District Success Plan Summary 2016-2017 District 35

District Success Plan

Team Composition
Name the members of the district's core team.

```
Cindy Laatsch - District Director
Keith Cumiskey - Program Quality Director
Ed Thelen - Club Growth Director
Rhonda Williams - Immediate Past District Director
```

Name the members of the district's extended team.

```
Amy Linn-Strosin
Tim Bailey
Laura Croft
Theresa Flynn
Maria Armbrust
John Scott
Brian Cychosz
Brenda Michels
Matt Wuteska
Patricia Watson
Amina Ahmed
Meredith Kelly
Curtis Roe
Susan Vanselow
Chris Case
Nancy McCulley
Reg Weide
Drake McGoey
Kimberly Thomas
Kevin Iuliano
Brenda Quale
Gopi Reddy
Leah Strutz
Gina Glover
Evelyn Puerto
Rozaline Janci
Christopher Parker
Wendy Benkowski
Dick Hawley
Paula Houlihan
Gail Razavi
Tony Cooper
W2 - Pending
Jeff McRaven
```

Values
Toastmasters International's core values are integrity, dedication to excellence, service to the member, and respect for the individual. These are values worthy of a great organization and should be incorporated as anchor points in every decision made within the organization. Toastmasters' core values provide a means of guiding and evaluating the organization's operations, planning, and vision for the future.

What are the district's core values?

```
District 35's core values are focused on the concept of team, mutual support and creating an
environment that allows each individual to grow and develop in their role in the District.
While delivering the Member Experience through Area and Division Directors throughout the
District - ADs/DDs have an opportunity to grow in their Toastmasters knowledge, as well as grow
and develop as a leaders and individuals.  We will use the Toastmasters Values as our guide.
```

Team Operating Principles
What principles does the team hold? (These principles might include trust, safe learning, collaboration, etc.)

```
The District Leadership team has a focus on collaborative work in support of the member's
experiences.  Seeking to understand before being understood is a vital part of the D35
principle.

District 35 Principles include:
Accountability to our personal and Toastmasters beliefs, Integrity in our dealings with each
other and our members, Dedication to clear Communication, Passion, Creating a Fun and Positive
environment, and Responsibility to our Commitments - to each other and Toastmasters.  Our
desire is to make this a memorable, positive and inviting Toastmasters Year for District 35.
```

Potential Obstacles
What obstacles will the team have to consider when strategizing? (These might include conflicting personal commitments, distance, unresolved conflict, etc.)

District 35 is Wisconsin and the Upper Peninsula of Michigan. During the 2016-2017 TM year-we are looking at 2 major TM initiatives that have the potential for an impact on the District -
- Dues increase in 10/16
- Introduction of Pathways

With any changes comes confusion-and many members perceive "discomfort" with the move to Pathways.I believe in the long run, this change is important to drawing new members.
- Both changes have potential short term negative impact.In addition-there is now No Grace Period - and there is a belief that TM has soft-pedalled this change. Other than the Dues FAQ - this data is nearly impossible to locate on the TM website
- In addition - there is a Geographic Challenges. The District is spread over 2 states and 2 time zones which means increased travel expenses to reach each club and member. With a cap on dollars for travel - we continually seek creative and meaningful ways to connect with the Districts that lay outside of our geographic center.

Meeting Protocol
In general, how will the team process tasks? (For example, consider how often to meet or call, what the team's meeting practices will be, etc.)

The Trio holds a weekly conference call each Sunday evening from 8-9 PM, CST. The trio is in almost constant communication daily via email.

On the first Sunday of each month, the Division Directors are the main focus of the Trio Call. Each Division Director presents a "State of their Division" at these Trio/DD calls - updating the Trio and each on on their goals, focus and learnings.

DEC meetings are held monthly
July, September, November, January, Feb, March, April, May - Inperson meeting and training.
November and May - Meetings at the Conference and Convention
August, December - Conference Calls

DEC meetings are a natural forum to process training, information and tasks for completion. The Trio quickly developed a cadence of accountability for completion of tasks and initiatives.

Team Interactions and Behavioral Norms
How will decisions be made?

