



Minutes of the 2023-2024 Board of Directors Videoconference

July 25, 2024

The 2023-2024 Toastmasters International Board of Directors met on July 25, 2024, with International President, Morag Mathieson, DTM presiding. The other officers and directors present were: Radhi Spear, DTM; Aletta Rochat, DTM; Stefano McGhee, DTM; Matt Kinsey, DTM; Anwasha Banerjee, DTM; Pawas Chandra, DTM; Farzana Chohan, DTM; Dawn Frail, DTM; Jean Gamester, DTM; Helen He, DTM; Benjamin McCormick, DTM; Kimberly Myers, DTM; Sondra Nunez, DTM; Jesse Oakley III, DTM; Dana Richard, DTM; Violetta Rios, DTM; Elisa Tay, DTM; Frank Turo, DTM; and Chief Executive Officer Daniel Rex. Chief Financial Officer John Bond, Chief Operations and Information Officer Heidi Hollenbeck, Chief Marketing and Development Officer John Lurquin, District Growth and Support Director Jonathan Lam, Member Support Director Danielle Mitchell, Board Support Director Mona Shah, Education Programs and Training Director Kate Wingrove, Executive Assistant to the Chief Executive Officer Amber Villa, and Secretary Kristen Kyriazis were also present. No Board Members were absent.

1. The agenda was adopted as presented.
2. The Board received the report (attached) of the July 8, 2024, Executive Committee videoconference as presented by International President-Elect Radhi Spear. The Board adopted the Committee's recommendations as presented in items #1, 2, 4 and 5. Item #3 was considered subsequently by the Board. Item #6 was considered as part of a separate agenda item.

The Board adopted item #3.

3. Immediate Past International President Matt Kinsey, chair of the Strategic Planning Committee, presented the draft 2024-2027 Strategic Plan. The Board reviewed and adopted the 2024-2027 Strategic Plan.

The Board considered the Committee's recommendation regarding the updated envisioned future, as recorded in the minutes of the July 8, 2024, Executive Committee videoconference. The Board voted to amend the presented envisioned future further; the approved amendment to Policy 1.1: Mission Statements, Core Values, and Envisioned Future is attached.

4. The Board received an update on the organization's performance.
5. **HIGHLY CONFIDENTIAL**

As there was no other business on the agenda, the meeting was adjourned.

Pursuant to Protocol 11.3: Board of Directors Confidentiality, items contained in the minutes of this meeting were classified as “unrestricted” upon distribution of the minutes by World Headquarters, not to include any matters marked “restricted” or “highly confidential.”


Kristen Kyriazis
Secretary

Distribution: Board of Directors
 Nonprofit General Counsel
 Chief Executive Officer
 Past International Presidents
 Past International Directors



Minutes of the 2023-2024 Executive Committee Videoconference

July 8, 2024

The 2023-2024 Toastmasters International Executive Committee met on July 8, 2024, with International President Morag Mathieson, DTM, presiding. The other officers present were: International President-Elect Radhi Spear, DTM; First Vice President Aletta Rochat, DTM; Second Vice President Stefano McGhee, DTM; Immediate Past International President Matt Kinsey, DTM; and Chief Executive Officer Daniel Rex. Chief Financial Officer John Bond, Chief Operations and Information Officer Heidi Hollenbeck, District Growth and Support Director Jonathan Lam, Member Support Director Danielle Mitchell, Board Support Director Mona Shah, Executive Assistant to the Chief Executive Officer Amber Villa, and Secretary Kristen Kyriazis were also present. No Committee Members were absent.

1. The agenda was adopted.
2. The Committee received the report of the International Disciplinary Committee (IDC), as presented by Past International Presidents Pat Johnson and Neil Wilkinson, regarding the IDC's work on the District disciplinary process. Amendments to Protocol 3.0: Ethics and Conduct (attached) were adopted by the joint written authority of the International President and the Chief Executive Officer, with the concurrence of the International President-Elect, effective upon publication of these minutes.
3. The Committee received the report of the International Leadership Committee (ILC) as presented by Past International Presidents Deepak Menon, Richard E. Peck, and Terry Daily. The Committee recommends that the Board adopt the change to Policy 9.1: International Campaigns and Elections (attached), effective immediately.
4. The Committee received an update on the organization's performance.
5. **HIGHLY CONFIDENTIAL**
6. The Executive Committee adjourned and reconvened as the Strategic Planning Committee to review a draft of the 2024-2027 Strategic Plan. The Committee provided feedback on the overall content and organization of the plan. In addition, the Committee recommends that the Board approve the updated envisioned future as presented.

HIGHLY CONFIDENTIAL

As there was no other business on the agenda, the meeting was adjourned.

Pursuant to Protocol 11.3: Board of Directors Confidentiality, items contained in the minutes of this meeting were classified as “unrestricted” upon distribution of the minutes by World Headquarters, not to include any matters marked “restricted” or “highly confidential.”



Kristen Kyriazis
Secretary

Distribution: Board of Directors
 Nonprofit General Counsel
 Chief Executive Officer
 Past International Presidents
 Past International Directors

Ethics and Conduct

1. Violation Reporting

- A. If an ethics or conduct violation arises, it is to be handled initially at the closest practical level to the incident.
- B. If the resolution of a violation is not satisfactory, the matter may be safely reported to the next level. Club-level matters not resolved at the club level are reported to World Headquarters.
- C. If the matter is not reported, the next level is not to be held responsible for the situation.
- D. The person receiving the report shall conduct a confidential investigation and shall initiate appropriate action to resolve the matter.
- E. Regardless of the level at which an incident occurs, if any person involved in the matter believes it was not resolved in accordance with the governing documents of Toastmasters International, or if the process is not feasible, such person may promptly report the situation to the Chief Executive Officer or to the International President if the Chief Executive Officer is charged with a violation.
- F. Any claim, threat of lawsuit, or lawsuit involving an ethics violation occurring outside the club level must be reported promptly to the Chief Executive Officer.
- G. In jurisdictions where laws are stricter than the Toastmasters International governing documents, members and clubs are required to observe the stricter standards.
- H. Suspected violations of criminal law, such as embezzlement, theft, assault, or trespass should be reported to the appropriate law enforcement authorities in the jurisdiction. Any such violation occurring outside the club level must be reported to World Headquarters.
- I. The *Policy Violations Quick Reference Guide* applies to all violations at the club, District, and international level. Modifications to the guide shall only be made through the administrative protocol review process. Exceptions are not permitted.

2. Club Procedure to Discipline a Member

- A. Disciplinary actions conducted by a club relating to an individual member are addressed in Article II, Section 6, of the Club Constitution. Each club is responsible for handling its own disciplinary matters following Toastmasters Policy and Protocol. District leaders have no club-level authority and shall not be involved in club-level disciplinary matters. World Headquarters, at the request of club officers, provides counsel and direction in matters of process.
- B. The process set forth below in C through J applies if a club considers disciplining an individual member. This includes, but is not limited to, situations in which the International President requests that the club initiate proceedings against a particular member.

- C. An individual member who wishes to express concern about any ethics and conduct or other violations involving a member of the club or the Club Executive Committee may submit a complaint containing reasonably credible information to the Club President, who becomes the investigative officer. If the Club President is the charged member, has a conflict of interest, or is exhibiting undue bias, the next highest-ranking club officer replaces the Club President throughout the remainder of the proceedings. A conflict of interest occurs when the Club President has a business or personal relationship with the charged member that impacts the Club President's ability to remain impartial and make a decision in the best interests of the club. In such cases, the Club President must not participate in the investigation.
- D. If the investigative officer believes the member complaint to be reasonably credible, a confidential investigation must be completed within a reasonable time (within 21 days). The investigative officer discusses the findings from the investigation with the complaining member and the charged member (separately or together) in an effort to reach a mutually agreeable resolution. If a resolution is reached, the matter is closed.
- E. If a resolution is not reached, the investigative officer refers the matter to the Club Executive Committee. The Club Executive Committee determines, by a majority vote, whether:
 - I. Sufficient evidence of alleged violations exists
 - II. A disciplinary hearing takes place.
 - III. The disciplinary hearing is conducted by the Club Executive Committee or the club members.
- F. The following disciplinary actions are available to the club:
 - I. Request a public apology
 - II. Letter of censure
 - III. Suspension of up to 90 days
 - IV. Decline to renew membership
 - V. Terminate membership in the club
 - VI. Refer the matter to World Headquarters for further investigation
- G. A Notice of Hearing is required to conduct a disciplinary hearing. The Notice of Hearing shall include the following:
 - I. Location, date and time of the hearing
 - II. A list of the charges
 - III. The specific Policy or Protocol referring to the charges
 - IV. The potential disciplinary actions available to the club, as listed above
- H. This is the disciplinary hearing procedure when conducted by the Club Executive Committee.
 - I. The Club Executive Committee creates the Notice of Hearing and provides the Notice of Hearing in writing to the charged member.

