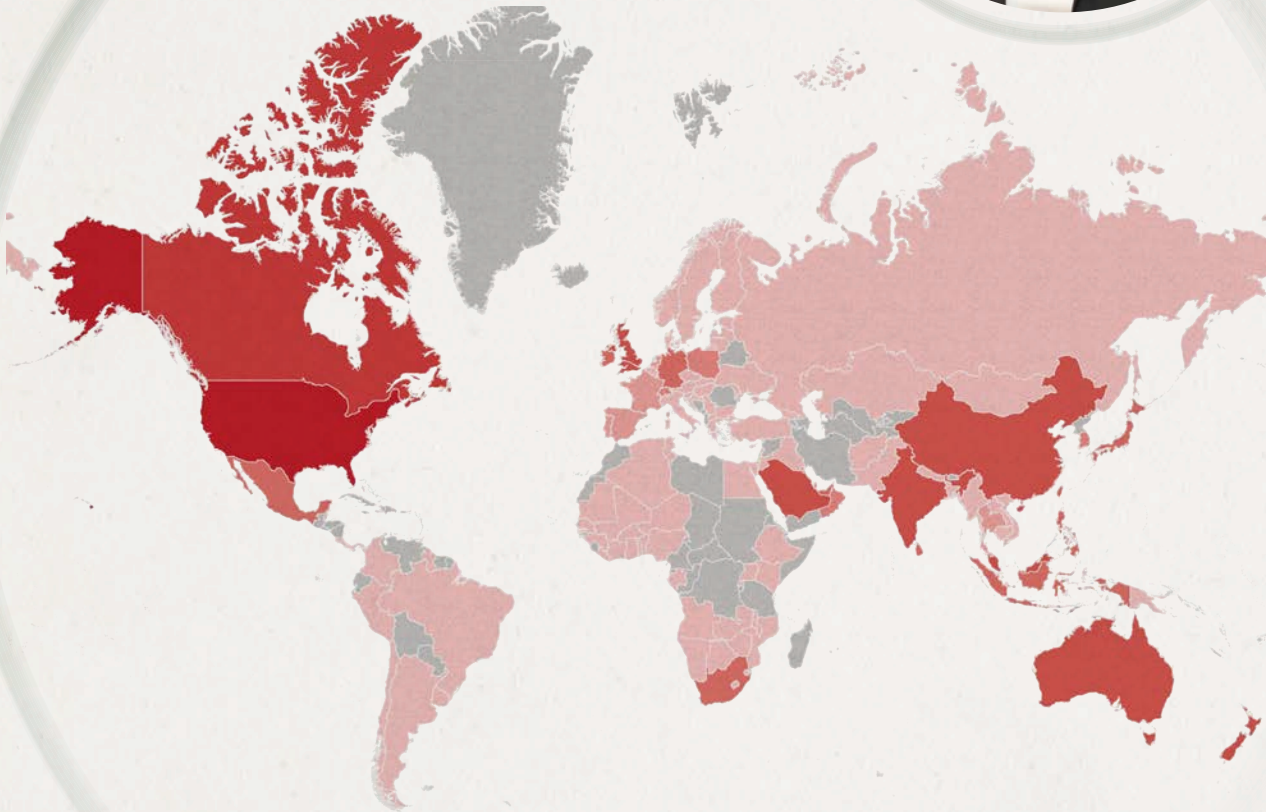
Did I truly present each of those 10 speeches and legitimately qualify to receive the award? Yes, I did. I stood (and continue to stand) by the truth of that statement and so did the two vice presidents education who signed the project record and the award application. My integrity is intact, and so is theirs. We, like the vast majority of our members, hold fast to our core values.

As long as the Toastmasters program has existed, we have depended on the integrity of members and leaders to verify their own participation or the participation of others. That is why, in my view, integrity is our first and primary core value. Unfortunately, some members choose to compromise their integrity in favor of outside pressures or perceived achievement.









It is better to fail and keep one's integrity than succeed and abandon it.

I encourage each of us to evaluate our relationship with our core values. It's easiest to maintain our values when there is no challenge. However, when our values are tested, the relationship can be weakened and compromise can ensue. A pre-commitment to each of the values will help us hold true when difficult times arise.

*Daniel Rex*



**MEMBERS BY COUNTRY**

	1-500		5,001-15,000
	501-1,000		15,001-30,000
	1,001-1,500		More than 30,000
	1,501-5,000		None