District 35 believes strongly in decision by consensus. We discuss topics as a team - Trio, DEC and Members. Each individual has a voice. If there is a deadlocked decision - District Director has the option to make the decision. This is the least-preferred decision-making step.

The desire is for the team to work through any potential obstacles to reach a decision. If there is dissent, but a majority prevails, the person/s who have a dissenting opinion will support the majority. We will function as one team, heading one direction - supporting our members.

What will be the team's method of communication? Determine the team's first preference, second preference, and so on.

In person is always preferred -but not always practical. Email, calls, and face-to-face.

We have also found that FreeConferenceCall.com allows for an interactive and informative way to exchange information and communicate.

What will the communication parameters be? Parameters might include whether the team communicates by phone or email, whether the team sets up a weekly conference call, or how often team members can expect to communicate.

Trio holds a weekly Trio Call on Sunday evenings from 8-9 PM
DEC meets Monthly - most in person - 2 are Conference Calls.

Email is a quick solution to sharing information - and when possible - face-to-face meetings allows for clear understandings and communication.

How will the team resolve differences of opinion?

D35 is very consensus-based. If there is a difference of opinion - this will be surfaced and discussed. The Trio, Area and Division Directors support this operating philosophy.

Being honest, owing our own feelings and evaluations and respecting others will remain our touch-points.

How will the team support one another?

The Team is interested and caring of each other. We understand "life happens" and give people the leeway to ask for help - knowing it will always be offered. Life before Toastmasters remains our creed. Supporting needs outside of TM (personal issues, work-relate challenges, etc) enriches the TM experience for the team.

How will the team ensure equitable participation when completing activities?

We set expectations up front on tasks and duties. We also balance this with understanding we all have strengths and weaknesses. We are comfortable asking for help, and supporting out team mates that are seeking help.

We establish ownership by role and refer to Daniel Rex's mantra - Maintain Lane Discipline - as we pursue our roles.

How will team members be held accountable for their responsibilities?

We set expectations up front on tasks and duties. We also balance this with understanding we all have strengths and weaknesses. We are comfortable asking for help, and supporting out team mates that are seeking help.

We establish ownership by role and refer to Daniel Rex's mantra - Maintain Lane Discipline - as we pursue our roles.

How will the core team and extended teams be recognized for their efforts?

The team is very comfortable giving praise, saying Thank You to each other and living the TM Values of Integrity, Respect, Service and Excellence.

A positive, growing District is a natural extension of the way the leadership team acts and speaks with each other.

Goal 1: Membership Payments Growth

Situation Analysis

What is the current situation in the district? How many members did the district add last year? Does the district have special challenges? (One situation might be that membership payments usually arrive close to deadline making it necessary to hurry to meet goals.)

District 35 added 78 members in the 2015-2016 TM year - a growth of 1.7%.

The District has very similar challenges that are seen world wide. Varying levels of commitment to TM goals and club goals. As the workplace continues to downsize - TMs are struggling with balancing needs at the workplace and TM commitments. Dues payments come in against the TM deadlines. Currently - dues are increasing and the grace period is ending. However - the knowledge and information we require as District leaders is not readily available from Toastmasters. Using the Dues Increase FAQ currently available online - we work to be proactive in driving member dues payments.

Managing Change is a vital core need for the District. Change Management Concepts will be shared with the DEC throughout the TM year.

Strategy

What actions will the district take? What has worked in the past? What has not? What new programs or incentives could the district implement? How will the district promote existing programs? How have other districts been successful? What could the district do to stretch this goal? (The strategy might include actions, such as creating a contest promoting early submission of dues.)