- II. After receiving the Notice of Hearing, the charged member has 15 days to respond to the charges, either orally or in writing.
- III. The Club Executive Committee distributes copies of the Notice of Hearing and any response from the charged member to all members of the Club Executive Committee no fewer than seven (7) days prior to the disciplinary hearing.
- IV. After the 15-day response time, the Club Executive Committee holds the disciplinary hearing.
 - a. The chair of the disciplinary hearing shall be the Immediate Past Club President unless unable to do so, in which case the highest-ranking club officer who is present will serve as chair. The investigative officer may not chair the hearing.
 - b. The Club Executive Committee must have a quorum present (majority).
 - c. At the disciplinary hearing, the investigative officer will present the list of charges to the Club Executive Committee.
 - d. If the charged member requests, the charged member is given an opportunity to appear before the committee to address the charges for a period of time as determined by the committee, provided that such time is equal to or greater than the amount of time taken to present the charges.
 - e. Club Executive Committee members may ask clarifying questions of the investigative officer and charged member.
 - f. The charged member is excused for discussion and voting.
 - g. The Club Executive Committee, by majority vote, determines if the charges are substantiated.
 - h. If the charges are substantiated, the Club Executive Committee, by majority vote, determines the appropriate disciplinary action(s) to be taken.
 - i. In order to terminate membership, two-thirds of the Club Executive Committee who are present and voting must vote in favor of termination.
- V. The charged member and club members are notified in writing of the action taken within one (1) week of the Disciplinary Hearing.
- VI. The charged member may appeal the Club Executive Committee's decision to the club in writing and within 15 days of the date of notice. Below is the procedure to hold an appeal hearing:
 - a. The Club Executive Committee sends notice of a special business meeting to all club members to conduct the appeal hearing, along

with a copy of the original Notice of Hearing, no fewer than seven (7) days prior to the appeal hearing.

- b. The chair of the appeal hearing shall be the Immediate Past President unless unable to do so, in which case the highest-ranking club officer who is present will serve as chair. The investigative officer may not chair the hearing.
 - c. The club must have a quorum present (majority).
 - d. At the appeal hearing, the investigative officer will present the list of charges to the club members.
 - e. If the charged member requests, the charged member will be given the opportunity to appear before the club members to address the charges for a period of time as determined by the committee, provided that such time is equal to or greater than the amount of time taken to present the charges.
 - f. Members of the club may ask clarifying questions of the investigative officer and the charged member.
 - g. The charged member is excused for discussion and voting.
 - h. A majority of members present and voting is required to overturn the Club Executive Committee's decision.
 - i. If a member's appeal of a terminated club membership is successful, the Club President must notify World Headquarters in writing within seven (7) days.
- I. Below is the disciplinary hearing procedure when conducted by the club members.
- I. The Club Executive Committee creates the Notice of Hearing and provides the Notice of Hearing in writing to the charged member.
 - II. After receiving the Notice of Hearing, the charged member has 15 days to respond to the charges, either orally or in writing.
 - III. The Club Executive Committee distributes copies of the Notice of Hearing, and any response from the charged member, to all members of the club no fewer than seven (7) days prior to the disciplinary hearing.
 - IV. After the 15-day response time, the club members hold a disciplinary hearing.
 - a. The chair of the disciplinary hearing shall be the Immediate Past Club President unless unable to do so, in which case the highest-ranking club officer who is present will serve as chair. The investigative officer may not chair the hearing.
 - b. The club must have a quorum present (majority).

- c. At the disciplinary hearing, the investigative officer will present the list of charges to the club members.
 - d. If the charged member requests, the charged member is given an opportunity to appear before the club to address the charges for a period of time as determined by the Club Executive Committee, provided that such time is equal to or greater than the amount of time taken to present the charges.
 - e. Members of the club may ask clarifying questions of the investigative officer and the charged member.
 - f. The charged member is excused for discussion and voting.
 - g. The club members, by majority vote, determine if the charges are substantiated.
 - h. If the charges are substantiated, the club members, by majority vote, determine the appropriate disciplinary action(s) to be taken.
 - i. In order to terminate membership in the club, two-thirds of the club members who are present and voting must vote in favor of termination.
- V. The charged member and club members are notified of the action taken.
- VI. There is no appeal of a decision made by the club members.
- J. When an individual is removed from membership in a club, the Club President must notify World Headquarters in writing within seven (7) days. If the Club President is the member removed, the next highest-ranking officer is responsible for notifying World Headquarters.

3. District Procedure to Discipline a Member

- A. Resignation or removal of a District officer is addressed in Article VII, Section (h), of the District Administrative Bylaws.
- B. Every effort should be made to resolve conflicts early, locally, and informally between the involved parties with the goal of reaching a mutually agreeable resolution. If a resolution is reached, the matter is closed.**
- ~~B.~~ However, if the conflict cannot be resolved, An individual member who wishes to express concern in good standing may then submit a complaint** about any ethics or conduct ~~or other~~ violation involving a member of the District Executive Committee, other appointed District leader, or an individual Toastmasters member participating in District activities. **It is advisable that all parties be made aware that a formal complaint is forthcoming when conflict is not resolved through best efforts at the local level.**
- ~~may~~To submit a complaint, in writing, to the investigating officer, who is typically the District Director, and World Headquarters. the District Level Policy Violation form must be completed and submitted within 60 days of the incident, to the District Director of the District in which the incident**

occurred. The District Director is hereby known as the Investigating officer.

C. The District Director is the investigating officer for the complaint.

If the District Director is the charged member, has a conflict of interest, or is exhibiting undue bias, the next highest-ranking District officer replaces the District Director **as the investigating officer or appoints another individual as the investigating officer** throughout the remainder of the proceedings. ~~A conflict of interest occurs when the District Director has a business or personal relationship with the charged member that impacts the District Director's ability to remain impartial and make a decision in the best interests of the District.~~

In these circumstances and in consultation with World Headquarters, the next highest-ranking District officer may **act as the investigating officer** or appoint any Past District Director, including any Past Region Advisor or Past member of the Board of Directors who is a member of a club within the region, to act as the investigating officer.

D. The District Level Policy Violation form must be submitted to the investigating officer.

The ~~written complaint~~ **District Level Policy Violation form should** include the following:

- I. All parties involved
- II. Description of what occurred
- III. A list of the violation(s) and the specific Policy or Protocol referring to the violation(s)
- IV. Documentation supporting the violation(s)
- V. The desired resolution(s)

The District Level Policy Violation form and supporting documentation will be shared as submitted with the charged member(s). To proceed with the investigation, the identities of the charged member and complainant will be disclosed to each other.

If the incident took place in a District outside the charged member's home District, the investigating officer is required to inform the charged member's District Director about the complaint.