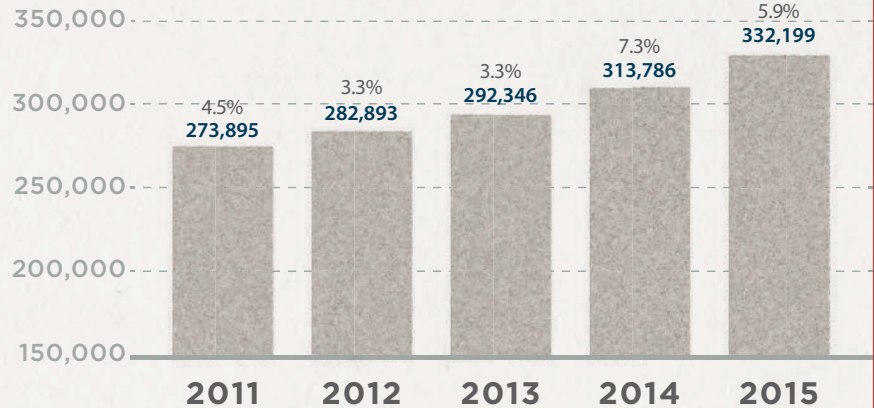


# By The Numbers

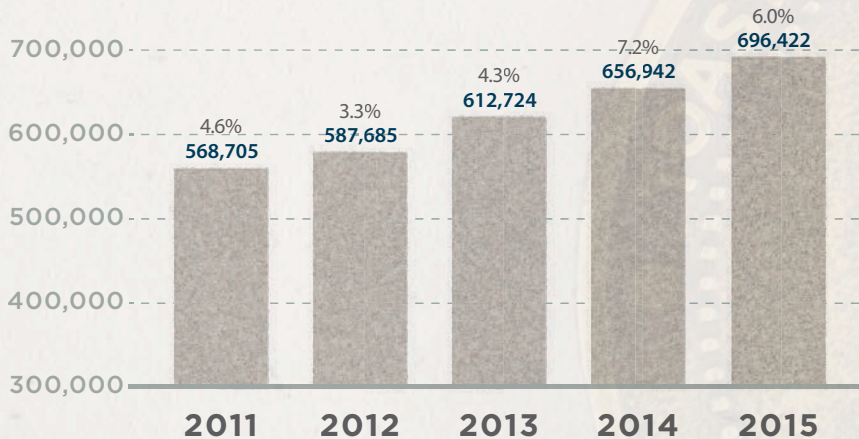
## Membership Growth

Membership rose during the 2014–2015 program year to 332,199, an increase of 5.9% over the previous year. This increase marks 21 consecutive years of growth and exceeds the 5.5% annual growth established in the 2010 strategic plan. This chart reflects memberships as of March 31, 2015, and includes dual memberships.

