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# 2006-2012 District 28 of Toastmasters International Strategic Plan

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Achieving Communications and Leadership Excellence



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## **I. Executive Summary**

District 28 of Toastmasters International initiated a strategic planning process to establish goals and objectives that will lead to a successful future. A Strategic Planning Committee was formed with a representative group of experienced district leaders to complete the project. The Strategic Planning Committee collected and reviewed data about the current status of the district and trends in the community. The Committee surveyed district members to obtain input. The Committee discussed the critical issues facing the district and developed goals and objectives to overcome these challenges.

The Strategic Plan is the result of the Committee's work, and provides direction that will lead to a successful future. The Strategic Plan provides a framework for the allocation of resources, and a focus for future decision making.

In order for the goals and objectives contained in this Strategic Plan to be achieved, it is essential that the District 28 Executive Board and Executive Council provide its full support and understanding of its responsibilities.

The following recommendations are suggested along with the content of the Strategic Plan:

- Improve contest quality by using a standardized format for Area, Division and District contests and trained judges by February 28, 2007.
- Have 200 Clubs in the district by June 30, 2012.
- Have No Club Left Behind: Every Club is Healthy by June 30, 2012.
- Improve leadership quality through timely and effective appointments, training, and mentoring by February 29, 2008.
- Thematically integrated, attractive and fun conferences with the aim of attracting 300 guests by April 30, 2011.
- Improve communication and outreach within and outside of the district.

## **TABLE OF CONTENTS**

<b>I.</b>	<b>EXECUTIVE SUMMARY .....</b>	<b>1</b>
<b>II.</b>	<b>OVERVIEW .....</b>	<b>3</b>
	<b>A. Purpose of the Strategic Plan .....</b>	<b>3</b>
	<b>B. Background and Methodology .....</b>	<b>3</b>
	<b>C. Current Status of District 28 of Toastmasters International .....</b>	<b>6</b>
	<b>D. Trends in the Community and Organizations Today .....</b>	<b>7</b>
	<b>E. Implementing the Plan .....</b>	<b>7</b>
	<b>F. Conclusion .....</b>	<b>7</b>
<b>III.</b>	<b>SUMMARY OF STRATEGIC PLAN GOALS .....</b>	<b>8</b>
	<b>A. Intentions of the Plan .....</b>	<b>9</b>
	<b>B. Glossary of Abbreviations .....</b>	<b>9</b>
	<b>C. Notes about the Plan .....</b>	<b>10</b>
<b>IV.</b>	<b>INVENTORY OF GOALS, OBJECTIVES, AND INITIATIVES .....</b>	<b>11</b>
<b>V.</b>	<b>INITIATIVES BY YEAR .....</b>	<b>21</b>

## **II. Overview**

### **A. Purpose of the Strategic Plan**

District 28 of Toastmasters International, like all civic membership organizations, faces a future of challenge and complexity. In order to ensure its position as a leader in the training of communication and leadership skills in the future, District 28 and the Leadership Team need to become more proactive in their efforts to anticipate the future and make decisions today that will have the desired outcomes for the future. The strategic planning process is designed to provide the direction and specific goals to ensure this successful future.

The strategic planning process benefits an organization by describing the current state of the organization. The process defines the future operational environment, and researches the trends that affect the organization. An effective planning effort will define the challenges to be met and the strategies that will lead to success. The process helps to develop plans for the efficient use of resources. And finally, the planning process assists the leadership of District 28 in focusing on achieving results based on consensus goals.

It is this desire to be proactive in determining its future that led the District 28 Leadership Team to initiate a strategic planning process.

### **B. Background and Methodology**

To accomplish the goal of completing the strategic planning process, it was necessary to establish a Strategic Planning Committee to engage in the process, to collect and review information about District 28, to examine the challenges that lie ahead, to discuss alternatives, and finally, to establish priority goals and objectives. It was important that this Committee had representation from a diverse body of experiences from the leadership of District 28, including Division and Area representation.

#### **The Strategic Planning Committee**

In order to have a balanced, diverse committee, the following were selected to serve on the Strategic Planning Committee:

Marilyn Albee  
District Governor 1995-1996

Todd M. Brockdorf  
Lieutenant Governor of Education and Training 2005-2006

Karen Holland  
Lieutenant Governor of Marketing 2005-2006

Kevin Olmstead  
Division C Governor 2004-2005

Paula Shelton  
Area 18 Governor 2005-2006

Tony Slawinski  
District Governor 2005-2006

Todd Brockdorf acted as the Chairman for the Committee. In addition to serving on the District Leadership Team, Mr. Brockdorf, President, Brockdorf & Associates, Inc, volunteered his services to facilitate the planning process, and to provide guidance to the Strategic Planning Committee on how to accomplish its task. Mr. Brockdorf's experience includes facilitating strategic planning for other associations and membership societies. In particular, his experience included strategic planning with collegiate service organizations and other Toastmasters clubs.

### **Selection Process**

Volunteers were solicited to serve on the Committee. Not everyone that was approached had a desire to serve. Committee members were selected because their diverse background within the organization in terms of position, geographic area, and experience. Consideration was also given to those members that would be able to implement the plan in the first few years of its existence. This Committee was only selected to create this Plan. Future District Governors will appoint a Strategic Planning Committee that may or may not be comprised of these individuals to review the Plan annually.

### **Objectives of the Strategic Planning Committee**

1. To study the current status of District 28;
2. To identify and describe problem areas;
3. To establish goals for addressing each of the problem areas identified;
4. To prioritize the goals established into a five-year plan; and
5. To make recommendations for action to be taken by the District 28 Leadership Team.

### **The Planning Process**

To accomplish the objectives set before the Strategic Planning Committee, three Saturday meetings were scheduled and conducted in August, November, and January of 2005 and 2006. All meetings were held at the University of Michigan-Dearborn.

