

TOASTMASTERS
INTERNATIONAL®

STRATEGIC PLAN

2024

INTRODUCTION

As we celebrate our first 100 years, you might ask yourself, “What does the future look like for Toastmasters?” Your Board of Directors envisions the Toastmasters of the future looking like this:

Envisioned Future

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.

Many questions about the future remain unanswered: What will be the role of artificial intelligence in communication and leadership? Will hybrid meetings continue to dominate office culture? What new technological and societal trends will affect the way we meet, communicate and lead? As an organization, we'll need to understand and answer these and other questions as we move into the future.

The envisioned future, missions, and strategies in this plan are the starting points in becoming who we want to be. As part of plan evaluation, the Board will regularly evaluate progress in growth, excellence, marketplace relevance, and other categories. The Board may adjust programs, goals, and strategies as needed.

The Toastmasters Core Values are the fundamental norms that drive how we interact with each other and the organization. Your Board of Directors recently defined these values to ensure a deeper shared understanding of the values and create more detailed expectations:

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 A Toastmaster's Promise, nurturing a collaborative environment, innovating to deliver creative solutions, and optimizing quality to produce superior service.

INTRODUCTION

Only when every Toastmaster understands and lives our Core Values can we—individually and as an organization—reach our full potential. Your club should regularly discuss how you live the Core Values.

Strength Through Diversity

Toastmasters club meetings are composed of a more diverse group of individual members and guests than ever before. The Board of Directors views this diversity as a positive and necessary contributor to the development and future of each individual, each club, and the organization itself. This diversity adds scope to the experience of each individual as they hear from and learn about each other. It is critically important that each individual is welcomed and treated with equal respect and dignity. As members and leaders, we must continue our educational and personal development journeys as we learn about, acknowledge, and celebrate our understanding and support of diversity.

What's My Part in the Strategic Plan?

If you're asking yourself, "What's my part in this strategic plan?," begin with your club, and your contributions to your club's success. The purpose of the plan is to improve the entire Toastmasters environment for the benefit of all clubs. Your Toastmasters club is then able to provide high-value, consistent benefit to individual members.

Many readers of this plan occupy leadership roles beyond their club, at the Area, Division, District, or international levels. All these levels were created and designed to support clubs. Depending on the role, there may be a specific assignment in this plan that is designed to better the organization as it supports Toastmasters clubs worldwide.

The 2024 annual budget is approximately the size of a Toastmasters International budget from 10 years ago. Because of this, all Board-directed initiatives described in this plan are subject to annual funding decisions that are made during the Board's budget development and approval processes. It is clear that seeking alternative sources of revenue in addition to dues payments will be a priority in the coming years that will require action and commitment from each one of us starting now.

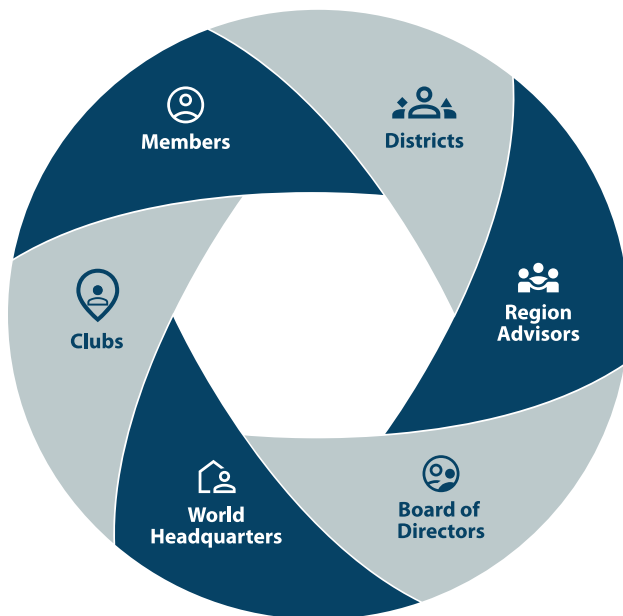
ORGANIZATIONAL GOALS

Each era of Toastmasters' history has presented unique challenges. The challenges have been overcome by the combined efforts of individual members, club officers, District leaders, Region Advisors, the Board of Directors, and the World Headquarters team. Each group has unique roles and responsibilities. Their combined efforts in a timely manner will continue to determine the success of the organization now and in the future.

The Board of Directors recognizes the need to strengthen the global community of Toastmasters clubs and to continue to extend our reach. We must reduce the administrative load on club officers and District leaders. Artificial intelligence has the potential to help us streamline processes and more effectively collect data and share information. Communication, as always, is key, and the Board of Directors commits to an ongoing effort to increase and enhance communication between the organization, leaders, and members.

Our goals for this plan are grouped into these categories:

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



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.”

Clubs thrive in a well-structured support system. Area, Division, and District leaders must be models of excellence who share their knowledge and experience in a way that guides clubs to master the Toastmasters program. Club leaders and members ensure that every meeting is one to be proud of.

Measurement:

Distinguished Clubs: 3% increase per year
Member Satisfaction: 52 Net Promoter Score

Strategies:

Clubs

Your club conducts regular enjoyable, effective meetings.
Your club conducts the Moments of Truth module a minimum of once per year.
All your club officers attend District-sponsored club officer training.