## TOTAL MEMBERSHIP

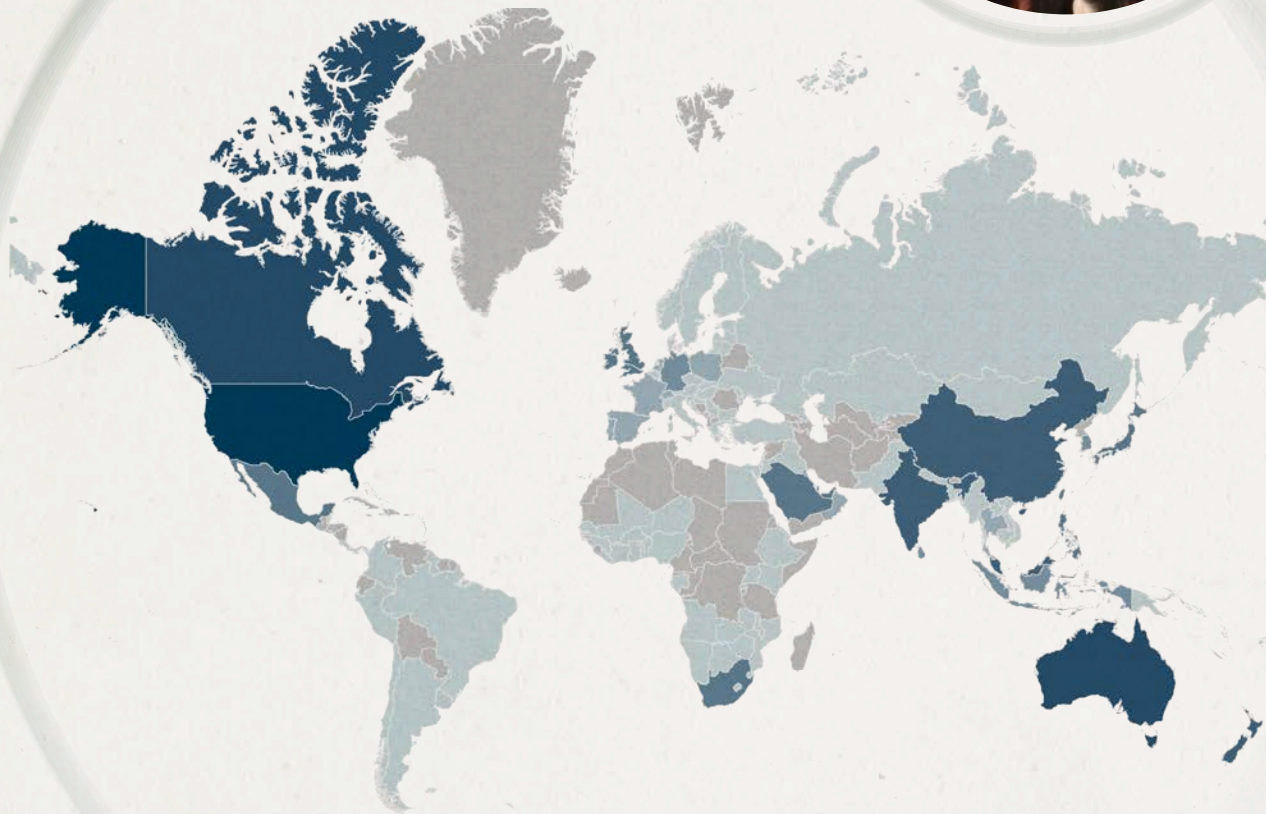


## MEMBERSHIP PAYMENTS

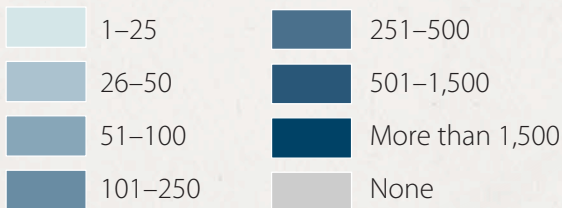


## Membership Payments

As of June 30, 2015, the total number of payments totaled 696,422. Membership payments increased by 6.0%. Membership payments include new, charter and renewal for the entire program year.



**CLUBS BY COUNTRY**

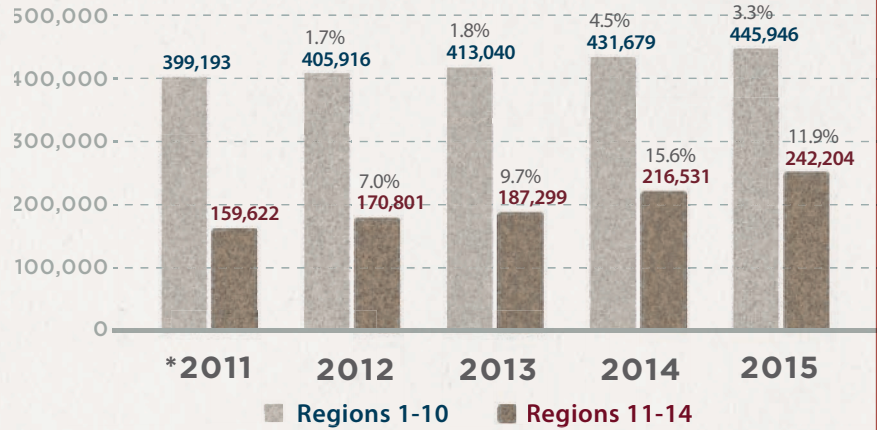


# By The Numbers

## Payments by Region

In the 2014–2015 program year, membership payments increased by 3.3% in regions 1 to 10 and 11.9% in regions 11 to 14. Regions 1 to 10 represent districts within North and South America. Regions 11 to 14 comprise districts outside North and South America.

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



\*Prior to 2011, there were only eight regions.

## NEW AND SUSPENDED CLUBS



## Club Growth

New clubs rose in the 2014–2015 program year to 1,508. This reflects an increase of 4.1% from last year. Suspended clubs increased to 848, or 18.1%, when compared to the 2013–2014 program year.

## District Reformatations

To foster continuing district performance and club support, the districts listed below reformed on July 1, 2015. As a result of sustained growth in membership and clubs, four additional districts will reform soon; districts 4, 42, 51 and 85 are in transition this year and will reform on July 1, 2016.



DISTRICT	REGION	EFFECTIVE DATE OF REFORMATION
41/98	India	July 1, 2015
70/90	New South Wales, Australia	July 1, 2015