~~If the District Director is the charged member, has a conflict of interest, or is exhibiting undue bias, the next highest ranking District officer replaces the District Director throughout the remainder of the proceedings. A conflict of interest occurs when the District Director has a business or personal relationship with the charged member that impacts the District Director's ability to remain impartial and make a decision in the best interests of the District.~~

~~In these circumstances and in consultation with World Headquarters, the next highest ranking District leader may appoint any Past District Director, including any Past Region Advisor or Past member of the Board of Directors who is a member of a club within the region, to act as the investigating officer.~~

~~If no one is selected from within the Region, in consultation with World Headquarters, any Past Region Advisor or past member of the Board of Directors may be assigned to act as the investigating officer.~~

- ~~CE.~~ The investigating officer ~~completes~~ **begins the complaint process by completing** a confidential investigation within ~~seven (7)~~ **15** days. The investigating officer discusses the findings from the investigation with the complaining member (complainant) and the charged member(s) (separately or together) in an effort to reach a mutually agreeable resolution. If a resolution is reached, the matter is closed.
- ~~DF.~~ If a resolution is not reached **within the 15-day investigation period**, the investigating officer appoints a District Disciplinary Committee (**DDC**) ~~and informs World Headquarters.~~ **The DDC continues the investigation, or at any time during the 15-day investigation, the investigating officer may, at their discretion, refer the complaint to the DDC for review. Once the complainant is referred to the DDC, the investigating officer's assignment is complete. An update is also shared with** World Headquarters **who will** provide ~~s~~ counsel and direction in matters of process.
- G. Before the DDC begins its work, all committee members and chairs must complete the Committee Acknowledgment of Responsibilities Form and submit it to the DDC Chair and investigating officer.**
- ~~EH.~~ The ~~District Disciplinary Committee has five (5) members: the Immediate Past District Director (chair), a Past District Director (co-chair)~~ **DDC shall include a chair, co-chair**, and three (3) **District Executive Committee (DEC)** members, ~~selected for their impartiality.~~

If the ~~Immediate Past District Director (IPDD)~~ **DDC chair or co-chair** is involved in the complaint, **a another** Past District Director ~~chairs-replaces them on~~ the committee, and ~~the IPDD is~~ **they are** excused. **The chair and co-chair must be a Past District Director within the District; if there are insufficient Past District Directors, the chair and co-chair may be a Past Region Advisor or past member of the Board of Directors who is a member of a club within the region. Where there is no IPDD or insufficient PDDs, the investigating officer may appoint any Past District Director, including any Past Region Advisor or Past member of the Board of Directors who is a member of a club within the region, to act as the chair and/or co-chair.**

If no one is selected from within the Region, in consultation with World Headquarters, any Past Region Advisor or past member of the Board of Directors may be assigned to act as the chair and/or co-chair.

DDC members with a potential conflict of interest, such as a business or personal relationship with the involved parties that could create reasonable doubt as to the ability of the committee member to be impartial, must declare it at the committee's first meeting or as soon as the potential conflict is identified. The committee reviews the potential

conflict of interest and determines, by a majority vote, if it constitutes an actual conflict of interest. If a conflict of interest is determined to exist, the committee member must be replaced.

- FI.** The ~~District Disciplinary Committee-DDC~~ **receives-is provided** copies of the original complaint, the charged member's response, and the results of the investigating officer's confidential investigation and carries out further investigations at its discretion.
- GJ.** If, **after review**, the ~~District Disciplinary Committee-DDC~~ determines that sufficient evidence of alleged violations exists, charges are developed, and the **charged** member is notified that a hearing will take place. The hearing may be onsite, online, or in a hybrid format. **The DDC is responsible for determining, through consultation with all involved parties, the appropriate format in which the hearing will be conducted.** All discussions and materials are subject to confidentiality.
- HK.** A Notice of Hearing is required to conduct a disciplinary hearing. The Notice of Hearing is sent by the ~~District Disciplinary Committee-DDC~~ Chair **to the charged member and complainant(s) at least 15 days in advance of the hearing** and shall include the following:
 - I. Date, time, and location, including onsite address and/or online information
 - II. A list of the charges with supporting documentation
 - III. The specific Policy or Protocol referring to the charges
- IL.** After receiving the Notice of Hearing, the charged member has 15 days to respond to the charges **prior to the hearing**, in writing, to the ~~District Disciplinary Committee-DDC~~ Chair.
- JM.** After the 15-day response time, the ~~District Disciplinary Committee-DDC~~ holds the disciplinary hearing.
- KN.** The complainant and the charged member have the opportunity to participate in the hearing. ~~The District Disciplinary Committee determines the time limit for discussions, as well as the amount of and the manner in which evidence is received, whether in person or in writing.~~
- LO.** The complainant and the charged member provide any written, physical, or other evidence (other than oral testimony); and a list of witnesses to the ~~District Disciplinary Committee-DDC~~ no later than 96 hours prior to the hearing. **The list of witnesses is not shared with the complainant or the charged member prior to the hearing.**
- MP.** The hearing is a closed hearing. The only people permitted in attendance are the ~~District Disciplinary Committee-DDC members~~, the complainant, the charged member, and witnesses. Witnesses may be suggested by the complainant, the charged member and the committee. If witnesses are in attendance, they speak only to the charges and evidence presented.

Q. The ~~District Disciplinary Committee-DC~~ DDC determines the time limit for discussions, as well as the amount of and the manner in which evidence is received, whether in person or in writing.

NR. At ~~During~~ During the hearing, the co-chairs:

- I. Confirm that a quorum is present.
- II. Indicate the hearing is not a court of law, and that the disciplinary process is being followed as outlined in Toastmasters' governing documents.
- III. Advise participants that recording of the hearing is prohibited.
- IV. State that all discussion is limited to the charges and evidence presented.
- V. Present findings from the investigation. The findings may contain sensitive and confidential information. The committee may keep the source of information confidential.
- VI. **Provide Allow** the charged member ~~with response time equal to the presentation of the charges~~ **a reasonable amount of time and allow the complainant equal time to provide any additional comments.** The chair may extend the time in the interest of fairness. ~~The charged member speaks to all charges and is then excused.~~
- VII. Provide any witnesses who are speaking a predetermined amount of time to speak. The chair may extend the time in the interest of fairness. Witnesses may speak to all charges during one session and then be excused from the hearing.
- VIII. Excuse all parties present except the ~~District Disciplinary Committee-DC~~ **DDC** to discuss the charges, evidence, and response of the charged member.
 - a. The ~~District Disciplinary Committee-DC~~ **DDC** discusses, and determines, by majority vote, whether the charges were substantiated.
 - b. If the charges are substantiated, the ~~District Disciplinary Committee-DC~~ **DDC** discusses potential disciplinary action(s) and determines, by majority vote **of the DDC members present**, the recommended disciplinary action.
- IX. Disciplinary actions may include one (1) or more of the following:
 - a. ~~Private written censure of the member by the District Executive Committee~~
 - ba.** Suspension from participation in District activities – not to exceed 18 months
 - eb.** Suspension or removal from District office

~~dc.~~ Suspension from eligibility to be elected or appointed to District office – not to exceed 18 months

ad. Private written censure of the member by the District Executive Committee

- i. The DDC Chair drafts the private written censure.**
- ii. The draft is presented to the District Executive Committee for consideration.**
- iii. After the draft is finalized and approved, the private written censure is to be shared with the members of the District Executive Committee, the DDC, World Headquarters, the charged member, and the complainant. Distribution of the written censure to additional parties is prohibited.**

e. Request that the Board of Directors ~~conduct a disciplinary hearing to consider removing the individual from good standing with Toastmasters International~~ **review the matter and consider if further action is required.**

- X. The ~~District Disciplinary Committee-DC~~ **DDC** makes a motion setting out the proposed disciplinary action. **This motion must be presented** to the District Executive Committee **as soon as possible.**

The District Executive Committee **receives the motion from the DDC and** may ask clarifying questions, and proceed to vote on the proposed disciplinary action. Voting takes place following the voting procedures outlined in Protocol 7.1: District Events.

- XI. **All disciplinary action must be approved by the DEC via a majority vote of those present and voting, with the exception of Rremoval from office which** requires a two-thirds vote of the entire ~~District Executive Committee DEC~~. ~~Other disciplinary action must be approved by a majority vote of those present and voting.~~

- XII. **If the District Executive Committee approves disciplinary action, the investigating officer provides the appeal criteria to the charged member, who then has 15 days to appeal to the Board of Directors. Disciplinary action cannot be enforced until the 15-day appeal period has expired. If an appeal is submitted for the Board's consideration, the disciplinary actions cannot be enforced until the Board has completed the review of the appeal. If the appeal fails, the enforcement date of the disciplinary action is based on when the Board determines the outcome of the appeal.**

- ~~OS.~~ The charged member and World Headquarters are notified in writing within 24 hours of the conclusion of the District Executive Committee (**DEC**) meeting of ~~any disciplinary action~~ **the outcome by the chair of the DEC meeting or the District Administration Manager.**

If the charged member is from a different District, the respective District Director is notified. This is done in consultation with World Headquarters.

