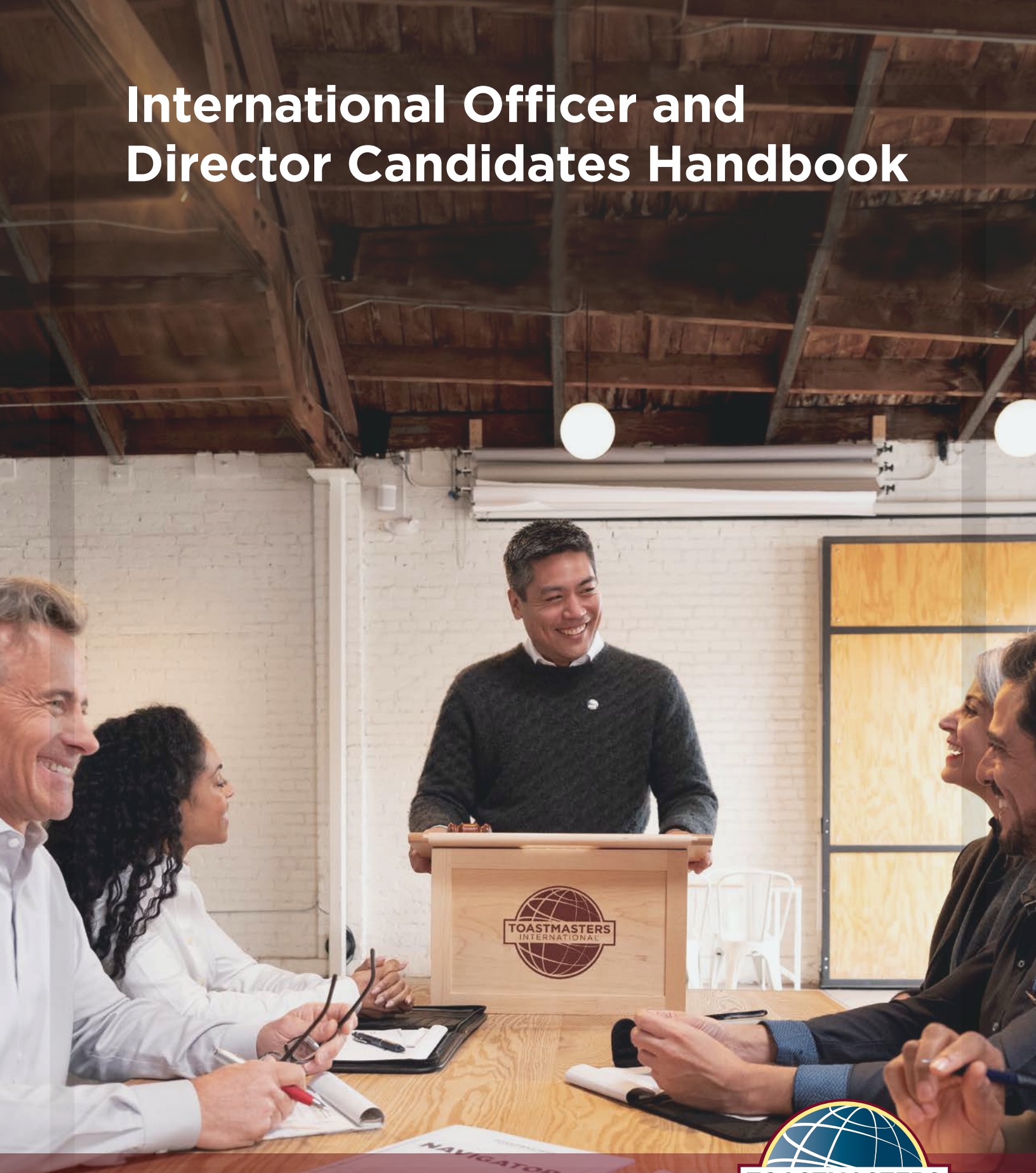


International Officer and Director Candidates Handbook





TOASTMASTERS INTERNATIONAL
www.toastmasters.org

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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

Table of Contents

Missions, Values, and Promises	2
International Officers and Directors	5
Attributes and Qualifications	5
Attributes of Successful International Officers	5
Attributes of Successful International Directors	5
Qualifications of International Officer and Director Candidates	6
Qualifications of International Officer Candidates	6
Qualifications of International Director Candidates	6
Candidacy	7
International Leadership Committee Evaluation Process and Nominations	7
Floor Candidates	7
Campaigning	7
Campaign Focus	8
Campaign Ethics	8
Brand and Trademarks Design Guidelines	8
Campaign Expenses	8
Campaign Communications	9
Voice/Video Conversation	9
Scheduling Software	9
Website and Social Media Guidelines	10
Campaign Website	10
Campaign Social Media Profiles	10
Campaigning at District Events	12
Presentations	12
District Candidate Corner	12

Participation at the International Convention	12
Candidate Corner	12
Opening Ceremonies	12
Candidate Showcase	12
Annual Business Meeting	13
President's Inauguration & Celebration	13
Campaign Rules at a Glance	14

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 focuses on how to campaign for a position on the Board of Directors after you have declared your intent to run. Most information is pertinent to both International Officer and Director candidates; but whenever one role in particular is referenced, the following icons appear in the margins:



International Officers



International Directors

Attributes and Qualifications

International Officers and Directors are elected based on individual skills and Toastmasters accomplishments, an ability to serve in the position, and demonstrated dedication to the organization.