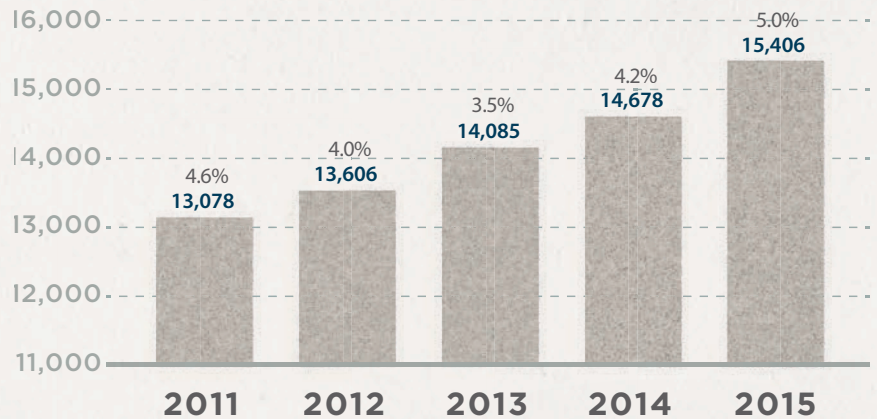
# By The Numbers



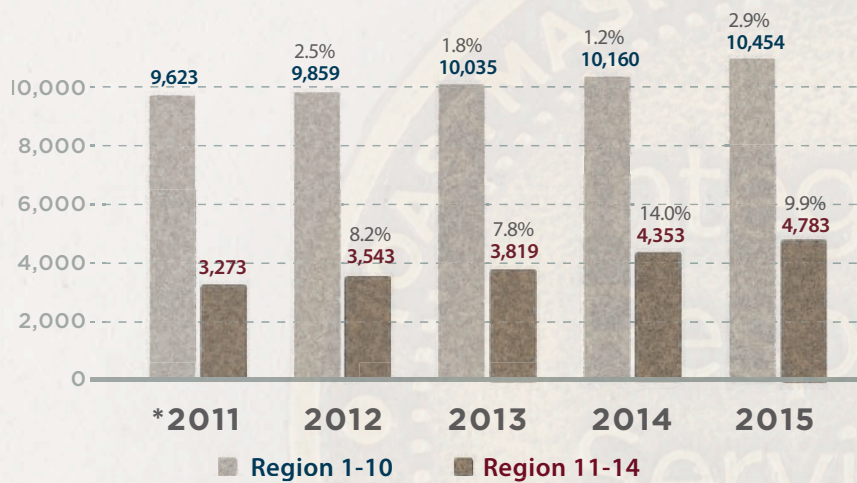
## Paid Clubs

The number of paid clubs also increased in 2014–2015. Total paid clubs climbed to 15,406, a 5.0% increase over the previous program year. In regions 1 through 10, paid clubs increased by 2.9% to 10,454. For regions 11 through 14, paid clubs increased nearly 10% to 4,783.

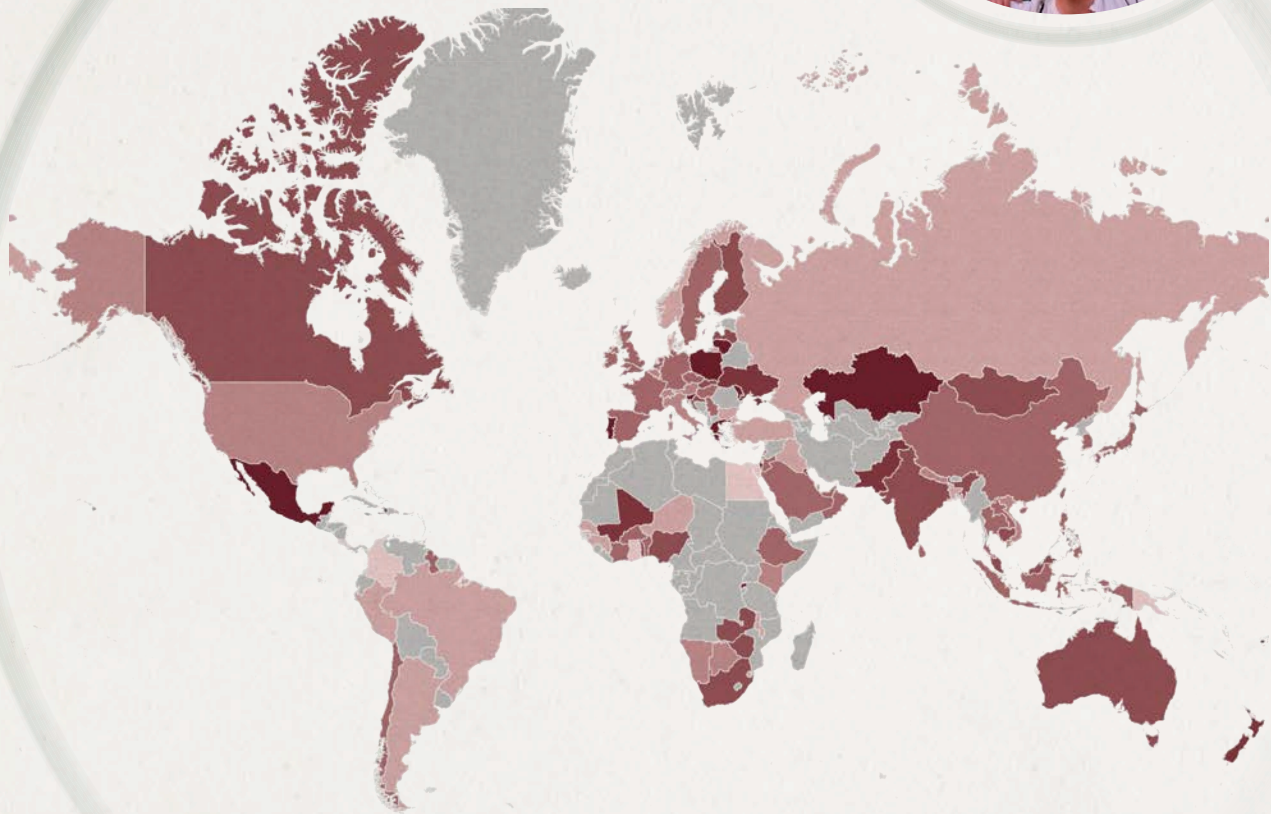
### PAID CLUBS



### PAID CLUBS: Regions 1 to 10 vs. 11 to 14

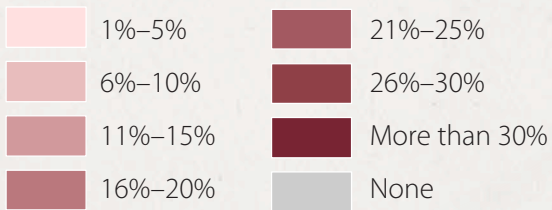


\*Prior to 2011, there were only eight regions.