PT. The disciplinary process and the outcome are confidential, unless the circumstances of the case indicate that disclosure may be required, such as:

- I. Potential of harm to members or guests
- II. When the best interest of Toastmasters International may require discreet communications to others

Prior to any disclosure, the District Director (or next highest-ranking District officer) must consult with World Headquarters to determine if further disclosure is necessary. World Headquarters will provide direction as to the audience and scope of the disclosure.

~~Q.~~ ~~If the District Executive Committee approves disciplinary action, the investigating officer provides the appeal criteria to the charged member, who then has 15 days to appeal to the Board of Directors.~~

RU. The Board of Directors may, on its own initiative, review the District Executive Committee's decision and reach a different conclusion in the best interests of Toastmasters International, its Member Clubs and individual members.

4. Procedure to Discipline Accredited Speakers and World Champions of Public Speaking

- A. An individual member who wishes to express concern about any ethics and conduct or other violation involving an Accredited Speaker or World Champion of Public Speaking, may submit a complaint, in writing and containing reasonably credible information to World Headquarters. If the complaint is deemed to be reasonably credible, a disciplinary review following the steps in this Protocol may be conducted.
- B. Violations include, but are not limited to: harassment; discrimination; intimidation or the creation of a hostile environment; illegal, dishonest, or unethical behavior described in the Policy 3.0: Ethics and Conduct; and failure to uphold Toastmasters International's Bylaws, Policies, or Protocols.
- C. Disciplinary actions may include, but are not limited to:
 - A warning or reprimand
 - A requirement to acknowledge the infraction or violation
 - A requirement to correct the infraction
 - A commitment to non-recurrence
 - An apology to affected parties
 - Provision of financial restitution to persons affected or to the organization for costs of the disciplinary process
 - Suspension of title for a specific time or permanently
 - Removal from good standing with Toastmasters International for a specific time or permanently
- D. Disciplinary review and action are based on the severity of the potential violation:

- I. A level-one violation is a minor infraction (for example: inappropriate or disrespectful behavior with individual Toastmasters members or staff. Inappropriate or disrespectful behavior at Toastmasters events.)
 - a. The International President reviews the information, conducts an investigation and consults with the Executive Committee and others as needed, and engages in disciplinary communication (orally and/or in writing) to the Accredited Speaker or World Champion of Public Speaking.
 - b. If correctable, the individual acknowledges the infraction and corrects it.
 - c. If not correctable, the individual acknowledges the infraction and commits in writing to non-recurrence.
 - d. The International President informs the Board of Directors.
- II. A level-two violation is a severe violation (for example: excessive, inappropriate, or disrespectful behavior at a Toastmasters event, or relating to World Headquarters; consistently missing or being unprepared for Toastmasters-related speaking engagements; promoting the violation of Toastmasters Bylaws, Policies, or Protocol; deliberately misusing the Accredited Speaker or World Champion of Public Speaking title, embarrassing the organization, tarnishing the reputation of the program).
 - a. The International President reviews the information, conducts an investigation and consults with the Board of Directors and others as needed.
 - b. The Board of Directors determines the appropriate disciplinary measure, up to and including a hearing to consider revocation of the Accredited Speaker or World Champion of Public Speaking.
 - c. The Board may assign the matter to the Disciplinary Committee. The Disciplinary Committee and the Board of Directors must follow all required disciplinary processes.
 - d. If the Board decides to proceed with the Disciplinary Committee's recommendation, appropriate procedures are followed.
 - e. There is no appeal of the Board's decision.

5. Procedure to Discipline Region Advisors

- A. All Region Advisors' actions and communications are to be ethical and consistent with Toastmasters International's Bylaws, Policies, Protocols, mission, vision, and core values.
- B. Region Advisors do not knowingly support, aid, facilitate, invite, or condone anyone or anything that interferes with or is detrimental to the programs, proceedings, or affairs of Toastmasters International.
- C. Violations include, but are not limited to, a breach of confidentiality; harassment; discrimination; illegal, dishonest, or unethical behavior; failure to

uphold Toastmasters International's Bylaws, Policies, or Protocols; and undermining a decision of the Board.

- D. Disciplinary measures include, but are not limited to, a warning; a reprimand; correction of the infraction; commitment to non-recurrence; acknowledgement of the infraction or violation; apology to affected parties; private or public censure from the International President; removal from the role of Region Advisor; and removal from good standing.
- E. Disciplinary action for a violation is based on the severity of the offense:
 - I. A level-one violation is a minor infraction (for example: inappropriate or disrespectful behavior at a meeting, or relating to the World Headquarters staff; consistently missing or being unprepared)
 - a. The International President investigates a level-one violation and consults with the Chief Executive Officer.
 - b. The International President engages in disciplinary communication (oral and/or written) to the Region Advisor.
 - c. If correctable, the Region Advisor acknowledges the infraction and corrects it.
 - d. If not correctable, the Region Advisor acknowledges the infraction and commits to non-recurrence.
 - e. The International President advises the Executive Committee of the situation.
 - f. The Region Advisor may make a single appeal to the Executive Committee only (not to the Board) within 10 days of the disciplinary communication.
 - II. A level-two violation is a medium violation (for example: an inadvertent breach of confidentiality; commits, promotes, or ignores a violation of Toastmasters Bylaws, Policy, or Protocol)
 - a. The International President investigates a level-two violation and consults with the Chief Executive Officer.
 - b. The International President and Chief Executive Officer consult with the Executive Committee.
 - c. The International President determines, in consultation with the Executive Committee, appropriate disciplinary measures; the Executive Committee reports that matter to the Board.
 - d. The Executive Committee may assign the matter to the Disciplinary Committee. The Disciplinary Committee and the Board of Directors must follow all required disciplinary processes.
 - e. The International President engages in a disciplinary communication (oral and written) to the Region Advisor.

- f. The Region Advisor commits to non-recurrence.
 - g. The Region Advisor may make a single appeal to the Executive Committee only (not to the Board) within 10 days of the written disciplinary communication.
- III. A level-three violation is a severe violation (for example: excessive inappropriate or disrespectful behavior at a meeting, or relating to the World Headquarters staff; promoting the violation of Toastmasters Bylaws, Policy, or Protocol)
- a. The International President investigates a level-three violation and consults with the Chief Executive Officer.
 - b. The International President and Chief Executive Officer consult with the Executive Committee.
 - c. The International President determines, in consultation with the Executive Committee, appropriate disciplinary measures, up to and including a hearing to consider removal of the Region Advisor's good standing with Toastmasters International.
 - d. The Executive Committee may assign the matter to the Disciplinary Committee. The Disciplinary Committee and the Board of Directors must follow all required disciplinary processes.
 - e. If the Executive Committee recommends a hearing to consider removal of the Region Advisor's good standing, the International President presents the situation and the Executive Committee's recommendation to the Board.
 - f. If the Board decides to proceed with a hearing to consider removal of the Region Advisor's good standing, appropriate procedures are followed.
 - g. If the Board decides not to proceed with a hearing to consider removal of the Region Advisor's good standing, the International President engages in disciplinary communication (oral and written) to the Region Advisor, including appropriate disciplinary measures, as decided by the Board.
 - h. There is no appeal of the Board's decision.

6. Procedure to Discipline Past Board Members and Past Region Advisors

- A. All actions and communications are to be ethical and consistent with Toastmasters International's Bylaws, Policies, Protocols, mission, vision, and core values.
- B. Past Board Members and Past Region Advisors do not support, aid, facilitate, invite, or condone anyone or anything that interferes with or is detrimental to the programs, proceedings, or affairs of Toastmasters International.