The first meeting of the Strategic Planning Committee reviewed information about the current status of District 28 of Toastmasters International. The discussion focused on market analysis (the customers which it serves), competition analysis (the organizations

or entities that could hinder membership growth), success measurements (how it currently measures success and how it should measure success in the future), a capabilities assessment (strengths and weaknesses of the organization), and strategic competencies (strengths that are key differentiators from competitors). The Committee also discussed assumptions about the future and their impact to the organization. The Committee concluded the meeting by creating a list of the elements in an ideal future picture of the district. Each Committee member was then asked to reach across the district and ask the following question, “If you could have District 28 any way, what would it look like, feel like, and be like in every way?” The Committee was to report back results from this question at the next meeting.

That question was posed to members throughout the district on the D28community email list and published to the Club Presidents through a separate email list.

The second meeting of the Strategic Planning Committee began with a review of the previous meeting. The Committee reasserted the ideal future picture of the district, with additions from the input that was received from district members. Much of the feedback from the membership was already incorporated into the future picture, so there was reassurance for the Committee that it was proceeding in the proper direction. The Committee then examined the district’s current strategic focus (what it sells and to whom) of products and services. The Committee concluded that the District should maintain this strategic focus, but also concentrate on promoting the quality and quantity of those products and services. It should also expand its focus into its markets and customers in order to better understand and satisfy their particular needs.

At the same meeting, the Committee created stretch goals, which were based on the ideal future picture. A stretch goal is a goal that is set just beyond what the Committee thought was achievable. Goals were established in such manner that they were big and bold and felt challenging. Easily achieved goals are not historically exceeded, thereby limiting potential. The six stretch goals were then aligned with the elements in the future picture. Each member present at the meeting was asked to take one or more stretch goals and determine the appropriate initiatives that would help District 28 achieve that goal. Each set of initiatives forms an “Action Plan” for that stretch goal. Members were to share information via email and report their action plans to the Committee at the next meeting.

The third and final meeting of the Strategic Planning Committee included a final review and revision of the action plans. The Committee discussed the strategies for implementation, timelines, and recommendations for who would be responsible for coordinating the completion of those objectives and strategies. This meeting concluded with a discussion of the contents of the final plan and report, and the timelines for adoption by the District 28 Executive Board and Executive Council.

The Strategic Planning Committee reviewed and provided input into the final plan which was drafted by the Chairman.

### **First Review of the Strategic Plan**

The first review of the Strategic Plan occurred on June 30, 2007. The Committee examined the current plan, verified its validity, and made adjustments as needed. Some changes included wording that was not favorable with Toastmasters International World Headquarters. Other changes extended timeframes due to the workload of the 2006-2007 Executive Leadership Team and unrealistic original timeframes. A few additional Initiatives were established to add guidance.

### **Selection Process of Future Committees**

The Strategic Planning Committee will be appointed by the District Governor with cooperation from the Lieutenant Governor of Education and Training. The Committee will represent a diverse cross-section of the District membership, with considerations given, but not limited, to position, geographic area, and experience. Also, consideration will be given to those that will be responsible for implementing the Plan, as well as emerging leaders.

Announcement of recruiting for new Committee members will be publicized at the District Council and/or Executive Committee meetings. Those District members who desire to serve on the Committee may make him/herself known to the District Leadership Team for consideration. Those wanting to provide input for the Plan will provide it to the District Leadership Team or the Committee.

Expected workload of the Committee will include the annual Plan review meeting, as well as possible surveys of the membership, and any follow-up meetings required to update the Plan.

### **Authority of the Committee**

The Committee will have the authority to change the Plan. However, in no way does the Committee have authority over the District Leadership Team. Changes made to the Plan, like the original Plan, are suggestions of methods and practices for the District. It is the responsibility of the District Leadership Team to implement any or all sections of the Plan.

## **C. Current Status of District 28 of Toastmasters International**

The Strategic Planning Committee collected and reviewed a substantial amount of information about District 28. The information highlighted the very positive aspects of the organization and pointed to areas of concern that call for immediate action. The following are the findings about District 28:

- The availability of quality educational materials is substantial. One basic Communication and Leadership Program manual; 15 Advanced Communication manuals; 1 Leadership manual; Skill building programs.

- Area Governors are visiting their clubs to complete their reports in a timely manner. In Fall, 2005, 87 out of 94 clubs had an official visit.
- The District achieves its educational goals as established by Toastmasters International for at least the past 8 years.
- Communication with clubs tends to be late, sporadic, or incomplete.
- As of February 1, 2006, of the 93 paid clubs, 25 clubs have 12 or fewer members. Forty-three (43) clubs have 15 or fewer members. Sixty-two (62) have fewer than 20 members. Thirty-one (31) clubs have 20 or more members.
- Finding viable new club leads has been challenging.

#### **D. Trends in the Community and Organizations Today**

Toastmasters International is the world's largest non-profit organization dedicated to building communication and leadership skills. No other organization can boast a membership of over 200,000 and 10,000 clubs worldwide. At the onset of this Plan, District 28 comprised approximately 1,600 members and 95 clubs. Toastmasters is not only viable today, its role becomes even more significant as corporations are looking for low-cost training alternatives, college students are becoming more career-focused, and the Baby Boomer generation enters retirement.

A stagnant local economy, combined with corporate downsizing, and a declining number of no- or low-cost meeting places will affect the district in the coming years.

#### **E. Implementing the Plan**

This plan outlines the need for various entities within the district to accept responsibility for implementing components of this plan. Further, it highlights the resources needed to successfully achieve the goals outlined. These resources speak to the need for district officers' time and material costs above and beyond what are currently available. It will be critical that careful consideration be given to the current demands on district officers' time in implementing the components of this Strategic Plan.

It is intended for this plan to be a living document, reviewed monthly by the District Leadership Team, quarterly by the Executive Board, and annually by the Strategic Planning Committee. Each year, the organization must evaluate progress and adjust goals as appropriate. The target dates for completion are general dates. Completion of goals will depend on availability of district officer and volunteer time and resources. This Plan is a suggestion of methods and practices for the District. In no way is it binding nor the obligation of the Leadership Team to implement any or all initiatives as outlined in this Plan.

## **F. Conclusion**

The Strategic Plan is comprehensive, and all of the goals and objectives are important. There are some that seem to be of extreme importance to the success of District 28. These include:

- Focus on club quality and membership retention and growth.
- Improve leadership development and quality for members.
- Improve communication within the district.
- Improve contest quality to ensure fair, well-run events.