**EDUCATION AWARDS BY COUNTRY**

*\*As a percent of membership.*



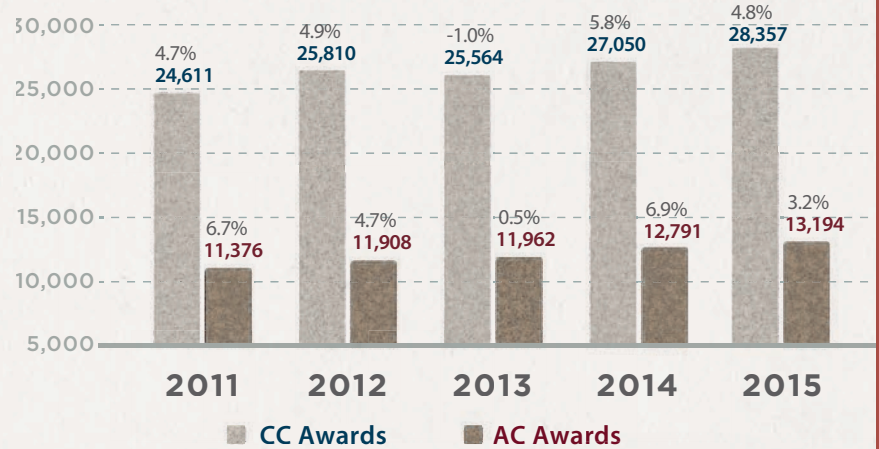
Respect  
Service  
Excellence

# By The Numbers

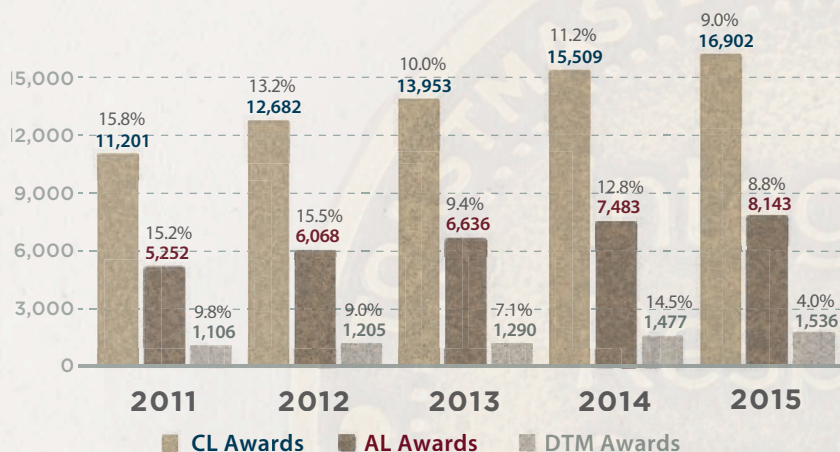
## Education Awards

The number of education awards earned by members increased in all categories during the 2014–2015 program year. Competent Communicator awards grew by 4.8% and Advanced Communicator awards increased by 3.2%. All communication awards increased to 41,551, or 4.3%, over last year. The number of Competent Leader awards increased by 9.0%, Advanced Leader awards by 8.8% and Distinguished Toastmaster awards by 4.0%. All leadership awards increased to 26,581 or 8.6%.

