

TOASTMASTERS
INTERNATIONAL®

STRATEGIC PLAN

2022-2024

INTRODUCTION

The Pandemic: Its Impact, Challenges, and Opportunities

In the years prior to the pandemic, Toastmasters International, with few exceptions, grew annually at a steady pace. Since the pandemic began in the first quarter of 2020, the organization has contracted significantly. The number of members and clubs at the end of the 2021–2022 program year are similar in size to a decade ago.

Clubs modified their meeting format to accommodate physical distance—most clubs met exclusively online or in a hybrid format. Members who chose to attend online meetings quickly developed a skill set that the world now values. Others did not prefer the online environment and chose not to renew their membership. While some clubs have gone back to meeting in person, only time will tell if the traditional in-person model of club meetings will return to being the primary meeting type.

The new meeting format connected members from around the world on a scale not previously seen. Through experiencing meetings in the context of other places and cultures, members developed a greater appreciation and understanding of the positive impact of Toastmasters worldwide. The 2021 International Convention was the most attended event in Toastmasters History.

The rate of technological innovation accelerated during the pandemic. As meeting formats evolved, so did online learning. The expectation for continuously updated content, delivered in easily consumable portions, is higher than ever. Clubs and Districts efficiently conducted business online on an unprecedented scale. Contact between members and leaders at all levels increased in scale and speed. Each of these changes will affect the future, and we must evolve to meet expectations.

Communication and leadership skills are in greater demand than ever. Toastmasters is poised to meet those demands and to reestablish its strength through the implementation of this plan.

CORE IDEOLOGY

Core Values

Integrity, Respect, Service, and Excellence

Brand Promise

Empowering individuals through personal and professional development.

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.

CORE IDEOLOGY

Toastmasters International Envisioned Future

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

Vivid Description of the Envisioned Future

Toastmasters International is recognized by its members as relevant and invaluable for their personal and professional success. Employers recognize Toastmasters International as an essential component of their employees' professional development. Through its clubs, Toastmasters International provides a vibrant, growing, and successful communication and leadership development program. Club members receive a high-quality, customized experience in a supportive environment that responds to individual and community-specific needs. Members take risks and experiment knowing that they are supported and encouraged by others to maximize their potential in reaching personal and professional goals. Toastmasters International uses technology effectively to save time, communicate, and deliver services. Toastmasters International is globally recognized as the industry leader in communication and leadership skills development, and as a progressive, responsive, and experiential organization that changes individuals and the world for the better.

ORGANIZATIONAL GOALS

Toastmasters International's success is driven by the cooperative efforts of individual members, club officers, District leaders, Region Advisors, the Board of Directors, and the World Headquarters team. Each has unique roles and responsibilities. Their combined efforts will continue to determine the success of the organization now and in the future.

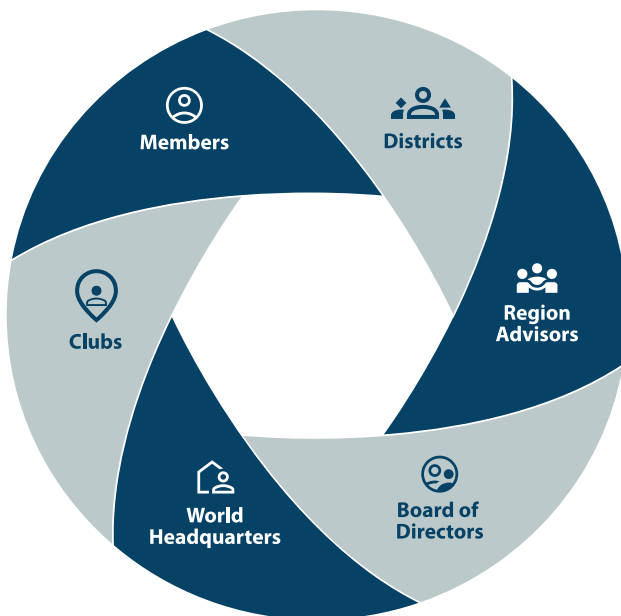
The Board of Directors recognizes the need to extend the reach of Toastmasters both locally and globally, to increase transactional efficiency, to improve the individual member's experience, and to lighten the administrative load on club officers and District leaders.