Early Incentive Plan-this program has driven payments in previous years. We will be repeating the program this TM year.
Utilize untapped VPPRs throughout the District by coordinating the actions of VPPRs acorss the District through PRM VIPER program. Their focus on educating members is impactful for both the VPPR and members.
Corporate Clubs can be disconnected and have payment cycles that challenge ontime dues payments. Spring 2017 dues invoices will be produced and sent to each Corporate Club President and Treasurer as a payment reminder beginning in March, 2017.
Understanding we need to "Meet People Where They Are" means we will use social media, our District Website, our Area and Division Directors as touchpoints for our District.
Understanding that not everyone receives information the same way will keep us aware and looking for clearer ways to communicate with our members.
Incentivize AD directly to grow their Areas by providing TM items as performance awards to gift clubs

Action 1	Early Dues Payments Incentive
Action 2	VPPR - VIPERS Program

Action 3 | Corporate Club Invoices

Action 4 | Utilize "The TM Edge" District 35 Newsletter effectively

Action 5 | Incentivize ADs for Area Growth

Resources

What people, equipment, meeting places and money does the district have at its disposal? What committee could work toward the goal? Are any members interested in heading projects toward leadership goals? How much money has been budgeted for achieving this goal? (Resources might include area and division directors and gift certificates to the Toastmasters store.)

Funds have been earmarked for the year to incentivize members and District leadership.
PRM has funds set aside for VPPR pins for PR VIPERS.
Croporare Club Initiative is a "To Do", and has no funds set aside.
Newsletter Editor and PRM are working closely on The TM Edge communication plan for this TM year.
Funds are set aside for Area Director Growth incentive program.

Assignments

Who is in charge of each action? Who is on each team? What are each team member's specific responsibilities?

CGD, and AD and DDs are working collectively on Early Payment Incentive program. CGD is sending weekly updates with daily updates on the payments.
PRM is contacting LYs PRM for details for VIPER program is looking at rolling out at D35 Fall Conference.
Corporate Club Invoice initiative is a "To Do", and needs to be tracked for spring, 2017 deployment.
TM Edge Newsletter is in it's 2nd year as a more fully developed communication vehicle for the District. PRM and Newsletter Editor work closely to ensure timing and appropriateness of articles to support dues renewals, membership growth and club building.

Action 1 | Ed Thelen as CGD is working Early Payment program.

Action 2 | VPPR/VIPERS is run by Christine Piela, PRM

Action 3 | Corporate Club Invoices - managed by Ed Thelen - CGD

Action 4 | Christine Piela as PRM and Kelly Huttelmaier as Newsletter Editor manage proper usage of The TM Edge.

Action 5 | Trio Members will create program to incentivize ADs to grow areas during TM year.

Timetable

When will each action item begin? When will each action item be complete? How will progress be tracked?

The TM year and calendar drives programs in support of membership payments, and club growth activities. Capitalizing on District-Wide TLI will serve as a highlight for the year. Inviting all new clubs, as well as prospective new members adn clubs is vital to capture the energy of 2/4/17 event.

Action 1 | Early Incentive program will coincide with Fall and Spring Dues periods. The Fall program is well underway

Action 2 | VPPR/VIPERS - program is under development, with a roll-out time frame of Fall Conference - 11/5/16.

Action 3 | Corporate Invoices will be produced for Spring dues periods beginning in March, 2017.

Action 4 | Newsletter is an ongoing initiative.

Action 5 | AD Incentive Program -will be discussed at 9/17/16 DEC for AD and DD input. From their input, the program will be designed and deployed.

Goal 2: Club Growth

Situation Analysis

What is the current situation in the district? How many clubs did the district add last year? Does the district have special challenges? (One situation might be that members in the district don't know how to generate interest in new clubs.)

District 35 reached the Select Distinguished mark for the number of paid clubs in 2015-2016. The District added 10 clubs in 2015-2016. There are a few challenges in growing clubs in District 35. Due to the distribution of population it is much easier to charter clubs in southeastern Wisconsin versus other parts of the state. There are also geographic challenges with some Divisions being spread out more than others. There are enthusiastic Toastmasters in less populated parts of the state that would like to focus time on club growth but are overwhelmed in maintaining club quality for current clubs.

Strategy

What actions will the district take? What has worked in the past? What has not? What new programs or incentives could the district implement? How will the district promote existing programs? How have other districts been successful? What could the district do to stretch this goal? (The strategy might include actions, such as appoint -ing a club extension chair to pursue leads and scheduling demonstration meetings.)