### **III. Summary of Strategic Plan Goals**

1. Improve **CONTEST QUALITY** by using a standardized format for Area, Division and District contests and trained judges by February 28, 2007.
2. Have **200 CLUBS** in the district by June 30, 2012.
3. Have **NO CLUB LEFT BEHIND: EVERY CLUB IS HEALTHY** by June 30, 2012.
4. Improve **LEADERSHIP QUALITY** through timely and effective appointments, training, and mentoring by February 29, 2008.
5. Thematically integrated, attractive and fun **CONFERENCES** with the aim of attracting 300 guests by April 30, 2011.
6. Improve **COMMUNICATION** and outreach within and outside of the district.

## **A. Intentions of the Plan**

There is no particular order of importance of the goals within the Plan; all goals are equally important.

All goals and objectives adhere to or exceed Toastmasters International standards. It is never the intention to disregard Toastmasters International policies or procedures. In cases where new material or programs are to be developed, existing Toastmasters International materials will be consulted for reference.

The following are intentions of various sections of the Plan.

Goal number 1, improving contest quality, has two main objectives: creating a pool of certified judges and creating a standardized contest format. The certified judging program is designed to expand the pool of qualified judges beyond the approximate 40 that the District currently uses, meaning the Executive Committee and past members of the Executive Committee. The standardized contest format is designed to ensure that contests will be fair and run on time.

Goal number 2, having 200 clubs in the district, exists because the District needs to continue to grow its membership and number of clubs. Clubs fold and those that do need to be replaced. As momentum builds within the District, more volunteers will be available to assist with building additional clubs.

Goal number 3, no club left behind, is about improving club quality so that members will find benefit in the organization and continue to renew their membership.

Goal number 4 and 5 are self-explanatory and do not require a detailed explanation.

In goal number 6, improving communications and outreach, the collaborative efforts are designed to create mutually beneficial relationships, but not formal partnerships, between the organizations. The term “service organizations” is used to define other civic non-profit organizations, such as, but not limited to, Kiwanis, Rotary, Lions, etc. Selection of the community event, as suggested in the Plan is an operational issue, intended to be determined at the appropriate time. The “Area gatherings” are intended to promote networking among the leadership of the Area. They are intended to be both a chance to share ideas and a social opportunity.

## **B. Glossary of Abbreviations**

The following is a list of abbreviations used in the Strategic Plan.

AGs – Area Governors  
CCC- Club Coach Chair  
CCH – Corporate Club Hunter

DCJ – District Chief Judge  
DivGs – Division Governors  
DG – District Governor  
LGET – Lieutenant Governor of Education and Training  
LGM – Lieutenant Governor of Marketing  
MA – Marketing Ambassador  
PRO – Public Relations Officer

### **C. Notes about the Plan**

Goal number 2, having 200 clubs in the district, has a repetitive process year after year. When looking at the Inventory of Goals, Initiatives and Objectives, initiatives that are to be repeated throughout the course of the plan are simply designated with a targeted start month, with no indication of year. For those same initiatives, when looking at the Initiatives by Year, they only appear one time during the first year of implementation. It is expected that they would be repeated in subsequent years.

## Inventory of Goals, Objectives, and Initiatives

	Goals	Objectives	Initiatives	Responsibility	Target Start Date	Target Completion Date
1	<b>Improve Contest Quality by Standardized Format (for Area, Division &amp; District Contests) and Trained Judges.</b>	<b>A. Create a larger pool of trained contest judges.</b>	1. Create District Chief Judge position.	LGET-Elect	May-06	May-06
2. Research judging practices in other districts.			LGET-Elect, DCJ	Jun-06	Sep-06	
3. Design judging seminar to standardize judges training based on TI resources.			LGET, DCJ, Judging Trainers	Aug-06	Oct-06	
4. Develop required judges & Chief Judge training for Area and Division Governors.			DCJ	Aug-06	Oct-06	
5. Recruit pool of trainers to conduct judging seminars.			LGET, DCJ	Oct-07	Nov-07	
6. Create list of trained judges & Chief Judges.			DCJ	Dec-06	Feb-07	
7. Conduct judge & Chief Judge training for Area and Division Governors.			LGET, DCJ	Aug-07	Aug-07	
8. Establish judging & Chief Judge seminar at every District-wide Club Officer Training.			LGET, DCJ	Jan-07		
9. Recruit pool of Chief Judges from trained members.			DCJ	Jan-08		
10. Strongly encourage trained judges be used at Division contests and above.			LGET, DG, DCJ	Oct-07		
11. Offer judging seminar at conferences.			LGET, DCJ	Apr-07		
12. Develop plan to recruit more judges & Chief Judges.			LGET, DCJ	Jul-07	Sep-07	

## Inventory of Goals, Objectives, and Initiatives

Goals	Objectives	Initiatives	Responsibility	Target Start Date	Target Completion Date
		13. Strongly encourage trained judges be used at Area contests and above.	LGET, DG	Sep-07	
		14. Review program annually for viability and effectiveness.	LGET, DCJ, DG	Jul	Aug
		15. Refine judging training program based upon outcome of annual review.	LGET, DCJ, DG	Jul	Aug
		16. Create list of trained Chief Judges.	LGET, DCJ	Dec-07	Feb-08
	<b>B. Create standardized contest format.</b>	1. Research contest practices in other districts.	LGET-Elect, DCJ	Jun-06	Sep-06
		2. Recruit committee to establish standardized contest format.	LGET, DCJ	Aug-06	Aug-06
		3. Design standardized contest workshop for use at officer training and conferences.	LGET, DCJ, Committee	Sep-06	Dec-06
		4. Create <i>District 28: Contest Manual</i> with standard District 28 format	LGET, DCJ, Committee	Aug-07	Sep-07
		5. Develop a contest feedback form with topics.	LGET, DCJ, Committee	Aug-07	Sep-07
		6. Develop feedback form for contest Chief Judge and Contest Chair to evaluate use of standardized format.	LGET, DCJ, Committee	Aug-07	Sep-07
		7. Distribute feedback forms at all contests above club level.	LGET, AGs, DivGs	Sep-07	Apr-09
		8. Distribute contest manual to District Officers and Club Presidents	LGET	Sep-07	Sep-07
		9. Distribute feedback forms at all contests above club level.	AGs, DivGs, LGET	Sep-07	Apr-09