- C. Violations include, but are not limited to, a breach of confidentiality; harassment; discrimination; illegal, dishonest, or unethical behavior; failure to uphold Toastmasters International's Bylaws, Policies, or Protocols; and undermining a decision of the Board.
- D. Disciplinary measures include, but are not limited to, a warning; a reprimand; correction of the infraction; commitment to non-recurrence; acknowledgement of the infraction or violation; apology to affected parties; private or public censure from the International President; and removal from good standing.
- E. Disciplinary action for a violation is based on the severity of the offense:
 - I. A level-one violation is a minor infraction (for example: inappropriate or disrespectful behavior at a meeting or events, or relating to the World Headquarters staff).
 - a. The International President investigates a level-one violation and consults with the Chief Executive Officer.
 - b. The International President engages in disciplinary communication (oral and/or written) to the member.
 - c. If the infraction is correctable, the member acknowledges it and corrects it.
 - d. If the infraction is not correctable, the member acknowledges it and commits to non-recurrence.
 - e. The International President advises the Executive Committee of the situation.
 - f. The member may make a single appeal to the Executive Committee only (not to the Board) within 10 days of the disciplinary communication.
 - II. A level-two violation is a medium violation (for example: an inadvertent breach of confidentiality; or committing, promoting, or ignoring a violation of Toastmasters Bylaws, Policy, or Protocol).
 - a. The International President investigates a level-two violation and consults with the Chief Executive Officer.
 - b. The International President and Chief Executive Officer consult with the Executive Committee.
 - c. The International President determines, in consultation with the Executive Committee, appropriate disciplinary measures; the Executive Committee reports that matter to the Board.
 - d. The Executive Committee may assign the matter to the Disciplinary Committee. The Disciplinary Committee and the Board of Directors must follow all required disciplinary processes.
 - e. The International President engages in disciplinary communication (oral and written) to the member.

- f. The member commits to non-recurrence.
 - g. The member may make a single appeal to the Executive Committee only (not to the Board) within 10 days of the written disciplinary communication.
- III. A level-three violation is a severe violation (for example: excessive inappropriate or disrespectful behavior at a meeting or events, or relating to the World Headquarters staff; or promoting the violation of Toastmasters Bylaws, Policy, or Protocol).
- a. The International President investigates a level-three violation and consults with the Chief Executive Officer.
 - b. The International President and Chief Executive Officer consult with the Executive Committee.
 - c. The International President determines, in consultation with the Executive Committee, appropriate disciplinary measures, up to and including a hearing to consider removal of the member's good standing with Toastmasters International.
 - d. The Executive Committee may assign the matter to the Disciplinary Committee. The Disciplinary Committee and the Board of Directors must follow all required disciplinary processes.
 - e. If the Executive Committee recommends a hearing to consider removal of the member's good standing, the International President presents the situation and the Executive Committee's recommendation to the Board.
 - f. If the Board decides to proceed with a hearing to consider removal of the member's good standing, appropriate procedures are followed.
 - g. If the Board decides not to proceed with a hearing to consider removal of the member's good standing, the International President engages in disciplinary communication (oral and written) to the member, including appropriate disciplinary measures, as decided by the Board.
 - h. There is no appeal of the Board's decision.

7. Recognition Program Violations

- A. The Chief Executive Officer is authorized to delay, deny, or withdraw the granting of any recognition award, or the acceptance at World Headquarters of any documentation in support of any such award, if it appears that there were misrepresentations by or on behalf of the individual, club, Area, Division, or District seeking the award.
 - I. The final decision to deny or withdraw an award is the responsibility of and must be confirmed by the International President.
 - II. There is no right of appeal beyond the International President.

- B. If there are misrepresentations in the submission of a club's renewals, charter fees, or membership applications, that club shall be suspended from all performance results for the remainder of the program year.
 - I. The District Director, Program Quality Director, and Club Growth Director shall be immediately notified of the action and provided the reasons for suspension.
 - II. If all three (3) officers, or a majority of the officers and the Immediate Past District Director, or a majority of the District Executive Committee, certify in writing that, in their judgment, there was no misrepresentation, then the club can be reinstated to the performance results.
 - III. Clubs suspended from a District's year-end performance results must be reinstated before July 15 in order to receive credit for recognition as a Distinguished Club, Distinguished Area, Distinguished Division, and Distinguished District.
- C. Districts may create, administer, and promote District-specific recognition programs if and only if they act to supplement, and do not compete with or replace, official Toastmasters International recognition programs.

International Campaigns and Elections

1. Schedule

Date	Action
September 1	Call for candidate declarations.
October 1	Deadline for International Officer and Director candidates to declare intent.
October 15	Officer and Director Candidate Assessments begin for declared candidates. Subsequent assessments shall be conducted for candidates sought by the ILC.
April 15	ILC announces International Officer and Director candidates by this date, when practicable. Floor candidates, who have completed the ILC evaluation process, for Officer or Director positions may declare intent after ILC results have been announced. Written notification indicating intent to run from the floor must be submitted to the International President no later than July 1.
At least 60 days prior to Annual Business Meeting	ILC nominations are published in the <i>Toastmaster</i> magazine and on the Toastmasters International website.

2. International Leadership Committee

- A. The International Leadership Committee (ILC) is defined and described in Article VII, Section 3, nominations are governed by Article VIII, and elections are governed by Article IX, of the Bylaws of Toastmasters International.
- B. The ILC evaluates the organization's internal leadership development program and provides recommendations for improvement to the Executive Committee.
- C. ILC members are appointed by the International President-Elect in February for a term of service beginning in August of the same year. International Officers and Directors may recommend appointees.
- D. Three (3) members of the ILC are Past International Presidents:
 - I. The Past International President whose term as International President was completed two (2) terms prior to the February appointment serves as chair for one (1) year.
 - II. The Past International President whose term as International President was completed the term prior to the February appointment serves as co-chair for one (1) year and chair the following year.
 - III. The third Past International President is appointed as a second co-chair by the International President-Elect to serve as a committee member for one (1) year.
- E. Vacancies in offices held by Past International Presidents may be filled by any Past International President, except by the Immediate Past International President.
- F. One (1) member from each region serves a two-year term on the ILC. The committee member shall represent the geographic region for which they were

appointed and shall be considered unchanged notwithstanding any change of residence or boundary revision made during the two-year term. The member is a Past International Director or, if a Past International Director who is willing and able to serve cannot reasonably be found, a Past District Director from that region may serve.

- G. Subject to Executive Committee approval, the International President-Elect may remove a committee member (the Executive Committee may also remove a committee member), grant a committee member a leave of absence, and fill a vacancy.
- H. A vacancy of one (1) year or less may be filled by a committee member whose full term expired within the prior two (2) years, a committee member who served a full term more than two (2) years ago, or by an individual who has never served on the committee.

If the individual filling the one (1) year or less vacancy has not served on the committee previously, that individual is eligible to serve a full two-year term immediately following the one year or less time of service.

- I. Region Advisors, members of any District Executive Committee, campaign managers, or members of an International Officer or Director candidate campaign team do not serve on the committee.
- J. A committee member may not be a candidate for international office for one (1) year after leaving the ILC nor serve two (2) consecutive terms.
- K. Committee members may be reappointed only after a two-year absence from the committee.
- L. The ILC nominates at least one (1) and not more than two (2) candidates for each of the offices of International President-Elect, First Vice President, and International President if there is no International President-Elect to succeed to that office.
- M. The ILC nominates at least two (2) candidates for the office of Second Vice President.
- N. The ILC nominates at least two (2) candidates for the open International Director positions with the exception that one (1) candidate may be nominated if no other willing and able candidate can reasonably be found.
 - I. An individual is considered willing and able if they are prepared to serve and possess the attributes and competencies to perform successfully on the Board of Directors. The attributes and competencies are published on the Toastmasters International website.
- O. The chair of the ILC has the following duties and responsibilities:
 - I. The chair schedules committee meetings; orients new committee members; develops and communicates meeting agendas and the meeting calendar; sets expectations for communication among committee members; and ensures that committee activities are carried out in a timely and appropriate way.

- II. The chair organizes communication with candidates, ensures candidates are given full and fair consideration, and develops the timetable and expectations for candidate interviews.
 - III. The ILC Chair upholds leadership attributes and provides feedback to the Executive Committee, through the International President, regarding the ILC process and leadership development.
- P. ILC members are fair and open-minded.
- I. Committee members with a potential conflict of interest, such as a business or personal relationship with a candidate that could create a reasonable doubt as to the ability of the committee member to be impartial, must declare it to the chair or co-chair as soon as the potential conflict is identified. The chair and co-chairs review the potential conflict of interest and determine, by a two-thirds vote, if it constitutes an actual conflict of interest. If a conflict is determined to exist, the committee member may be asked to abstain from discussion and voting regarding that candidate in context of the Committee or to resign from the committee.