Our goals for the next 24 months are grouped into these categories:

- ▶ Club Excellence
- ▶ Member Achievement
- ▶ Awareness and Engagement
- ▶ Operational Effectiveness

Communication

The Board of Directors acknowledges the need for excellent communication throughout the organization to achieve our organizational goals.



Communication depends on all of us and will require everyone's collective engagement to be effective. As the Board of Directors, we commit to increase and enhance our communication with all levels of the organization. We invite members and leaders to join us on the quest for excellent communication.

CLUB EXCELLENCE

Support all clubs in providing a consistent, quality member experience by delivering on our brand promise:

“Empowering individuals through personal and professional development.”

Measurement:

Distinguished Clubs: 4.5% increase per year

Member Satisfaction: 5.8 rating

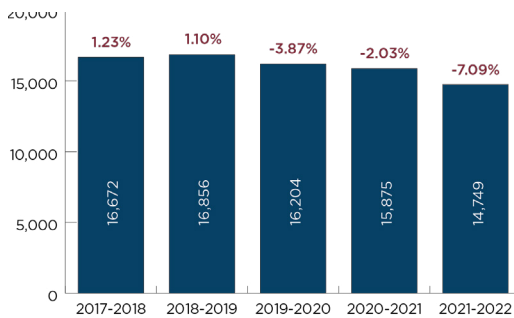
Strategies:

Clubs conduct enjoyable, effective meetings

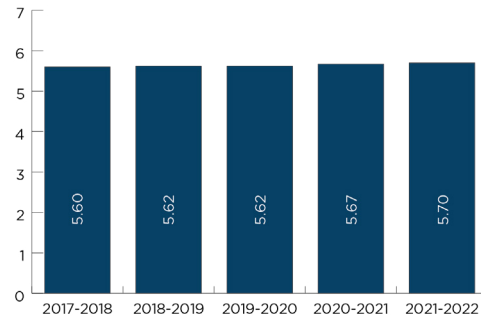
Districts conduct effective club officer training

World Headquarters evolves Base Camp to better support members and club leaders

Distinguished Clubs by Program Year



July Member Satisfaction Ratings



MEMBER ACHIEVEMENT

Support members in achieving their personal and professional communication and leadership goals through experiential learning.

Measurement:

Pathways Level Achievements: 4% increase per year

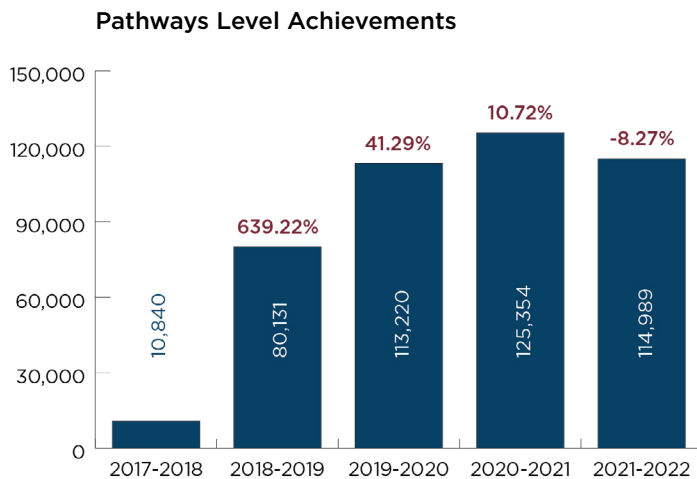
Strategies:

Clubs orient and conduct needs assessment for all new members

Clubs assign mentors to all members

Districts include member-achievement-focused sessions in club officer training

World Headquarters evolves Pathways educational content and Base Camp to enhance experience



AWARENESS AND ENGAGEMENT

Expand global recognition of Toastmasters International programs to promote engagement, membership, and club growth.