## Inventory of Goals, Objectives, and Initiatives

Goals		Objectives	Initiatives	Responsibility	Target Start Date	Target Completion Date
			10. Develop plan for distributing and collecting feedback form.	LGET, DCJ, Committee	Sep-07	Apr-09
			11. Require use of standard contest format at all levels above the club. Encourage use at the club level.	LGET, DG	Sep-07	
			12. Analyze feedback forms.	LGET, DCJ, Committee	Nov-07	May-09
			13. Conduct contest training at club officer training and at conferences.	LGET, DCJ, Committee	Jun-07	
			14. Review standardized contest program annually.	LGET, DCJ, Committee	May	Jun
<b>2</b>	<b>200 Clubs by June 30, 2012</b>	<b>A 96 Clubs by June 30, 2006</b>	1. 96 Clubs by June 30, 2006.	LGM	Jun-06	Jun-06
			2. Explore feasibility of existing marketing programs to increase club growth	LGM, LGM-Elect, Marketing Team	May-06	May-06
		<b>B. 100 Clubs by June 30, 2007</b>	1. Publicize marketing programs, ask for suggestions and recruit help at district events.	LGM, LGM-Elect, Marketing Team	May	Jun
			2. Train LGM-Elect on existing processes.	LGM, LGM-Elect	May	Jun
			3. Review the Marketing Team program.	LGM, LGM-Elect, prior and current year MAs	May	Jul
			4. Recruit Marketing Ambassadors for Marketing Team.	LGM-Elect, prior year MAs	May	Jun
			5. Marketing Ambassadors recruit their respective unit team members.	LGM-Elect, MAs	May	Jul
			6. Recruit trainers for Marketing Team training.	LGM-Elect	May	Jun
			7. Create District Corporate Club Hunter (CCH) position.	LGM-Elect	Feb-07	Feb-07

## Inventory of Goals, Objectives, and Initiatives

Goals	Objectives	Initiatives	Responsibility	Target Start Date	Target Completion Date
		8. Research new marketing ideas.	DG-Elect, LGET-Elect, LGM-Elect	Jun	Aug
		9. Develop database of potential corporate club sites and contacts.	CCH, LGM-Elect	Jun	Jun
		10. Develop plan to increase number of corporate clubs.	CCH, LGM-Elect	Jun	Jul
		11. Design follow-up process for new club leads.	LGM-Elect	Jun	Jul
		12. Train Marketing Team members.	LGM, LGET, Marketing Team	Jul	Jul
		13. Train Division Governors in “club hunting” techniques.	DivGs, LGET, LGM, CCH	Sep	Sep
		14. Train Area Governors in club retention strategies.	AGs, LGET, LGM	Sep	Sep
		15. Create District Club Coach Chair and team.	LGM	Jul	Aug
		16. Train Club Coach Chair and Club Coaches	LGM, Club Coach Chair (CCC), Club Coach Team	Sep	Sep
		17. Validate, review and document marketing programs and evaluate progress.	LGM, DG, LGET, CCH, CCC	May-07	May-07
<b>C</b>	<b>115 Clubs by June 30, 2008</b>	1. Repeat prior year actions.	LGM	May-07	Jul-08
		2. Create and define X, Y, Millennial Chair	DG, LGM	Jun-07	Jul-07
		3. Develop plan to market to X, Y, Millennials	LGM, XYM Chair	Jul-07	Aug-07

## Inventory of Goals, Objectives, and Initiatives

Goals	Objectives	Initiatives	Responsibility	Target Start Date	Target Completion Date
		4. Refine and define District Corporate Club Hunter (CCH) position.	DG, LGM	Jul-07	Aug-07
		5. Refine follow-up process for new club leads.	LGM	Jul-07	Jul-07
		6. Update database of potential corporate club sites and contacts.	CCH, LGM	Aug-07	Sep-07
		7. Develop New Club Lead Suggestion Card.	LGM	Jul-07	Aug-07
		8. Develop a corporate "Lunch & Learn" program on public speaking skills.	CCH, LGM, LGET	Nov-07	Dec-07
		9. Recruit "Lunch & Learn" Chair.	LGM, LGET, CCH	Nov-07	Dec-07
		10. Train "Lunch & Learn" team leaders	LGM, LGET, LLC, CCH	Nov-07	Dec-07
		11. Validate and review marketing programs and evaluate progress.	LGM	Jun-08	Jun-08
<b>D</b>	<b>135 Clubs by June 30, 2009</b>	1. Repeat prior year actions.	LGM	Jul-08	Jun-09
		2. Validate and review marketing programs and evaluate progress.	LGM	May-09	May-09
<b>E</b>	<b>160 Clubs by June 30, 2010</b>	1. Repeat prior year actions.	LGM	Jul-09	Jun-10
		2. Validate and review marketing programs and evaluate progress.	LGM	May-10	May-10
<b>F</b>	<b>180 Clubs by June 30, 2011</b>	1. Repeat prior year actions.	LGM	Jul-10	Jun-11
		2. Validate and review marketing programs and evaluate progress.	LGM	May-11	May-11
<b>G</b>	<b>200 Clubs by June 30, 2012</b>	1. Repeat prior year actions.	LGM	Jul-11	Jun-12