In addition to existing committees, the District will identify additional leaders to support committees for leads and mentoring to create a steady pipeline of opportunities for club growth within the District. A new Club Coach Chair and additional Club Extension Chairs are also needed to support this growth. Additional opportunities for clubs were identified by the team including universities, students close to graduation and starting out new corporate careers, and additional opportunities within the government sector. Looking at Toastmasters' overall demographics may also identify additional opportunities.

Action 1	Build Club Coaching Program. Club Coach appointed. There is so much work to be done here, it can be a job in itself. Ideal candidate is passionate about club coaching.
Action 2	Appoint deputy Club Extension Chairs throughout the District for areas outside Southeastern Wisconsin (Divisions A, B, D & F). These individuals from throughout the District will assist in identifying leads in the gaps identified above and obtain the necessary contacts for the organizations interested in Toastmasters. The Club Growth Director will provide support to these individuals as needed.
Action 3	Create and maintain a database of successful club coaches and mentors. Develop a profile for each coach/club. What was the club situation upon taking the assignment? Why did you agree to coach? What steps did you take as coach? What steps did the club take as a result? What was the key to your success? What did you learn as a coach/mentor? What would you have done differently? This database can serve as a resource in multiple ways: a new coach can review and see what others have done.
Action 4	The District will conduct additional incentives specifically relating to the building of new clubs. Two ideas discussed at the International Convention were a "Club Starter Kit" of a banner, timing lights and a banner stand for new clubs and a gift card incentive for individuals who provide leads that charter.
Action 5	District Leaders will work with District members to identify opportunities in the segments outlined in the overall strategy. If the project is determined to become too large and a committee needs to be formed, the Club Growth Director will seek out an individual to lead this committee and these efforts.

Resources

What people, equipment, meeting places and money does the district have at its disposal? What committee could work toward the goal? Are any members interested in heading projects toward leadership goals? How much money has been budgeted for achieving this goal? (Resources might include a club extension committee, a demonstration team and **infokits@toastmasters.org**.)

From a financial standpoint, any promotions/incentives that are to be implemented would fall under marketing and promotions which has a larger budget. District 35 has the money to implement plans. One resource suggested was to have additional Speechcraft kits available to get individuals accustomed to conducting a meeting similar to a demonstration meeting. From a human capital standpoint, additional resources identified were individuals wanting to complete an HPL project and Assistant Area Directors of Marketing to help identify leads.

Assignments

Who is in charge of each action? Who is on each team? What are each team member's specific responsibilities?

As Club Growth Director, Ed Thelen has overall responsibility for all of the actions listed. The Club Growth Director should be supported by Area and Division Directors based upon availability and the information they have to share regarding building new clubs. The Club Growth Director will reach out to other experienced Toastmasters who have been identified as willing to help with Club Growth efforts.

Action 1	Club Coach Chair - Kathleen Rader
Action 2	Club Growth Director Ed Thelen will work with Area Directors, Division Directors and other past District officers to identify an individual to be the Deputy Extension Chair. The chairs will be responsible for working with other Toastmasters to obtain/share leads and work the leads.
Action 3	Club Growth Director Ed Thelen will work with the prior Club Growth Director, Keith Cumiskey and Club Coach Chair, Kathleen Rader to see if a list has been created. This was listed as an action item on last year's success plan, but we are unable to tell if it was carried out.
Action 4	Club Growth Director Ed Thelen will provide the information and perform the research needed to budget these items. All District leaders will be responsible for promoting these incentives.
Action 5	Area and Division Directors will work with members of their Toastmasters clubs to research these opportunities. If it is determined that a committee needs to be formed, Club Growth Director Ed Thelen will work with Area Directors, Division Directors and other past District officers to identify an individual to head this committee.

Timetable
When will each action item begin? When will each action item be complete? How will progress be tracked?

Work has begun. I am working on getting position descriptions completed and will start the solicitation process shortly. Time will be limited based upon fall dues renewals and planning for the International Director visit at the Fall Conference in November.