## COMMUNICATION AWARDS



## LEADERSHIP AWARDS



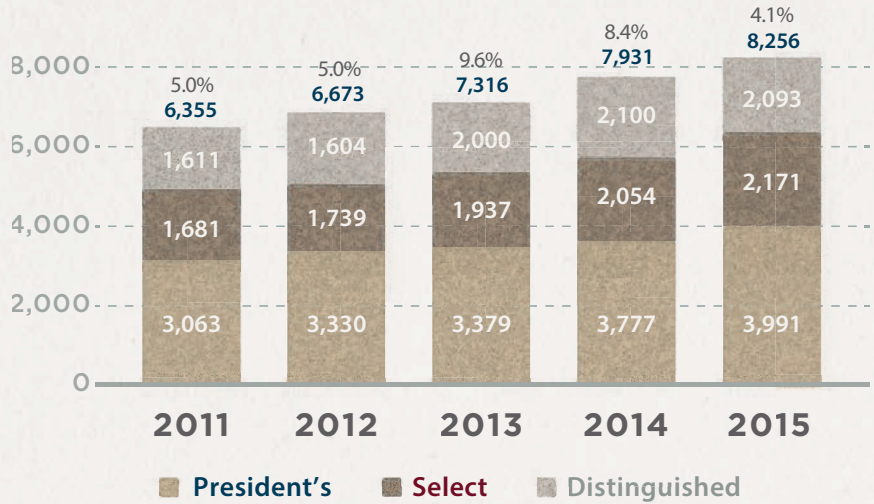
# By The Numbers



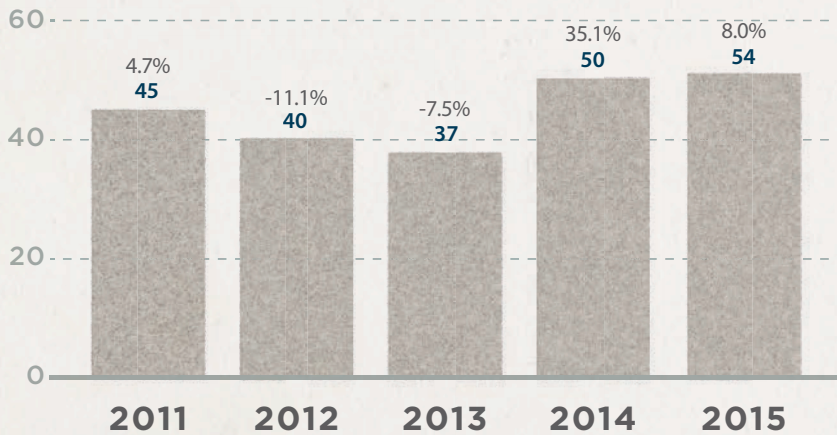
## Focus on Clubs

A record 8,256 clubs achieved Distinguished recognition in the Distinguished Club Program (DCP). This represents 53.6% of paid clubs. The total number of clubs achieving Distinguished recognition increased by 4.1% over last year, relative to the increase in paid clubs.

## DISTINGUISHED CLUBS: JULY TO JUNE



## DISTINGUISHED DISTRICTS



## Focus on Districts

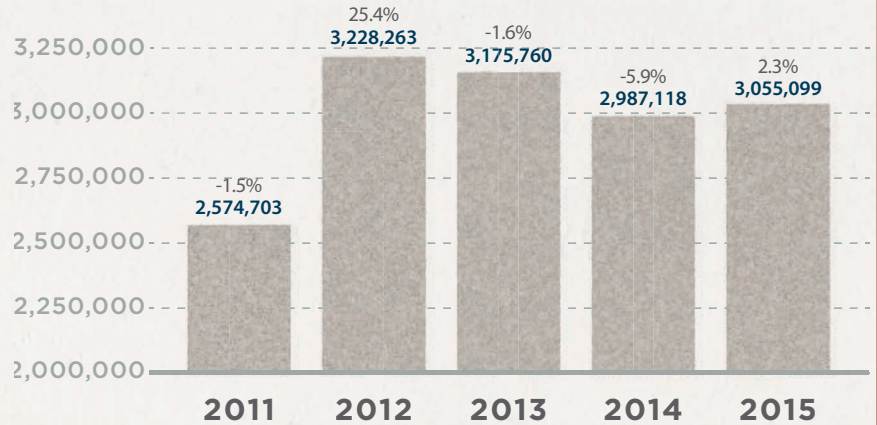
For the 2014–2015 program year, 54 districts achieved Distinguished status or better in the District Recognition Program (DRP). Compared to the last year program year, this is an increase by 8.0%. This represents 56.3% of eligible districts.



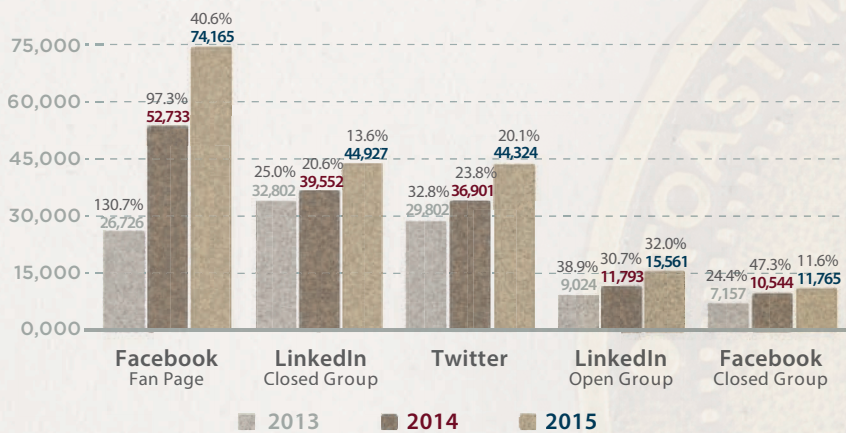
## Education and Product Sales

In the 2014–2015 program year, Toastmasters International’s product sales totaled \$3,055,099, a 2.3% increase over the previous year. Sales of promotional items, ribbons and pins were the greatest contributors to the increase representing \$693,367 or 8.2%.