## Inventory of Goals, Objectives, and Initiatives

	Goals	Objectives	Initiatives	Responsibility	Target Start Date	Target Completion Date
			2. Validate and review marketing programs and evaluate progress.	LGM	May-12	May-12
<b>3</b>	<b><i>No Club Left Behind: Every Club is Healthy</i></b>	<b><i>A Develop a club quality program.</i></b>	1. Encourage use of new Competent Leadership program.	LGET, AGs, Club Pres. & VP of Ed.	May-06	
			2. Promote model club meeting standards based on TI meeting expectations.	LGET	Jul-07	
			3. Train AGs to use model club standards.	LGET, AGs	Sep-07	Sep-07
			4. Distribute model club best practices to Club Presidents and VPs of Education.	LGET, AGs, Club Pres. & VP of Ed.	Jun-07	
			5. Encourage AGs to observe and review model club standards with clubs.	LGET, AGs	Sep-07	
		<b><i>B Speech contests in every club.</i></b>	1. Develop presentation on contest benefits for AGs to present to clubs.	LGET, AGs	Dec-07	Jan-08
			2. Train AGs on importance of contests.	LGET, AGs	Aug-07	Aug-07
			3. Encourage clubs to hold speech contests.	LGET, AGs	Aug-07	Sep-07
		<b><i>C Every member earns a Competent Communicator award.</i></b>	1. Develop presentation on benefits of earning CC for AGs to present to clubs.	LGET	Apr-07	May-07
			2. Train AGs on the importance of members earning a CC award.	LGET, AGs	May-07	Jul-07
			3. Develop a reward system for new CCs.	LGET	Aug-07	Aug-07
		<b><i>D Every club earns Distinguished status or better.</i></b>	1. Develop special recognition and reward system for clubs earning Distinguished Club status by Spring Conference.	LGET	Aug-06	Apr-07

## Inventory of Goals, Objectives, and Initiatives

Goals	Objectives	Initiatives	Responsibility	Target Start Date	Target Completion Date
		2. Develop presentation to clubs on benefits of earning Distinguished Club status.	LGET	Apr-07	May-07
		3. Train AGs on the importance of clubs earning Distinguished status.	LGET, AGs	May-07	May-07
	<b>E</b> <i>No clubs require life support.</i>	1. Create and maintain club watch list for clubs with 10-15 members.	LGM, CCC	Jul-07	
		2. Create targeted marketing campaigns for clubs.	PRO, Club VPPRs	Aug-07	
		3. Create and reserve budget for advertising program.	LGM, Treasurer	Jul-07	Aug-07
	<b>F</b> <i>Earn greater numbers of Competent Leader awards.</i>	1. Train AGs on the importance of members earning a CL	LGET, AGs	Aug-06	
		2. Develop presentation on benefits of earning a CL for AGs to present to clubs.	LGET, AGs	Aug-07	Sep-07
	<b>G</b> <i>Establish guidelines for educational presentations to clubs by Area Governors.</i>	1. Establish guidelines for educational presentations to clubs by Area Governors.	LGET	Dec-07	Jan-08
<b>4</b> <i>Improve Leadership quality through timely &amp; effective appointments, training and mentoring</i>	<b>A</b> <i>Improve quality of District officer leadership</i>	1. Develop mentorship program for new board members.	DG	Jul-07	
		2. Develop guidelines for attendance at board meetings.	DG-Elect	May-06	

## Inventory of Goals, Objectives, and Initiatives

	Goals	Objectives	Initiatives	Responsibility	Target Start Date	Target Completion Date
			3. Offer general education session about district office opportunities at Club Officer Training	LGET-Elect	Jun-06	
			4. Train AGs on effective club visits and reporting.	DG-Elect	Jun-06	
			5. Recruit potential Area Governors, District Treasurer, District Secretary prior to Spring conference.	LGET, LGM	Feb-07	
			6. Train district officers in Jun of every year with <b>full-day training</b> .	DG-Elect, LGET-Elect, LGM-Elect	Jun-07	
			7. Conduct joint (old & new board) District Executive Board meeting in Mid-June to allow wrap-up of current year & head start on next year.	DG, DG-Elect	Jun-07	
		<b>B</b>	<b>Improve quality and timeliness of Club Officer Training</b>			
			1. Research how other districts do Club Officer training and their success rate.	LGET-Elect	Jun-06	
			2. Establish pool of qualified club officer trainers.	LGET	Dec-07	
			3. Develop plan to improve club officer training.	LGET	Sep-06	
<b>5</b>	<b>Thematically integrated, attractive and fun conferences to attract 300 guests by April 30, 2012</b>	<b>A</b>	<b>Themes integrated with conference content.</b>			
			1. Research/network with other districts on conference design.	LGET-Elect	Jun-06	Jun-06
			2. Research theme ideas.	LGET-Elect	Jun-06	
			3. Research other civic organization conferences.	LGET	Jul-08	Jul-08

## Inventory of Goals, Objectives, and Initiatives

Goals	Objectives	Initiatives	Responsibility	Target Start Date	Target Completion Date	
<b>6</b>	<b>B</b>	<b>Create attractive and fun conferences.</b>	1. Develop standard conference checklist and manual.	LGET/Conf Chairs	Jul-07	
			2. Develop and require a format and policy to report detailed financial and registration information.	Treasurer	Jul-07	Aug-07
	<b>C</b>	<b>Increased attendance at conferences.</b>	1. Create online survey to all members.	LGET	Dec-07	Jan-08
			2. Review survey results.	LGET	Mar-08	
			3. Adjust conference plans per results.	LGET	Mar-08	
			4. Develop marketing plan for conferences.	LGET, PRO, Conf Chair	Aug-07	Sep-07
	<b>A</b>	<b>Website is information-packed.</b>	1. Fill "Get Forms & Documents" section with beneficial information.	DG, LGET, LGM, PRO, Webmaster	Oct-06	
			<b>B</b>	<b>District Directory is published by July 31.</b>	1. Appoint chair in May.	DG-Elect
	2. Create or use standard template for importing data into directory.	Directory Chair			Jun-07	
	3. Establish timeline such that distribution will occur at the August Executive Committee meeting.	DG-Elect, Directory Chair			Jun-07	
<b>C</b>	<b>Cornerstone is published quarterly.</b>	1. Appoint editor.	DG-Elect, PRO-Designate	May-06		
		2. Establish publication schedule, timeline, and method for distribution in June, September, December, and March.	DG-Elect, PRO-Designate, Editor	May-06		
<b>D</b>	<b>Create a collaborative effort with the National Speakers Association-</b>	1. Identify and contact leaders at NSA-MI to research collaboration opportunities to promote Toastmasters programs and benefits.	IPDG	Sep-07		