Action 1	Ongoing. Interest will be generated through discussions with Area and Division Directors and other experienced individuals to identify candidates and an article will be in the District Newsletter. In order for them to have maximum impact for the year, this person should be in place prior to September 30, 2016.
Action 2	Ongoing. Interest will be generated through discussions with individuals and the District Newsletter. Interest will be generated through discussions with Area and Division Directors and other experienced individuals to identify candidates and an article will be in the District Newsletter. Since it may take longer to identify appropriate individuals, these individuals should be in place by October 31, 2016.
Action 3	September 30, 2016
Action 4	Incentives need to be budgeted by September 30, 2016. The incentives specifically related to Club Growth will either last for the whole Toastmasters year (Club Starter Kit) or until shortly before the Convention (club lead incentive). Promotion of these incentives will last throughout during this same time period.
Action 5	The research of these opportunities will be ongoing. If it is determined a committee needs to be formed the Club Growth Director will work to identify an individual within 30 days of the determination that a committee chair is needed.

Goal 3: Distinguished Clubs

Situation Analysis
What is the current situation in the district? What percent of district clubs are typically Distinguished? Do mem-bers understand how to achieve success? Does the district have special challenges? (One situation might be that members in the district don't know how to achieve success.)

We've averaged 46% clubs distinguished in last 3 yrs, but only 33% previous 9 yrs. No culture of clubs striving to become distinguished, but pockets of success. Core group of ~20% of clubs consistently distinguished, but another 40% rarely distinguished.

Special challenge is the 30% which are corporate clubs. Many see TM as a 'work thing' and have little to no interest outside the club, nor see any value in the DCP.

Another challenge is a lack of connection between member participation, success and club success. Many members (and club officers) are unfamiliar, or uncomfortable, with the idea of SMART goals and have no connection to the TM year.

About 30% of clubs are in 'survival mode'; 8-12 members. No focus on DCP.

Finally, we face a challenge of recording educ. awards when completed (see previous comment about TM years). Always last-minute push for clubs and district to be distinguished. In general, District leaders care more about clubs being distinguished than club or members.

Strategy

What actions will the district take? What has worked in the past? What has not? What new programs or incentives could the district implement? How will the district promote existing programs? How have other districts been successful? What could the district do to stretch this goal? (The strategy might include actions, such as training all area and division directors on the Distinguished Club Program.)

The biggest difference from previous years will be a refreshed focus on NET 5 ... the ability to achieve Distinguished Club status by adding a net 5 members from previous year based. In addition, a consistent thread through all communication will be 'member satisfaction through quality clubs'. We can't expect members to stay in TM if they are in poor quality clubs.

Action 1	Incentive for Club Success Plans completion - Complete CSP and submit PQD by Sept 30 and receive $ 25 gift card for the club. Highlight best practices in District newsletter. August newsletter will mention this and PQD will put something on the District Facebook page. Reinforce at August DEC meeting. Email to area directors (cc: division directors). Monitor progress mid-September and reinforce with phone calls to area directors.
Action 2	Net 5 promotion – Intended to impact clubs below 20 members
Action 3	Moments of Truth Promotion - Clubs that complete a MOT by December 31 receive $ 50 gift card.
Action 4	Offer ribbons for 7 Club Officers trained (available twice per year) and Elite Eight (8 new members added). Continue providing ribbons to clubs. Increase awareness via area directors.
Action 5	Distinguished by convention – Similar incentive as last year ($50 toward club party), but work on improved logistics (i.e. send out VISA/Mastercard cards rather than have the club submit expense report).

Resources

What people, equipment, meeting places and money does the district have at its disposal? What committee could work toward the goal? Are any members interested in heading projects toward leadership goals? How much money has been budgeted for achieving this goal? (Resources might include area and division directors and the ***Distinguished Club Program and Club Success Plan*** (Item 1111).)

(1) Budget - 60 clubs (estimate) x $ 25 per club = $ 1,500
(2) youtube videos, marketplace at conference, table tents at conference, pins, basketball (get it … "net") game at conference, etc. Estimate $ 1,000
(3) Budget - 60 clubs (estimate) x $ 50 per club = $ 3,000
(4) Budget - $ 500
(5) Budget - 25 clubs (estimate) x $ 50 per club - $ 1,000

Assignments

Who is in charge of each action? Who is on each team? What are each team member's specific responsibilities?