## EDUCATION AND PRODUCT SALES



## SOCIAL MEDIA



## Social Media

Toastmasters International maintains a presence on a number of social media sites to increase brand awareness and facilitate conversations among members worldwide. The Facebook fan page has experienced exceptional growth of 40.6% to 74,165 fans. This can be attributed to more consistent and tailored communications. The number of Twitter and LinkedIn followers continue to grow steadily and engagement has increased on both platforms. Toastmasters’ Instagram profile was launched in March 2014 and has 1,900 followers as of June 30, 2015.

# Global Support

## Club Officer Training

Properly trained club officers are better able to serve and support their clubs, and their preparedness reinforces club quality. In a continued effort to standardize club officer training, all districts received updated materials for use during district-sponsored club officer training. Moreover, in July, an online learning module for club officers, called the Foundation of Knowledge, was added to the Toastmasters website. This module provides information about the Distinguished Club Program, the Toastmasters education program and the structure of the organization. Additional new e-learning modules for each club-officer role are available as well.



## District Leader Training

In August 2015, all district directors, program quality directors and club growth directors meet for two days in Las Vegas, Nevada, to gather resources, network and plan for a successful year. To prepare for the training, district leaders completed redesigned e-learning tutorials and attended a district finance webinar.

During the intensive two-day training, district leaders participate in team-building activities, discuss best practices and set goals for their districts.

## Club Quality

Club quality has the greatest impact on member satisfaction and achievement. Moments of Truth is a tool that enables sustained club quality through guided evaluation, a series of actions and targeted recommendations. This essential manual, part of The Successful Club Series, has been revised to include best practices clubs can leverage to deliver a high-quality experience.



## Translations

In the last year, World Headquarters has expanded the variety of translated materials available.

The contents in the 2015 Club Officer Mailing were translated into all eight of Toastmasters' languages. The eight available languages are Arabic, French, Simplified Chinese, Traditional Chinese, German, Japanese, Portuguese and Spanish. Portuguese was recently added to support the Developing Markets initiative in Brazil. Now the New Member Kit is translated into Portuguese, as are two Advanced Communication manuals, *Storytelling* and *Persuasive Speaking*, the new-member application form and Moments of Truth.

The translations team worked closely with the in-county review teams. These volunteer members have offered invaluable support in ensuring that the translated materials accurately portray the Toastmasters brand and culture.

Several more items will be translated during the next six months, notably High Performance Leadership, which is translated into all supported languages except Portuguese. These items will be available in the store as downloadable PDF files during the fourth quarter of 2015.

The team is preparing for translation of the revitalized education program and is currently developing glossaries and style guides, and defining the translation and review process.

## Revitalized Education Program

The content development for all projects in the revitalized education program is complete and the education team has filmed two phases of videos for the projects. The content pilot of all online materials has begun with designated clubs led by Learning Masters and a few Chief Ambassadors. The content pilot will run through December 2015.

The purpose of the content pilot is to collect feedback about the educational materials presented in the REP and evaluate the projects at the member level. The education team is collecting feedback

about the usability and value of the projects as well as the success of projects in the club environment. Learning Masters, Chief Ambassadors and other individuals will be assigned projects and learning paths to test the material, both individually and along with members of their clubs.

The learning management system that will house the projects in the REP was selected in the first quarter of 2015. Once the content is integrated with the platform, the focus will shift to implementation, including the beta testing and pilot phases of the materials in the learning management system.

# Global Support

## Publicity

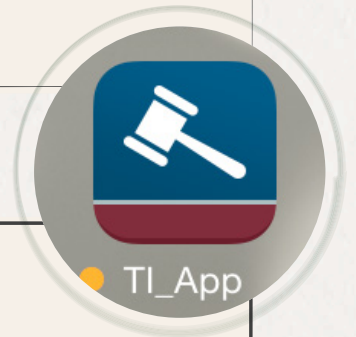
In the last six months, the organization has received high-quality, valuable publicity in major international media outlets, including television, magazines, newspapers, news websites and radio. Prominent examples are: *Forbes*, *The Huffington Post*, *Marketwatch*, *MSN*, *Time*, *U.S. News & World Report*, *Yahoo! Finance*, *Daily Mail* in the UK, *The Borneo Post* in Malaysia and *The Hindu* in India.

These media placements are a result of World Headquarters' relationships with prominent news outlets as well as the public relations managers' efforts to generate publicity for their districts through local media outreach.

## Developing Markets

In 2013, the Board of Directors passed an initiative to strategically target developing markets for growth. Brazil was selected as the first market because of its relatively low membership and high potential.

Members in Brazil formed a team in spring of 2015. Led by a Developing Market Specialist, a member volunteer who works directly with World Headquarters, the team conducts events and fulfills club growth, public relations, communications, club quality and education functions. District leaders in Florida and Portugal have joined the team as well, helping to organize a robust program to match Portuguese-speaking sponsors and mentors to clubs in Brazil. Currently Brazil has 10 clubs, five prospective clubs and 12 strong leads.