In the event that the chair or co-chair has a potential conflict of interest, as specified above, the chair or co-chair must declare it to the International President-Elect as soon as the potential conflict is identified. The International President-Elect, in consultation with the Executive Committee, reviews the potential conflict of interest and determines if it constitutes an actual conflict of interest. If a conflict of interest is determined to exist, the chair or co-chair is asked to resign.
 - II. Their responsibilities are to actively participate in meetings, keep all committee discussions and information confidential, study candidate materials, review assessment results, conduct candidate interviews, review Policy violations by candidates, listen to reports from other committee members, make informed decisions, suggest or recruit qualified candidates until nominations are announced, and seek ways to improve leadership development.
 - III. During their term of service on the ILC, committee members shall not serve as Region Advisors, members of any District Executive Committee, campaign managers, or members of an International Officer or Director candidate campaign team.
 - IV. ILC members may request reimbursement for telephone calls or other reasonable expenses within 30 days after the end of their term.
- Q. International Officer and Director candidates may be self-declared candidates. The committee may receive names of qualified candidates or seek them out.
- R. If a nominated candidate withdraws, the committee may nominate a replacement.

3. Candidate Assessment

- A. Each year the ILC Chair solicits feedback about International Officer and Director candidates from ILC members and Board Members.
- B. Each International Officer and Director candidate's competencies will be assessed by leaders whose dues are paid and who served with them in previous Toastmasters roles. The assessment will be administered by a professional assessment firm.
 - I. All candidates must complete a self-assessment on or before a date determined by the ILC Chair. Candidates who do not comply with this requirement will not be evaluated by the ILC.
 - II. An assessment will be administered each time a candidate is considered for any role.
 - III. The results will be provided to the ILC and each respective candidate. Candidates must, before receiving the assessment results, sign a confidentiality form, agreeing in writing to keep them completely confidential.

Candidates may designate up to three (3) individuals to also receive their assessment results. Candidates may not share their results with these individuals directly. World Headquarters will provide any individual designated by a candidate with a confidentiality form. Once World Headquarters has received a signed form from the individual, the results will be provided to that individual directly.

- IV. Breaches of assessment confidentiality by anyone are subject to appropriate disciplinary action as a level-three campaign violation.
 - V. The ILC Chair may discuss candidates and assessment results as appropriate with the chair of the Region Advisor Selection Committee, International President, International President-Elect, and Chief Executive Officer.
- C. For Second Vice President candidates, the assessment tool is sent to:
 - I. International Officers who served while the candidate was an International Director.
 - II. International Directors who served while the candidate was an International Director.
 - III. The Region Advisor(s) from the same region who served while the candidate was an International Director.
 - IV. The candidate.
 - D. For First Vice President and International President-Elect candidates, the assessment tool is sent to:
 - I. International Officers who served while the candidate was an International Officer and International Director.

- II. International Directors who served while the candidate was an International Officer and International Director.
 - III. The Region Advisor(s) from the same region who served while the candidate was an International Director.
 - IV. The candidate.
- E. For International Director candidates, the assessment tool is sent to:
- I. The Region Advisor(s), International Director, Program Quality Director(s) (PQD), Club Growth Director(s) (CGD), Immediate Past District Director (IPDD), District Finance Manager, District Administration Manager, District Public Relations Manager, and Division Directors who served while the candidate was District Director (DD).
 - II. The Region Advisor(s), the International Director, DD, CGD(s), IPDD, District Finance Manager, District Administration Manager, District Public Relations Manager, and Division Directors who served while the candidate was PQD.
 - III. The Region Advisor(s), the International Director, DD, PQD(s), IPDD, District Finance Manager, District Administration Manager, District Public Relations Manager, and Division Directors who served while the candidate was CGD.
 - IV. The DDs, PQDs, and CGDs who served in the region while the candidate was a Region Advisor.
 - V. The current DD, PQD(s), and CGD(s) of the candidate's home District.
 - VI. The candidate.

4. Nominee Selection

- A. Candidate interviews follow the timing, quantity, and schedule determined by the chair. Interviews are based on consistent interview questions developed by the committee.
- B. Candidate interviews will be conducted using video conferencing. A candidate must have the capability to participate fully (audio and video) in the interview to be evaluated by the ILC. Interviews will be recorded for ILC internal use. Recordings will be deleted upon the release of the International Officer and Director ILC nominations on the Toastmasters International website.
- C. Candidates must maintain confidentiality of all ILC interview questions and discussions until the release of the International Officer and Director ILC nominations on the Toastmasters International website.
- D. Committee members, when evaluating a candidate's attributes and competencies relating to service on the Board of Directors and determining which candidates to nominate, take into account: assessment results, interviews, input from current and past leaders and other Toastmasters members, each candidate's Toastmasters membership and leadership history,

each candidate's Toastmasters education award and recognition history, candidate materials during their selection process, and Policy violations by candidates.

- E. Each ILC member votes to nominate one (1) candidate for International President-Elect, First Vice President, and International President (if necessary) and two (2) different candidates for Second Vice President.
- F. If at least one-third of the committee members requests that a second or third candidate be nominated, each committee member may vote for as many candidates as are nominated.
- G. Committee member votes are anonymous and confirmed in writing.
- H. To be nominated, a candidate must receive votes from at least a majority of the committee members.
 - I. **In the case of a tie, the chair will allow additional time for discussion about the candidate. Another vote takes place after such additional discussion. If the vote again results in a tie, the candidate shall be nominated.**
- I. The chair participates in discussions about candidates and votes for each nomination.

5. **Nomination Results**

- A. Once the candidates have been selected for nomination, the chair or a co-chair notifies nominated candidates, provides specific feedback related to the competencies required to effectively serve as an International Officer or Director, and confirms their acceptance of the nomination. Candidates must verify their acceptance in writing to the chair.
- B. Candidates may not run for, be elected to, or appointed to any District-level (including Area and Division) role or apply for, or be selected as, a Region Advisor after being nominated by the ILC.
- C. The chair or a co-chair notifies candidates who are not nominated and provides specific feedback related to the competencies required to effectively serve as an International Officer or Director.
- D. All other candidate interview information is confidential, and the entire deliberative process of the ILC is confidential. Breaches of ILC confidentiality by anyone are subject to appropriate disciplinary action.
- E. All documentation, files, and reports are kept by World Headquarters for five (5) years.

6. **Announcement of Candidacy and Distribution of Campaign Materials**

- A. International Officer and Director qualifications are defined in the Bylaws of Toastmasters International, Article IX, Section 2.
- B. Candidates may submit a Letter of Intent to World Headquarters confirming their intention to run for office, on or after September 1 of that election cycle.

World Headquarters provides all Letters of Intent to the ILC Chair and Co-Chairs.

- I. By signing the Letter of Intent, the candidate acknowledges having read and understood the campaign policies and takes responsibility for the conduct of supporters. Furthermore, the candidate acknowledges that all actual, apparent, or potential conflicts of interest have been disclosed.
 - II. The ILC Chair and Co-Chairs review each Letter of Intent to evaluate potential conflicts of interest. The ILC, by a two-thirds vote of the Chair and Co-Chairs, may reject a Letter of Intent due to disclosed conflicts of interest. A conflict of interest is defined as an interest that might affect, or might reasonably appear to affect, the likelihood of any potential International Officer or Director remaining impartial and making a decision in the best interests of Toastmasters International.
 - III. A Letter of Intent must be accepted by the ILC before a candidate may engage in public campaign activities.
 - IV. A Letter of Intent, biographical information, and a photograph must be received at World Headquarters no later than October 1 for International Officer and Director candidates.
 - V. Once the ILC accepts a candidate's Letter of Intent, the candidate may not run for, apply to, be elected to, or appointed to any District-level (including Area and Division) role. Candidates serving in an elected or appointed District-level (including Area and Division) role must resign immediately. If candidates remove themselves from the ILC evaluation process, or are not nominated by the ILC and choose not to continue as a candidate, they are eligible to serve in a District-level (including Area and Division) role.
 - VI. After the ILC accepts a candidate's Letter of Intent, the candidate will be provided contact information of the Board, current and past Region Advisors, Past International Presidents, Past International Directors, Immediate Past District Directors, District Directors, Program Quality Directors, and Club Growth Directors. The contact information shall only be used for campaign purposes.
 - VII. Candidates must provide World Headquarters with a copy of or link to all distributed or published campaign materials upon or before delivery.
- C. Eligible candidates who have not been nominated by the ILC may run from the floor at the Annual Business Meeting as defined in the Bylaws of Toastmasters International, Article VIII, Section 3.
- I. A Letter of Intent for the candidate must be on file with World Headquarters.
 - II. If a Letter of Intent for a floor candidate is on file, a competing nominated candidate shall be considered opposed.
 - III. Written notification indicating intent to run from the floor must be submitted to the International President no later than July 1.