## Inventory of Goals, Objectives, and Initiatives

Goals	Objectives	Initiatives	Responsibility	Target Start Date	Target Completion Date
	<i>Michigan Chapter to promote Toastmasters programs and benefits.</i>	2. Develop program to market Toastmasters programs and membership benefits to NSA-MI.	IPDG, DG, LGET, LGM, PRO	Jan-08	
<b>E</b>	<b><i>Increase interclub activities.</i></b>	1. Design program to increase interclub activities.	DG, LGET, PRO	Jul-07	
		2. Encourage clubs to participate in program.	DG, LGET, PRO	Aug-07	
		3. Recognize clubs for participation.	LGET	Apr-08	
<b>F</b>	<b><i>Host an event for the community.</i></b>	1. Research the possibilities for a large community event.	PRO, DG, LGET, LGM	Apr-08	
		2. Implement and execute event.	District Leadership Team	Sep-08	
<b>G</b>	<b><i>Create active speakers bureau.</i></b>	1. Develop plan to recruit speakers for bureau.	Speakers Bureau Chair	Jul-07	
		2. Develop plan to publicize Speakers Bureau to members.	Speakers Bureau Chair	Sep-07	
		3. Create separate website for Speakers Bureau with link to district site.	Speakers Bureau Chair, Webmaster	Oct-07	
		4. Create downloadable PDF of bureau speakers.	Speakers Bureau Chair, Webmaster	Nov-07	
		5. Develop plan to publicize Speakers Bureau to service organizations.	Speakers Bureau Chair, DG, LGET, LGM	Feb-09	
<b>H</b>	<b><i>Create a collaborative effort with service organizations to promote Toastmasters programs and benefits.</i></b>	1. Identify and contact leaders at organizations to offer TI services.	DG, PRO	Sep-08	
		2. Develop leadership summit to promote TI offerings to service organizations.	DG, LGET, LGM, PRO	Feb-09	

## Inventory of Goals, Objectives, and Initiatives

Goals	Objectives	Initiatives	Responsibility	Target Start Date	Target Completion Date
		3. Develop program to market Toastmasters programs and membership benefits to service organizations.	DG, LGET, LGM, PRO	Mar-09	
		4. Create District conference exchange program with service organizations, where TI leaders would attend service organization conferences to promote TI programs.	DG, LGET, PRO	Apr-09	
<i>I</i>	<b><i>Hold Area gatherings.</i></b>	1. Develop plan to encourage Area Governors to hold Area gatherings.	DG, DivGs, AGs	Nov-08	
<i>J</i>	<b><i>Develop classified ads for club use.</i></b>	1. Create classified ads.	PRO	Jul-07	
		2. Distribute classified ads to clubs.	PRO	Aug-07	
<i>K</i>	<b><i>Facilitate avenues of communication between District Leaders</i></b>	1. Create an electronic forum for information sharing.	Webmaster, DG, LGET	Oct-07	Jan-08

## Initiatives by Year

Initiatives		Responsibility	Target Start Date	Target Completion Date
5	<b>C</b> 1. Create survey to canvass non-attending and attending members.	LGET	Apr-06	Sep-06
1	<b>A</b> 1. Create District Chief Judge position.	LGET-Elect	May-06	May-06
3	<b>A</b> 1. Encourage use of new Competent Leadership program.	LGET, AGs, Club Pres. & VP of Ed.	May-06	
3	<b>E</b> 1. Create and maintain club watch list for clubs with 10-15 members.	LGM, CCC	May-06	
4	<b>A</b> 1. Develop mentorship program for new board members.	DG-Elect	May-06	
4	<b>A</b> 2. Develop guidelines for attendance at board meetings.	DG-Elect	May-06	
6	<b>B</b> 1. Appoint chair in May.	DG-Elect	May-06	May-06
6	<b>C</b> 1. Appoint editor.	DG-Elect, PRO-Designate	May-06	
6	<b>C</b> 2. Establish publication schedule and timeline for distribution in June, September, December, and March.	DG-Elect, PRO-Designate, Editor	May-06	
1	<b>A</b> 2. Research judging practices in other districts.	LGET-Elect, DCJ	Jun-06	Sep-06
1	<b>B</b> 1. Research contest practices in other districts.	LGET-Elect, DCJ	Jun-06	Sep-06
3	<b>E</b> 2. Create targeted marketing campaigns for clubs.	PRO, Club VPPRs	Jun-06	
4	<b>A</b> 3. Offer general education session about district office opportunities at Club Officer Training	LGET-Elect	Jun-06	
4	<b>A</b> 4. Train AGs on effective club visits and reporting.	DG-Elect	Jun-06	
5	<b>A</b> 1. Research/network with other districts on conference design.	LGET-Elect	Jun-06	Jun-06
4	<b>B</b> 1. Research how other districts do Club officer training and their success rate.	LGET-Elect	Jun-06	
4	<b>B</b> 2. Establish pool of qualified club officer trainers.	LGET-Elect	Jun-06	
5	<b>A</b> 2. Research theme ideas.	LGET-Elect	Jun-06	
5	<b>B</b> 1. Develop standard conference checklist and manual.	LGET/Conf Chairs	Jun-06	
6	<b>B</b> 2. Create or use standard template for importing data into directory.	Directory Chair	Jun-06	