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
- ▶ Experience thinking strategically and developing and implementing a strategic plan
- ▶ Advanced leadership understanding and experience
- ▶ Significant experience leading committees
- ▶ 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
- ▶ 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

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 ILC 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 Letter of Intent online. Visit www.toastmasters.org/candidatequalifications to complete the Letter of Intent and Candidate Biography, 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**

Candidacy

You may declare 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. The deadline to submit the Letter of Intent, as well as your Candidate Biography and photograph, is October 1 of the election cycle.

International Leadership Committee Evaluation Process and Nominations

The purpose of the ILC is to identify, evaluate, and nominate qualified members to serve on the Board of Directors. All candidates must be evaluated by the ILC in the election cycle in which the candidate stands for election at the Annual Business Meeting.

As part of the ILC evaluation 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 leadership roles are asked to complete the assessment. Candidates also complete a self-assessment. Members of the ILC and each candidate have access to their 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 ILC and usually begin in November and can extend into March of the following year. Interviews are conducted using videoconferencing.

During their evaluation process, ILC members take into account assessment results, interviews, input from current and past leaders and other Toastmasters members, and candidate materials. After completing their evaluation the committee nominates the best candidates for each of the open Board positions.

**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, those who were evaluated but not nominated by the ILC, may run from the floor at the Annual Business Meeting. If you intend to run from the floor, you must provide written notification indicating your intent to run to the International President no later than July 1.

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 on-site Candidate Corner, are introduced at the Opening Ceremonies, and participate in the Candidate Showcase.

Campaigning

Once your Letter of Intent has been accepted by the ILC, you may begin campaigning. At that time 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 materials, 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.

As a candidate, you cannot create a campaign logo. 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 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 business cards
- ▶ Travel to District conferences
- ▶ Travel (airfare and accommodation) to International Convention
- ▶ Convention registration

Campaign Communications

Candidates may only send campaign communications to Campaign Messaging Recipients, as defined in Policy 9.1, Section 7.F.I. 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.

Voice/Video Conversation

One of the three types of campaign communications outlined in Policy 9.1, Section 7.H., is Voice/Video Conversation, defined as any live communication with a Campaign Messaging Recipient that includes voice and/or video. Candidates may conduct one Voice/Video Conversation with each Campaign Messaging Recipient but may send no more than two unsolicited messages in order to set up the conversation.

Candidates are not permitted to initiate unsolicited communications to District Directors, Program Quality Directors, or Club Growth Directors during the month of June. Instead, it is recommended that candidates focus their communications in June on the other Campaign Messaging Recipients, such as the current and past Board Members and current and past Region Advisors.

As the organization continues to grow and evolve, candidates need to keep in mind the following:

- ▶ The time required for Campaign Messaging Recipients, particularly the top three District officers, to have conversations with all the candidates in a given election cycle can be overwhelming and interfere with their other responsibilities.
- ▶ Campaign Messaging Recipients may have a preference for scheduling either onsite or online conversations. Not all Campaign Messaging Recipients will attend the International Convention.
- ▶ There may be more Campaign Messaging Recipients than can reasonably conduct interviews onsite during Candidate Corner at the International Convention.
- ▶ Advances in and access to videoconferencing technology have made the scheduling and conducting of Voice/Video Conversations online easier than in the past.

Each candidate should find a balance between conversations conducted online and those held onsite at the International Convention that works best for the Campaign Messaging Recipients.

Scheduling Software

After the announcement of the ILC nominations, candidates may use a scheduling software to manage their Voice/Video Conversations 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. It is recommended that candidates inform Campaign Messaging Recipients that a confirmation email will come from the scheduling software but that meeting links will be sent directly from the candidate.

Website and 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:

Campaign Website

- ▶ Candidates may have a website to promote their candidacy. It must stand alone and have a unique URL each election cycle.
- ▶ Candidates may link to or reference their campaign 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 candidate's website may include a blog with automatic notices and must have an opt-in/out option.

Campaign Social Media Profiles

- ▶ 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.
 - An existing social media profile cannot be converted to a campaign profile.
 - Campaign social media profiles are new accounts made for the current election cycle, for the sole use of campaigning.
- ▶ Campaign profiles may contain reciprocal links to the candidate's other campaign social media profiles and campaign website. The candidate's home club may link the candidate's campaign social media profiles on the club's website.
- ▶ Candidates are prohibited from participating in Toastmasters-related discussion groups online (websites and social media) using any profile (personal or campaign).
- ▶ Sending a request or invite as a private message or chat from a campaign social media account is considered a campaign communication if the candidate and recipient are not already connected.
- ▶ Candidates may make a single post per platform to their personal social media pages announcing their candidacy.
- ▶ Candidates may post a general invitation to "like" their campaign profile on their personal and campaign social media profiles. Tagging, sharing, and spamming are not allowed.
- ▶ Candidates and their campaign team members must not share or tag campaign posts.
- ▶ Campaign team members may not campaign on their personal social media profiles.
- ▶ Campaign content must only be posted on the candidate's 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.