7. International Candidate Campaigning

- A. Candidates for Second Vice President and International Director may only visit clubs, Districts, and District leaders within their declared home region. In addition, candidates may continue to attend any meetings of clubs in which they are a paid member as of September 1 of the election cycle.
- B. Candidates and the candidates' representatives, at District conferences or at the International Convention, may:
 - I. Produce, distribute, post, and make available for download educational and/or informational audio, video, and electronic materials, but may not play them at District conferences or at the International Convention.
 - II. Only distribute business cards (per the branded business cards description on the Brand Portal) as the sole print item.
 - III. Not produce or distribute any other campaign items (such as, but not limited to, buttons, pins, USB drives, apparel, and gifts).
- C. A candidate may use Toastmasters trademarks on campaign materials and websites, only after the candidate's Letter of Intent and biographical information has been received by World Headquarters. Use of the trademarks on any other items requires the written permission of the Chief Executive Officer.
- D. Unsolicited subscriptions to information by or about a candidate are not permitted.
- E. District publications, social media, and websites that include information written by or about candidates must not be distributed beyond their regular distribution list. District publications, social media, and websites must not contain advertisements about candidates and must not contain articles or notices about candidates from outside the District. District publications, social media, and websites may link to the list of candidate biographies on the Toastmasters International website.
- F. Candidates shall only send campaign messaging that articulates the candidate's qualifications, vision for the organization, and strategies to accomplish that vision. This messaging may be sent in writing or delivered verbally.
 - I. Campaign Messaging Recipients are current Board Members, current and past Region Advisors, Past International Presidents, Past International Directors, Immediate Past District Directors, District Directors, Program Quality Directors, and Club Growth Directors. Candidates must not send campaign messaging to club officers and District leaders other than those specified here.
- G. Candidates may use a scheduling software provided by World Headquarters, or one of their own choosing.
 - I. Candidates choosing to make use of the software provided by World Headquarters will receive access information and instructions:

- a. No later than April 22 for ILC nominated candidates, or
 - b. Within seven (7) days after notice to the Toastmasters International President of an intent to run from the floor by candidates who were not nominated by the ILC.
- II. Candidates who are not using the software provided by World Headquarters must inform World Headquarters of the software they are using.
- III. Floor candidates must be identified as such in any scheduling software the candidate chooses to use.
- IV. Candidates are responsible for managing the operation of their calendars, including, but not limited to:
 - a. Setting up their schedule
 - b. Providing Campaign Messaging Recipients with the link to the candidate's calendar
 - c. Scheduling, cancelling, and/or rescheduling of appointments
- V. The following types of communications are not considered campaign communications. These communications may contain links to a candidate's website and/or campaign social media profiles, but must not contain campaign materials or messages.
 - a. Confirmation or cancellation of an appointment
 - b. Confirmation of appointment details
 - c. A reminder of an appointment
 - d. Rescheduling an appointment
- H. Candidates shall only use the following types of campaign communications:
 - I. Physical Mailing: any tangible item that is sent by the candidate or on the candidate's behalf to a Campaign Messaging Recipient. This mailing must not include any campaign items (such as, but not limited to, buttons, pins, USB drives, apparel, and gifts).
 - a. International Officer and Director candidates, for whom World Headquarters has a Letter of Intent on file, may send one (1) Physical Mailing after the ILC's nomination results have been posted on the Toastmasters International website.
 - II. Electronic Mailing: any type of electronic message that is sent by the candidate or on the candidate's behalf to a Campaign Messaging Recipient.
 - a. International Officer and Director candidates, for whom World Headquarters has a Letter of Intent on file, may send one (1)

Electronic Mailing after the ILC's nomination results have been posted on the Toastmasters International website.

- III. Voice/Video Conversation: any type of live communication that includes voice and/or video between a candidate or a candidate's representative and a Campaign Messaging Recipient. This shall occur only after the ILC's nomination results have been posted on the Toastmasters International website.
 - a. International Officer and Director candidates may conduct one (1) Voice/Video Conversation with each Campaign Messaging Recipient.
 - b. Candidates or their representatives may communicate with Campaign Messaging Recipients no more than two (2) times to set an appointment for a Voice/Video Conversation.
 - c. No candidate for Second Vice President or International Director (nor their representatives) may initiate unsolicited communications to District Directors, Program Quality Directors, or Club Growth Directors outside the candidate's District during the month of June.
 - i. Communication initiated by a Campaign Messaging Recipient is considered a solicited communication. Candidates may respond to a solicited communication at any time in the election cycle.
 - d. Communications among campaign team members are permitted.
- IV. Presentation: includes but is not limited to an educational session, keynote speech, or panel discussion delivered on-site, online, or in a hybrid format at a District (including Area and Division) event by the candidate and/or a candidate's representative.
 - a. International Officer and Director candidates are not permitted to deliver campaign speeches at any District (including Area and Division) event.
 - b. International Officer and Directors candidates may participate in other home District activities without delivering presentations, but must not serve in any District-level (including Area and Division) role.
 - c. Unopposed International Officer candidates may deliver a presentation at District (including Area and Division) events.
 - d. International Officer candidates who are opposed must not deliver presentations at District (including Area and Division) events.
 - e. International Director candidates, or their representatives, may deliver a presentation at District (including Area and Division) events only within their declared home region at the invitation of the District Director and only if all candidates running for the same office are given equal opportunity to do so.
 - f. Communications by the District in connection with a candidate's presentation at a District (including Area and Division) event and

internal communications among campaign team members are not considered campaign communications.

- V. Electronic Campaign Places: any online location where a candidate creates a page or profile to self-promote for an International Officer or Director candidacy.
- a. A Candidate Corner shall be included on the Toastmasters International website. Information about nominated candidates may include a photograph, profile, website address, and social media profile(s) for contact purposes. Candidate information will be placed on the Toastmasters International website Candidate Corner by November 1.
 - i. Information about International Officer and Director candidates who are sought by the ILC is placed on the website as soon as practicable after receipt of the information.
 - ii. Only nominated candidates as determined by the ILC remain on the Candidate Corner after the committee's report has been published on the Toastmasters International website.
 - iii. Floor candidates are not included in the Candidate Corner after the Committee's report has been published on the Toastmasters International website. Floor candidates have the same opportunities as nominated candidates with the exception of inclusion in the *Toastmaster* magazine, the Candidate Corner on the Toastmasters International website, and in the Candidate Brochure.
 - b. A candidate's campaign website:
 - i. Must stand alone and have a unique URL each election cycle.
 - ii. A candidate may link or reference their 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.
 - iii. May include a blog with automatic notices and must have an opt-in/out option.
 - c. A candidate's campaign social media profiles:
 - i. Are the only social media profiles the candidate may use to campaign.
 - ii. Must be a new account separate from the candidate's existing social media profiles and be unique each election cycle.
 - iii. May contain reciprocal links to the candidate's other social media profiles and campaign website.