The majority of the assignments will be driven by the PQD to develop communication through DEC meetings, Facebook, District Newsletter and District website articles. Net 5 program leadership TBD. Area Directors are expected to reinforce these programs through club visits, area councils and area contests. Division Directors should insure Area Directors understand the importance and relevance of the programs.

Action 1	PQD, Area and Division Directors, PRM, District newsletter editor, District webmaster
Action 2	Rhonda Williams and Rozaline Janci have agreed to develop some new promotion ideas. PQD to reinforce with area/division directors at DEC meetings
Action 3	PQD, Area and Division Directors, PRM, District newsletter editor, District webmaster
Action 4	PQD, Area and Division Directors, PRM, District newsletter editor, District webmaster
Action 5	PQD, Area and Division Directors, PRM, District newsletter editor, District webmaster

Timetable

When will each action item begin? When will each action item be complete? How will progress be tracked?

PQD is responsible for schedule and program oversight.

Action 1	District Facebook notice and Area Director email (early August), District newsletter (August and September). Reinforce with Area Directors at August and September DEC meetings. Follow up Facebook post, email and phone calls to Area Directors mid-September. Highlight best practices in October and November District newsletters. Distribute gift cards at Fall Conference.
Action 2	Develop Net 5 promotion by mid-September. Participate in conference marketplace in Fall and Spring. Major promotion leading up to April 1 dues renewal through June 1 target date to be Distinguished District.
Action 3	Facebook, District newsletter, District website.
Action 4	Present ribbons at fall and spring conferences
Action 5	Begin promoting in October and November newsletters, reinforce with area and division directors

Additional Goals

Answer the same types of questions to reach each additional district goal. Additional goals might have to do with alignment challenges, new leadership opportunities, or better service to members. Where else is there room for improvement in the district?

Goal

What specific, measureable, attainable, and relevant additional goal can the district meet? (An example of a goal is to add one new division and three new areas.

To support Toastmaster brand image, replace club banners with 'old' logos with new logo banners.

Situation Analysis

What is the current situation in the district? Do members understand how to achieve success? Does the district have special challenges? (One situation might be that areas and divisions have reached their maximum capacity causing service to the members to suffer and limiting leadership opportunities.)

An unknown number of clubs still do not have club banners with the Toastmaster logo that was introduced in 2011. Members and guests attending these clubs are seeing an image not consistent with the current Toastmaster brand. In addition, at our twice-annual conferences, these banners are displayed in our parade of banners.

Strategy

What actions will the district take? What has worked in the past? What has not? What new programs or incentives could the district implement? How will the district promote existing programs? How have other districts been successful? What could the district do to stretch this goal? (The strategy might include actions, such as assigning an alignment committee to determine best options for realignment and collaborating with the nomination committee to identify leadership opportunities.)

Missing Data

Action 1	Find out how many 'old' banners exist.
Action 2	Introduce banner replacement program
Action 3	Promote and monitor program
Action 4	Award banners at Fall and Spring conferences (or later as applicable)

Resources

What people, equipment, meeting places and money does the district have at its disposal? What committee could work toward the goal? Are any members interested in heading projects toward leadership goals? How much money has been budgeted for achieving this goal? (Resources might include past district governors, area and division directors, the district website and the district nominating committee.)

Budget for banners and banner stands. Newsletter. Facebook. Personal inquiry by Area Directors.

Assignments

Who is in charge of each action? Who is on each team? What are each team member's specific responsibilities?

Missing Data

Action 1 | Area Directors, during their club visits

Action 2 | PQD

Action 3 | PQD

Action 4 | PQD

Timetable
When will each action item begin? When will each action item be complete? How will progress be tracked?

Missing Data

Action 1 | Ongoing by area directors during fall club visits.

Action 2 | Introduced at September DEC, reminder at October DEC meeting

Action 3 | Monthly newsletter. Facebook post prior to each deadline in program

Action 4 | Regularly through the end of the Toastmaster year.

PRINT SUBMIT PLAN