		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 Recipients' social media profiles	No	No	No
	Other Toastmasters members' social media profiles	No	No	No
	Non-members' social media profiles	No	No	No
	Candidate's personal social media profiles	No	No	Can link to candidate's website and campaign profiles only
	Candidate's campaign social media profiles	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
	Undistricted clubs pages	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 Recipients' social media profiles	Yes	Yes	No
	Other Toastmasters members' social media profiles	Yes	Yes	No
	Non-members' social media profiles	Yes	Yes	No
	Candidate's personal social media profiles	Yes	Yes	Can link to candidate's website and campaign profiles only
	Candidate's campaign social media 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
	Undistricted clubs pages	Yes	No	No

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

Campaigning at District Events

Presentations

A presentation can include an educational session, keynote speech, or panel discussion delivered at a District (including Area and Division) event. Opposed International Officer candidates must not give presentations at District events. International Director candidates are permitted to give presentations at District events within their declared home region. All other candidates for the same office in that region must be given equal opportunity to appear on the program and to be featured in any associated materials.

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

International Officer and Director candidates are not permitted to deliver campaign speeches at any District (including Area and Division) event.

District Candidate Corner

It is the decision of the District whether or not to provide space at a Candidate Corner for International Officer and Director candidates. Candidates or their representatives must provide their own hardware to participate.

Participation at the International Convention

Candidate Corner

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

Depending on available space, each candidate is provided a six-foot (1.83-meter) table. If space is limited, two candidates share a six-foot (1.83-meter) table. 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 floor candidates, are introduced to the audience during the Toastmasters International Convention's Opening Ceremonies

Not sure what to expect at the Opening Ceremonies?

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

Candidate Showcase

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

Not sure what to expect at the Candidate Showcase?

Before the event, a rehearsal for candidates—overseen by 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.
- ▶ Voting delegates complete their ballots for all open positions and any proposals for amendments to the Bylaws and Club Constitution

When the Annual Business Meeting is conducted in a hybrid format, the voting results will be announced at a separate event.

President's Inauguration & Celebration

The President's Inauguration and Celebration are the close of the convention. In addition to celebrating the incoming International President, the 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
Endorsements Policy 9.1, Section 9	Using quotations and testimonials only with the written permission of their authors	Endorsing of any candidate by current Board Members or their spouses or partners Endorsing or supporting of any candidate by District Directors, Program Quality Directors, or Club Growth Directors
Fundraising/Donations 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
Photographs Policy 9.1, Section 9.A.	Using photos of the candidate only	
Use of Toastmasters Intellectual Property 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 Candidate Biography have 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 a candidate specific logo Using an unofficial tagline or theme
Visits to Clubs, Districts, or District Leaders Policy 9.1, Section 7.A.	Visiting within the candidate's declared home region only	

Campaign Communications		
Electronic Mailings Policy 9.1, Section 7.H.II.	Sending one (1) after the ILC's nomination results have been posted to the Toastmasters International website	
Physical Mailings Policy 9.1, Section 7.H.I.	Sending one (1) after the ILC's nomination results have been posted on the Toastmasters International website	
Voice/Video Conversation Policy 9.1, Section 7.H.III.	Conducting one (1) after the ILC's nomination results have been posted on the Toastmasters International website 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 home District

	Permitted	Not Permitted
Electronic Campaigning		
Social Media Policy 9.1, Section 7.H.V.	Creating new 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 profiles for campaigning Participating in Toastmasters-related discussion groups by candidates, using any profile
Websites Policy 9.1, Section 7.H.V.	Creating a campaign website that stands alone and has a unique URL each election cycle Linking to or referencing this campaign 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	

District Event Campaigning		
Campaign Speeches Policy 9.1, Section 7.H.IV.a.		Delivering campaign speeches
Physical Campaign Materials Policy 9.1, Section 7.H.VI.	Distributing business cards in the Candidate Corner only	Displaying physical campaign materials Airing audio/video presentations
District Publications 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
Presentations Policy 9.1, Section 7.H.IV.	<ul style="list-style-type: none"> ● Giving presentations by unopposed International Officer candidates ● Giving presentations by International Director candidates within their declared home regions. All candidates are to be given equal opportunity 	● Giving presentations by opposed International Officer candidates
Home District Activities 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
Hospitality Suites Policy 9.1, Section 7.H.VI.d.		Hosting hospitality suites by the candidate or their representative

	Permitted	Not Permitted
International Convention Campaigning		
Campaigning 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
Physical Campaign Materials Policy 9.1, Section 7.H.VI.	Distributing business cards in the Candidate Corner	Displaying physical campaign materials Affixing materials to walls or plugging into electrical outlets Distributing any physical campaign items including, but not limited to, buttons, USB drives, gifts, food, gum, or beverages Having balloons Airing audio/video presentations
Hospitality Suites 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, or call World Headquarters at 720-439-5050.



www.toastmasters.org