- iv. Candidates and their campaign team members must not share or tag campaign posts. Campaign team members must not campaign on their personal social media profiles.
 - v. Campaign content should only be posted on the candidates' campaign social media profile and campaign website.
- d. A candidate's personal social media profiles may contain a single post per platform announcing their candidacy.
- e. Online and social media participation
- i. Candidates are prohibited from participating in Toastmasters-related discussion groups on websites including social media sites using any profile.
 - ii. Candidates are prohibited from commenting on discussions or posts or from liking discussions or posts using their candidate campaign profiles.
- f. Candidates' campaign websites and campaign social media profiles must be removed within 10 days after:
- i. The announcement by the ILC of nominated candidates if the candidate has not been nominated and has not informed Toastmasters International of an intent to run from the floor, or
 - ii. The Annual Business Meeting.
- VI. Physical Campaign Places: any authorized location where a candidate or their representative(s) are located. Physical campaign materials, other than business cards (per the branded business cards description on the Brand Portal), must not be distributed.
- a. A Physical Campaign Place is provided to International Officer and Director candidates or their representatives at the Candidate Corner at the International Convention.
 - b. Districts may provide a Physical Campaign Place to International Officer and Director candidates or their representatives at the Candidate Corner at District conferences and other District (including Area and Division) events.
 - c. All International Officer and Director candidates or their representatives should be provided an equitable opportunity to participate in any Candidate Corner. Candidates or their representatives must provide their own technical hardware to participate.
 - d. A candidate or their representative must not host a hospitality suite. A hospitality suite is defined as a location where refreshments are provided and attendance is open to any individual member.

- i. A candidate may have a room for storing material and meeting with campaign team members, but the room must not be used for solicitation of votes.
- ii. If at any event, there is a hospitality suite, no candidate or their representative, may give contributions or engage in political activities in the suite.

8. Campaign Team Members

- A. Candidates must provide a list of all campaign team members and those who provide services (paid or unpaid) related to the candidate's campaign. Services include but are not limited to creating a website, verbal or written campaign coaching, and digital marketing. Individuals or companies that are providing services and wish to use the Toastmasters trademarks, must obtain prior written authorization from the Chief Executive Officer.
- B. Candidates are responsible for the acts and omissions of their campaign team members and those who provide services (paid or unpaid) related to the candidate's campaign.
- C. Campaign team members and individuals who provide services to the candidate must follow the same rules as the candidate as defined in this policy, other governing documents, and the International Officer and Director Candidate Handbook (such as, but not limited to, not using personal social media profiles for campaigning, sending campaign communications at other times than permitted).
- D. Campaign team members and individuals who provide services to the candidate must sign and submit to World Headquarters an Acknowledgement of Campaign Responsibilities form prior to active service on the campaign team. Candidates must notify World Headquarters of any changes to their campaign team within 24 hours.

9. International Candidate Endorsements

- A. Photographs, audio, video, and electronic representations in all campaign material and displays, the candidate's website, and the candidate's campaign social media profiles may be of the candidate only; no other persons are permitted. All quotes and testimonials in candidate campaign materials, displays, and on websites must have the written permission of those being quoted.
- B. District Directors, Program Quality Directors, Club Growth Directors, Region Advisors, and International Officers and Directors must not take any action to endorse or to officially support any International Officer or Director candidate, including with photographs or quotes, or by placing a candidate's name in nomination. They are permitted to complete the candidate assessment and respond to questions from the ILC.
- C. The spouse, partner, or any family member of any International Officer or Director may not take any action to endorse or to officially support other candidates, including with photographs or quotes, or by placing a candidate's name in nomination.

10. International Campaign Violations

- A. Candidates are responsible for ensuring campaign supporters are familiar with campaign Policies and understand that violation of Policy subjects candidates to ramifications:
 - I. A level-one violation is a correctable, minor infraction (for example: posting a photo of someone other than the candidate on the candidate's website)
 - a. The violation is investigated by the Chief Executive Officer. If the Chief Executive Officer cannot resolve the matter, it is turned over to the Executive Committee.
 - b. The candidate is educated and informed. When the matter is resolved, there are no further ramifications.
 - II. A level-two violation is one involving the election process or a continuing violation (for example: candidate makes a promise of future board action in exchange for votes)
 - a. The Executive Committee investigates a level-two violation or assigns the investigation to Chief Executive Officer.
 - b. An announcement of the violation is made prior to the election. This announcement occurs at an appropriate time and place as determined by the Executive Committee or on the Toastmasters International website. A letter of censure may be issued to the candidate by the Executive Committee.
 - III. A level-three violation is one of campaign ethics (for example: candidate actively promoting the violation of Toastmasters Bylaws, Policy or Protocol)
 - a. A level-three violation is investigated by the Executive Committee, which may delegate it to the Chief Executive Officer.
 - b. Ramifications may include any or all penalties for level-two violations, a request for the candidate to withdraw from this election cycle, and, in the most severe cases, removal from good standing with Toastmasters International or other disciplinary action which may disqualify the candidate.
- B. The Executive Committee's decisions are final. A candidate may not request that the Board modify or overturn the Executive Committee's decision, nor may the candidate contact Board Members for the purpose of appealing that decision.

11. International Candidate Showcase

- A. At the International Convention, a Candidate Showcase occurs before the Annual Business Meeting for presentations by all International Officer and Director candidates.
- B. Prior to the International Convention, the International President appoints International Directors to serve as chair and co-chair of the Candidate Showcase. Other International Directors are assigned as needed.

- C. Opposed International Officer and all International Director candidates are limited to a six-minute interview. Unopposed International Officer candidates are limited to a three-minute interview. District leaders and the Board of Directors submit questions to be asked.
- D. The presentation schedule, with the names of all nominated and known floor candidates for international office, is prepared by World Headquarters.
- E. There is no census or poll taken of the delegates at a Candidate Showcase.

12. International Proxies and Credentials

- A. Proxies are defined in Article X, Section 2, of the Bylaws of Toastmasters International.
- B. Annual Business Meeting proxies are available to Member Clubs no later than July 10.
- C. When amendments to the Bylaws are to be voted on, there is a method in the proxy process for a Member Club to indicate how it wishes its votes to be cast.
- D. A Credentials Chair and two (2) Co-Chairs are appointed by the International President:
 - I. The appointees are current or past Board Members.
 - II. A person may be reappointed as chair after a three-year interval.
 - III. Appointees are responsible for the operation of the Credentials process preceding the Annual Business Meeting.

13. Voting by Mail

- A. The circumstances for holding an election by mail vote are stated in Article IX, Section 4, of the Bylaws of Toastmasters International.
- B. The tentative process for conducting an election by mail vote is described in Protocol, and such Protocol shall be modified as needed and adopted as Policy by the Board of Directors at such time as a mail vote is held.

Mission Statements, Core Values, and Envisioned Future

1. Toastmasters International's purpose is defined in the Articles of Incorporation of Toastmasters International, Article II. The purpose is further defined in the Bylaws of Toastmasters International, Article I. The purpose of the District is defined in the District Administrative Bylaws, Article II. The purpose of the club is defined in the Club Constitution, Article I.
2. The mission statements, core values, and envisioned future in this Policy succinctly express the function of each organizational unit. The statements are used in marketing and public relations, in leader manuals and training, and at meetings and events.

A. Toastmasters International Mission

We empower individuals to become more effective communicators and leaders.

B. District Mission

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

C. 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.

D. Toastmasters International Core Values

- Integrity - We match our actions with our words, demonstrate honesty and trustworthiness, communicate with sincerity and thoughtfulness, have the courage to acknowledge our mistakes, and always strive to do the right thing.
- Respect - We treat all with dignity, welcome diverse perspectives, acknowledge all contributions, believe that all have positive intent, practice mutual accountability, and critique but never demean.
- Service - We strive to provide high-value, exceptional support by being responsive, attentive, and passionate in fulfilling our duties as individuals and as an organization to all.
- Excellence - We consistently strive to meet or exceed expectations by upholding the Toastmasters Promise, nurturing a collaborative environment, innovating to deliver creative solutions, and optimizing quality to produce superior service.

E. Toastmasters International Envisioned Future

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

Toastmasters is a thriving and diverse global community. We enhance the personal lives and careers of individuals, enabling them to positively impact their communities. We empower people to develop communication and leadership skills through a welcoming, high-quality, experiential learning environment, resulting in greater self-confidence and personal growth.