Measurement:

Membership Payments: 4% increase per year

Member Renewal Rate: 1% increase per year

Club Growth: 5% increase per year

Strategies:

Members consistently invite guests to attend meetings

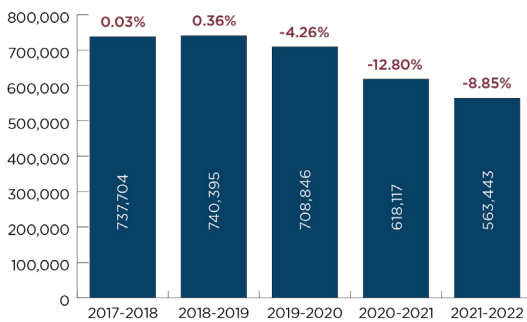
Clubs regularly conduct open houses and membership growth programs

Clubs and **Districts** create effective public relations

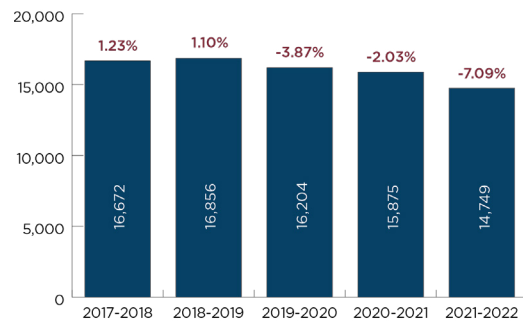
Districts actively prospect for and charter new clubs

Districts and **World Headquarters** expand global advertising program throughout the world

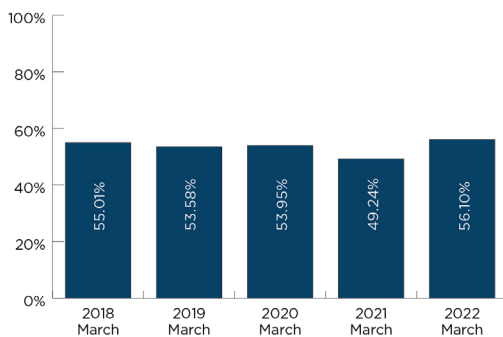
Membership Payments by Program Year



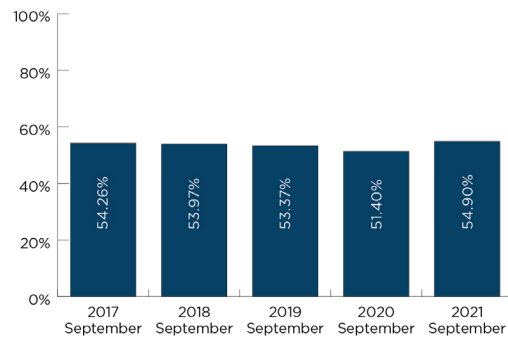
Paid Clubs by Program Year



March Member Retention Rates



September Member Retention Rates



OPERATIONAL EFFECTIVENESS

Create additional value for members, leaders, and stakeholders through standardized tools and processes, resulting in world-class operations.

Strategies:

Area Directors consistently conduct productive Area Council meetings

Area Directors conduct effective club visits

Division Directors consistently conduct productive Division Council meetings

District Directors consistently conduct productive District Council meetings

World Headquarters implements system to charter new clubs online

World Headquarters enables members to pay Toastmasters International dues online

For more information, see the Toastmasters International Resource Library.

WHY?

Why do we need a strategic plan?

Strategic plans focus the thinking and efforts of the organization on initiatives that are important now and within the timeframe of the plan. They enable the organization to set aside other items and focus, making decisions about how to allocate resources for the most significant impact.

Why this Strategic Plan?

The delivery of this Strategic Plan will:

- ▶ Increase value to the member
- ▶ Expand organizational brand awareness
- ▶ Streamline and enhance member experience
- ▶ Promote member and club sustainability