Areas, Divisions, and Districts

Your Area Director frequently attends your club meetings and collaborates with officers and members to evaluate and address club strengths and areas of improvement.
Your Division Director and Area Director review and implement the Club Excellence Curriculum resources.
Your District conducts effective club officer training.

World Headquarters

World Headquarters supports the implementation of changes to the Distinguished Club Program put in place by the Board.

MEMBER ACHIEVEMENT

Every club must support its members in achieving their personal and professional communication and leadership goals through the power of experiential learning. This means club leaders and member mentors must gain an understanding of each member's unique aspirations and help them design a Toastmasters journey that guides them to success.

Measurement:

Pathways Level Achievements: 5% increase per year

Strategies:

Clubs

Your club consistently conducts effective New Member Orientation for every new member. Your club manages a formal member mentoring program and promptly assigns a mentor to every new member.

Areas, Divisions, and Districts

Your District conducts New Member Orientation and member mentor program training sessions at every club officer training.

World Headquarters

World Headquarters introduces an evolved version of Base Camp to better support the member experience.

World Headquarters continues to evolve and improve education program and member experience content.

AWARENESS AND ENGAGEMENT

Expand the global recognition of Toastmasters International programs to ignite engagement, boost membership, and fuel club growth.

The most powerful way to attract guests to club meetings is through personal invitations. Each approach is as unique as the individual extending the invitation and the future member receiving it. Some members leverage social media to reach out to friends, while others rely on the power of face-to-face conversations. Every member, new and experienced, plays a vital role in the perpetual growth and vibrant energy of their club. Together, we create a dynamic cycle of continual expansion and success.

Measurement:

Membership Payments: 3% increase per year

Member Renewal Rate: 2% increase per year

Club Growth: 3% increase per year

Strategies:

Clubs

You routinely invite friends and acquaintances to attend club meetings as guests.

Your club regularly conducts open houses and actively participates in membership growth programs.

Your club quickly responds to individual member leads that are received through the **toastmasters.org** Find a Club system.

You and your club work together to create effective public relations for the club.

Areas, Divisions, and Districts

Your District creates and delivers public relations and advertising programs that are effective in delivering results in a given Toastmasters year.

Your District actively responds to new club leads, prospects for additional leads, and charters new clubs.

World Headquarters

World Headquarters delivers an improved system that will enable club officers to more easily communicate with **toastmasters.org**-sourced member leads.

OPERATIONAL EFFECTIVENESS

Create increased value for members, leaders, and stakeholders by providing standardized support, innovative tools, and efficient processes. Explore alternative revenue streams and strive to develop world-class operations that elevate our community and reduce the barriers for individuals to conduct business with Toastmasters efficiently.

Strategies:

Areas, Divisions, and Districts

Your Area Director consistently conducts productive Area Council meetings.

Your Area Director regularly visits club meetings and conducts formal club visits.

Your Division Director consistently conducts productive Division Council meetings.

Your District consistently conducts productive District Council meetings.

World Headquarters

Your Board of Directors and World Headquarters collaborate to develop significant non-dues revenue streams.

World Headquarters continues to develop and enhance club officer and District leader management and transaction systems, including chartering new clubs online.

World Headquarters delivers enhanced, modern club officer training modules.

World Headquarters delivers enhancements to the dues payments systems, including new member self-entry and self-pay with club officer approval.

STRATEGIC PLANNING AND GOAL SETTING

Toastmasters International periodically develops and publishes a strategic plan. This plan, published in August 2024, is intended to span a three-year period. Each plan is developed by the organization's Strategic Planning Committee and the entire Board of Directors. The phases of development for this strategic plan were:

Review and Assessment

Your Board of Directors evaluated and discussed the current and recent status of the organization. We looked at the strengths, weaknesses, and accomplishments of clubs, Districts, World Headquarters, and the Board of Directors. We evaluated the global market for Toastmasters, conducted broad discussions, analyzed data, compared goals and performance, and reflected on the information and discussions. We reviewed and challenged our core ideology, which consists of these statements: Increase value to the member

- ▶ Missions
- ▶ Envisioned Future
- ▶ Values
- ▶ Brand Promise

In this plan, we are introducing a new Envisioned Future statement and emphasizing the addition of clarifying statements to our Core Values.

STRATEGIC PLANNING AND GOAL SETTING

Focus, Energy, and Measurement

Subsequently, the Board of Directors discussed and agreed upon the following aspirational goals for what we believe are the organization's most important measurements. The goals are:

Category	Goal	Measurement
Distinguished Clubs	3% annually	Percentage of Distinguished clubs compared to previous year
Membership Payments	3% annually	Total membership payments compared to previous year
Renewal Rate	2% annually	Percentage of members renewing compared to previous year
Member Satisfaction	52	Net Promoter Score survey
Net Club Growth	3% annually	Total paid clubs compared to previous year
Pathways Level Completions	5% annually	Total level completions compared to previous year

These goal categories serve to focus the efforts of club officers, District leaders, individual members, and the World Headquarters team. The factors measure outcomes that support the achievement of each mission and lead the way to the accomplishment of the Envisioned Future.

CORE IDEOLOGY

Envisioned Future

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.

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 A Toastmaster’s Promise, nurturing a collaborative environment, innovating to deliver creative solutions, and optimizing quality to produce superior service.

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.

Brand Promise

Empowering individuals through personal and professional development.