## Initiatives by Year

Initiatives		Responsibility	Target Start Date	Target Completion Date
6	<b>B</b> 3. Establish timeline such that distribution will occur at the August Executive Committee meeting.	DG-Elect, Directory Chair	Jun-06	
2	<b>A</b> 1. 100 Clubs by June 30, 2006.	LGM	Jun-06	Jun-06
3	<b>A</b> 2. Develop model club meeting standards based on TI meeting expectations.	LGET	Jul-06	Aug-06
6	<b>A</b> 1. Create a Service Level Agreement for updates to the website.	DG, Webmaster	Jul-06	Jul-06
5	<b>C</b> 2. Review survey results.	LGET	Jul-06	
6	<b>G</b> 1. Develop plan to recruit speakers for bureau.	Speakers Bureau Chair	Jul-06	
1	<b>B</b> 2. Recruit committee to establish standardized contest format.	LGET, DCJ	Aug-06	Aug-06
1	<b>A</b> 3. Design judging seminar to standardize judges training.	LGET, DCJ, Judging Trainers	Aug-06	Oct-06
1	<b>A</b> 4. Develop required judges & Chief Judge training for Area and Division Governors.	DCJ	Aug-06	Oct-06
1	<b>A</b> 5. Establish review guidelines for certified judging program.	LGET, DCJ	Aug-06	Oct-06
3	<b>D</b> 1. Develop special recognition and reward system for clubs earning Distinguished status by Spring Conference.	LGET	Aug-06	Apr-07
3	<b>F</b> 1. Train AGs on the importance of members earning a CL	LGET, AGs	Aug-06	Apr-07
3	<b>A</b> 3. Train AGs to use model club standards.	LGET, AGs	Sep-06	Sep-06
3	<b>B</b> 1. Develop presentation on contest benefits for AGs to present to clubs.	LGET, AGs	Sep-06	Sep-06
1	<b>B</b> 3. Design standardized contest workshop for use at officer training and conferences.	LGET, DCJ, Committee	Sep-06	Dec-06
1	<b>B</b> 4. Create <i>District 28: Contest Manual</i> with standard District 28 format	LGET, DCJ, Committee	Sep-06	Dec-06
1	<b>B</b> 5. Develop a contest feedback form with topics.	LGET, DCJ, Committee	Sep-06	Dec-06
4	<b>B</b> 3. Develop plan to improve club officer training.	LGET	Sep-06	
5	<b>C</b> 3. Adjust conference plans per results.	LGET	Sep-06	

## Initiatives by Year

Initiatives		Responsibility	Target Start Date	Target Completion Date
5	C 4. Develop marketing plan for conferences.	LGET, PRO, Conf Chair	Sep-06	
6	D 1. Identify and contact leaders at NSA-MI to research partnership opportunities.	DG	Sep-06	
6	G 2. Develop plan to publicize Speakers Bureau to members.	Speakers Bureau Chair	Sep-06	
3	A 4. Distribute model club checklist to Club Presidents and VPs of Education.	LGET, AGs, Club Pres. & VP of Ed.	Oct-06	Oct-06
3	B 2. Train AGs on importance of contests.	LGET, AGs	Oct-06	Oct-06
1	A 6. Recruit pool of trainers to conduct judging seminars.	LGET, DCJ	Oct-06	Nov-06
6	A 2. Fill Resources section with beneficial information.	DG, LGET, LGM, PRO, Webmaster	Oct-06	
6	G 3. Create separate website for Speakers Bureau with link to district site.	Speakers Bureau Chair, Webmaster	Oct-06	
6	G 4. Create downloadable PDF of bureau speakers.	Speakers Bureau Chair, Webmaster	Nov-06	
2	B 18. Develop a corporate "Lunch & Learn" program on public speaking skills.	CCH, LGM, LGET, LLC	Dec-06	Jan-07
1	A 7. Create judging certification cards and list of certified judges & Chief Judges.	DCJ	Dec-06	Feb-07
1	A 8. Conduct judge & Chief Judge training for Area and Division Governors.	LGET, DCJ	Jan-07	Jan-07
2	B 17. Develop New Club Lead Suggestion Card.	LGM	Jan-07	Jan-07
3	B 3. Encourage clubs to hold speech contests.	LGET, AGs	Jan-07	Jan-07
1	B 6. Distribute contest manual to District Officers and Club Presidents	LGET	Jan-07	Feb-07
1	A 9. Establish judging & Chief Judge seminar at every District-wide Club Officer Training.	LGET, DCJ	Jan-07	
1	A 10. Recruit pool of Chief Judges from trained members.	DCJ	Jan-07	
3	A 5. Encourage AGs to observe and review model club standards with clubs.	LGET, AGs	Jan-07	
6	D 2. Cross-market organizations.	DG, LGET, LGM, PRO	Jan-07	

## Initiatives by Year

Initiatives		Responsibility	Target Start Date	Target Completion Date
6	<i>J</i> 1. Create classified ads.	PRO	Jan-07	
4	<i>A</i> 5. Recruit potential Area Governors, District Treasurer, District Secretary prior to Spring conference.	LGET, LGM	Feb-07	
6	<i>J</i> 2. Distribute classified ads to clubs.	PRO	Feb-07	
1	<i>B</i> 7. Distribute feedback forms at all contests above club level.	AGs, DivGs, LGET	Mar-07	Apr-07
1	<i>B</i> 8. Develop plan for distributing and collecting feedback form.	LGET, DCJ, Committee	Mar-07	Apr-07
1	<i>A</i> 11. Require only certified judges be used at Division contests and above.	LGET, DG	Mar-07	
1	<i>B</i> 9. Require use of standard contest format at all levels above the club. Encourage use at the club level.	LGET, DG	Mar-07	
6	<i>E</i> 1. Design program to increase interclub activities.	DG, LGET, PRO	Mar-07	
3	<i>C</i> 1. Develop presentation on benefits of earning CC for AGs to present to clubs.	LGET	Apr-07	May-07
3	<i>D</i> 2. Develop presentation to clubs on benefits of earning Distinguished Club status.	LGET	Apr-07	May-07
3	<i>F</i> 2. Develop a reward system for new CLs	LGET	Apr-07	May-07
3	<i>G</i> 1. Establish guidelines for educational presentations to clubs by Area Governors.	LGET	Apr-07	May-07
1	<i>A</i> 12. Offer judging seminar at conferences.	LGET, DCJ	Apr-07	
4	<i>A</i> 6. Appoint Area Governors, District Treasurer, District Secretary prior to Spring Conference dinner to allow induction of all officers.	DG-Elect, LGET-Elect, LGM-Elect	Apr-07	
6	<i>F</i> 1. Research the possibilities for a large community event.	PRO, DG, LGET, LGM	Apr-07	
2	<i>B</i> 21. Review marketing programs and evaluate progress.	LGM, DG, LGET, CCH, CCC	May-07	May-07
3	<i>D</i> 3. Train AGs on the importance of clubs earning Distinguished status.	LGET, AGs	May-07	May-07