## ..... Mobile App

Toastmasters' new mobile app is the latest addition to the digital solutions available primarily to members and leaders. Some of the strategic goals for this app include member engagement, capturing data related to club meeting activities and enhancing the club experience through data collection and analysis. The mobile app is a multi-phase project that's scheduled to be released to all members by the end of 2015.

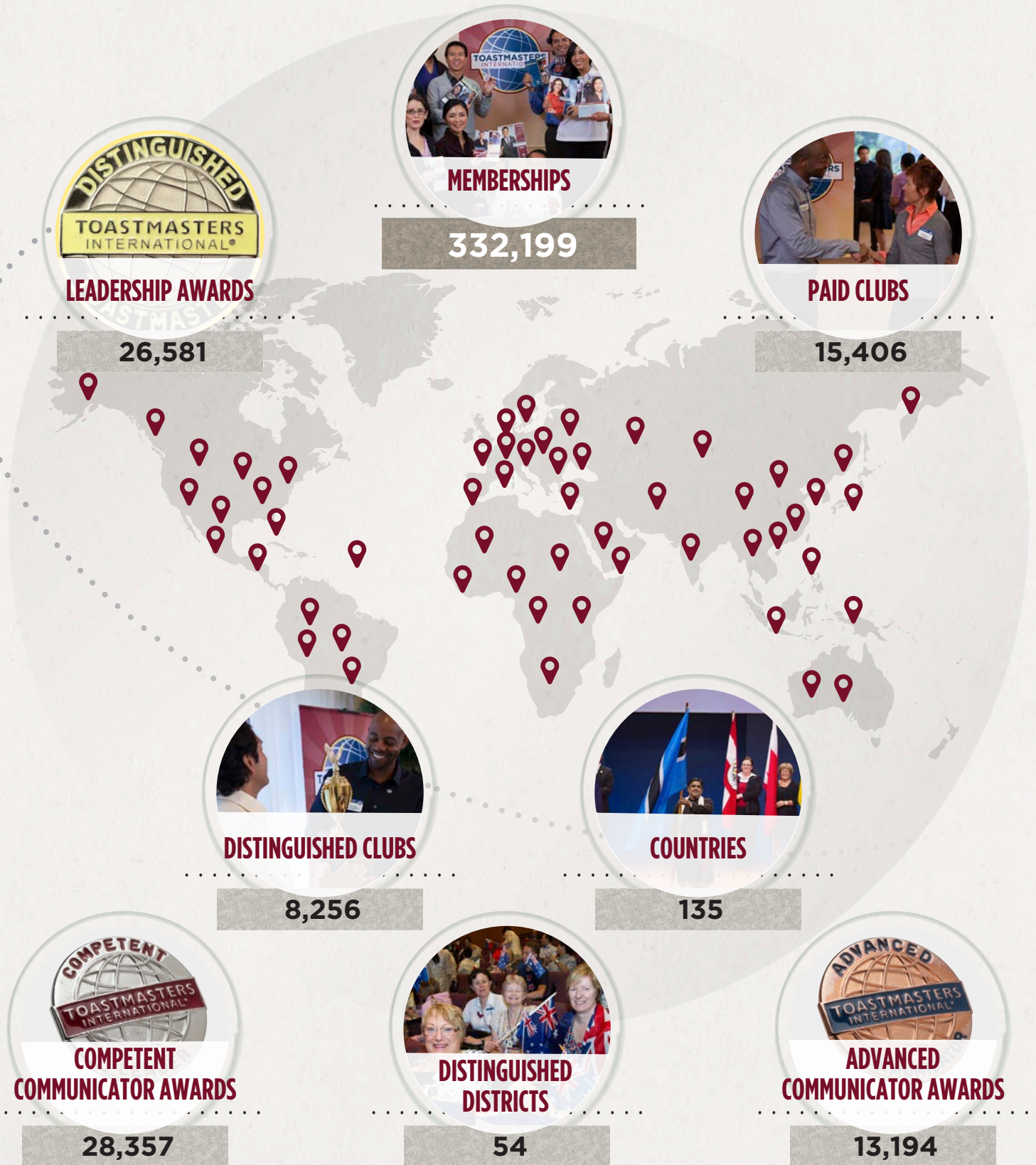
So far, Phase One is complete, and it includes:

- An independent, scalable and flexible platform
- Ability to view and select members from the roster based on the login
- Adaptive speech timer
- Ah counter and recorder
- Word of the Day and grammar tracker
- Member history and approval process

The app is offered for the two mobile operating systems Android and iOS (Apple) and will be available to download from Google Play and the App Store. The goal is to eventually include components such as video recorder, audio recorder, GPS and other devices to enhance the club and member experience.



# 2014–2015 Milestones





**TOASTMASTERS**  
INTERNATIONAL®

..... WHERE LEADERS ARE MADE .....



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