## Initiatives by Year

	Initiatives	Responsibility	Target Start Date	Target Completion Date
3	<b>F</b> 3. Develop presentation on benefits of earning a CL for AGs to present to clubs.	LGET, AGs	May-07	May-07
3	<b>E</b> 3. Create and reserve budget for advertising program.	LGM, Treasurer	May-07	Jun-07
3	<b>C</b> 2. Train AGs on the importance of members earning a CC award.	LGET, AGs	May-07	Jul-07
2	<b>C</b> 1. Repeat prior year actions.	LGM	May-07	Jul-08
1	<b>A</b> 13. Develop plan to recruit more judges & chief judges.	LGET, DCJ	May-07	
1	<b>B</b> 10. Analyze feedback forms.	LGET, DCJ, Committee	May-07	
4	<b>A</b> 7. Train district officers in May of every year with <b>full day training</b> .	DG-Elect, LGET-Elect, LGM-Elect	May-07	
4	<b>A</b> 8. Conduct joint (old & new board) District Executive Board meeting in Mid-May to allow wrap-up of current year & head start on next year.	DG, DG-Elect	May-07	
1	<b>B</b> 11. Conduct contest training at club officer training and at conferences.	LGET, DCJ, Committee	Jun-07	
6	<b>E</b> 2. Encourage clubs to participate in program.	DG, LGET, PRO	Jul-07	
3	<b>C</b> 3. Develop a reward system for new CCs.	LGET	Aug-07	Aug-07
1	<b>B</b> 12. Review standardized contest program annually.	LGET, DCJ, Committee	Aug-07	Sep-07
6	<b>F</b> 2. Implement and execute event.	District Leadership Team	Sep-07	
6	<b>H</b> 1. Identify and contact leaders at organizations to offer TI services.	DG, PRO	Sep-07	
1	<b>A</b> 14. Require only certified judges be used at Area contests and above.	LGET, DG	Oct-07	
1	<b>A</b> 15. Review program annually.	LGET, DCJ, DG	Nov-07	Dec-07
6	<b>G</b> 5. Develop plan to publicize Speakers Bureau to service partners.	Speakers Bureau Chair, DG, LGET, LGM	Feb-08	
6	<b>H</b> 2. Develop leadership summit to promote TI offerings.	DG, LGET, LGM, PRO	Feb-08	
6	<b>H</b> 3. Develop program to cross-market organizations.	DG, LGET, LGM, PRO	Mar-08	

## Initiatives by Year

Initiatives		Responsibility	Target Start Date	Target Completion Date
6	<i>E</i> 3. Reward clubs for participation.	LGET	Apr-08	
6	<i>H</i> 4. Create conference exchange program with service partners.	DG, LGET, PRO	Apr-08	
2	<i>C</i> 2. Review marketing programs and evaluate progress.	LGM	May-08	May-08
2	<i>D</i> 1. Repeat prior year actions.	LGM	Jul-08	Jun-09
6	<i>I</i> 1. Develop plan to encourage Area Governors to hold Area gatherings.	DG, DivGs, AGs	Nov-08	
2	<i>D</i> 2. Review marketing programs and evaluate progress.	LGM	May-09	May-09
2	<i>E</i> 1. Repeat prior year actions.	LGM	Jul-09	Jun-10
2	<i>E</i> 2. Review marketing programs and evaluate progress.	LGM	May-10	May-10
2	<i>F</i> 1. Repeat prior year actions.	LGM	Jul-10	Jun-11
2	<i>F</i> 2. Review marketing programs and evaluate progress.	LGM	May-11	May-11
2	<i>B</i> 19. Recruit "Lunch & Learn" Chair.	LGM, LGET, CCH	Dec	Dec
2	<i>B</i> 20. Train "Lunch & Learn" team leaders	LGM, LGET, LLC, CCH	Jan	Feb
2	<i>B</i> 13. Train Division Governors in "club hunting" techniques.	DivGs, LGET, LGM, CCH	Jul	Aug
2	<i>B</i> 14. Train Area Governors in club retention strategies.	AGs, LGET, LGM	Jul	Aug
2	<i>B</i> 15. Create District Club Coach Chair and team.	LGM	Jul	Aug
2	<i>B</i> 12. Train Marketing Team members.	LGM, LGET, Marketing Team	Jul	Jul
2	<i>B</i> 8. Research new marketing ideas.	DG-Elect, LGET-Elect, LGM-Elect	Jun	Aug
2	<i>B</i> 10. Develop plan to increase number of corporate clubs.	CCH, LGM-Elect	Jun	Jul
2	<i>B</i> 11. Design follow-up process for new club leads.	LGM-Elect	Jun	Jul
2	<i>B</i> 9. Develop database of potential corporate club sites and contacts.	CCH, LGM-Elect	Jun	Jun
2	<i>B</i> 3. Review the Marketing Team program.	LGM, LGM-Elect, prior and current year MAs	May	Jul
2	<i>B</i> 1. Publicize marketing programs, ask for suggestions and recruit help at district events.	LGM, LGM-Elect, Marketing Team	May	Jun

## Initiatives by Year

	Initiatives	Responsibility	Target Start Date	Target Completion Date
2	<b>B</b> 2. Train LGM-Elect on existing processes.	LGM, LGM-Elect	May	Jun
2	<b>B</b> 4. Recruit Marketing Ambassadors for Marketing Team.	LGM-Elect, prior year MAs	May	Jun
2	<b>B</b> 5. Marketing Ambassadors recruit their respective unit team members.	LGM-Elect, MAs	May	Jun
2	<b>B</b> 6. Recruit trainers for Marketing Team training.	LGM-Elect	May	Jun
2	<b>B</b> 7. Create District Corporate Club Hunter (CCH) position.	LGM-Elect	May	Jun
2	<b>B</b> 16. Train Club Coach Chair and Club Coaches	LGM, Club Coach Chair (CCC), Club Coach Team	Sep	Sep