

SEPTEMBER 1958



THE TOASTMASTER

FOR BETTER LISTENING, THINKING, SPEAKING

**How to Keep a Creative Man
Creative**

The Care and Feeding of Guests

By Fred De Armond

**Also: Questions, Questionnaires and
Answers; Membership, to Have and to
Hold; S + Au → E ; Meeting at Maxie's**

As the September issue of THE TOASTMASTER MAGAZINE goes to press, new Officers and Directors of Toastmasters International are being elected at the annual business meeting in Pittsburgh. A listing of the names and addresses of the new Officers will appear in the October issue of the magazine.

TOASTMASTERS INTERNATIONAL IS:

... a nonprofit, nonpartisan, nonsectarian educational organization which has helped more than half a million men through its program of self-expression and self-improvement. There are now more than 2,800 clubs which are located in every state of the Union, every province of Canada and in 28 other countries.

A Toastmasters club is an organized group providing its members with opportunities to improve their abilities to speak in public, conduct meetings and develop their executive abilities. In congenial fellowship, ambitious men help each other through actual practice, mutual constructive criticism and the assumption of responsibilities within the organization.

Each club is a member of Toastmasters International. The club and its members receive services, supplies and continuing counsel from the Home Office.

"As a man speaks, so is he."—Publius Syrus, 43 B.C.

For Better Thinking—Speaking—Listening

The TOASTMASTER

OFFICIAL PUBLICATION OF TOASTMASTERS INTERNATIONAL, INC.

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Maurice Forley
Editor

Dorothy Garstang
Assistant Editor

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How to Keep a Creative Man CREATIVE



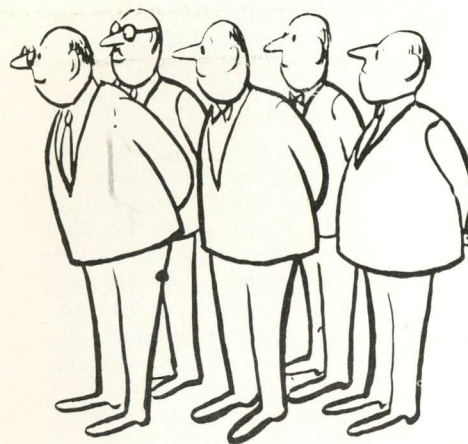
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IT MUST BE A CHALLENGING opportunity to discuss the subject of creativeness before a group whose main concern is creation. And the speakers at the Third Annual Communications Conference, sponsored by the New York Art Directors Club recently did an admirable job. They didn't rehash "creativity" in the weary clichés in which it has been talked about lately. They didn't speak in high-level tones of the creative departments in their organizations and how well they function. They didn't speak of corporate image or visual impact.

They played it straight. They spoke of creativeness in a man. They spoke of what you can do with it, where and how you can find it, and

how you can merchandise it. They spoke of what happens to the creative man in a large organizational structure; how he can fit in and whether he should. They told how you can keep him creative.

Close to 500 creators and would-be creators from all fields of visual communication were told that creativeness has become big business. They heard about the connection between abstract thinking and concrete results. They heard both sides of the big question of the day—whether creative people should work alone or in groups. The people whose job it is to come up with new ideas, the buyers of talent, and the sellers of talent, realized that this is a question of vital importance.



Creativeness is the force that makes a product, a campaign, a company, a commercial or a thought stand above the crowd. Industry dreams of it and frequently seeks it. Do we have enough of it? How can we get more?

Brainstorming limitations

Brainstorming took a beating. It started calmly. Paul Smith, conference director, who is president and creative director of Calkins & Holden, said that the best the advertising business has been able to come up with is some generalities about the handling of creative people and the technique of brainstorming. While he claims that brainstorming is better than no technique at all, because it does produce ideas where none existed before, it is at best "an empirical method with little or no basic understanding of the creative process as it is being revealed by contemporary scientific investigation."

Smith quoted President Griswold of Yale, who asked last June, "Could *Hamlet* have been written by a committee? Or the *Mona Lisa* painted by a club?" In tests at Yale the individual problem-solvers finished far ahead. The groups did not do as well as those work-

ing alone—not only in total number of ideas, but also in terms of original and good ideas. Apparently, figures Smith, the important factor is not the size of the group of minds but the size of the minds in the group.

Allow creativeness to grow

Psychiatrist Dr. Gregory Zilboorg concluded that creativeness cannot be decided by a majority vote, but is ruled by eternal dictatorship of the spirit. Votes, says he, cannot decide what's good and bad. A creative person works within himself most of the time—unconsciously, involuntarily, producing what he has to produce—and if you open him up artificially, expose him to the gaze of man and fill him with artificial techniques, you will ruin his creativeness. "If we are to utilize creativity," Zilboorg said, "we must permit it to grow. Anyone who knows exactly what he is doing in detail is a dead technician."

"A group can spark an idea, but only an individual can have one," said Upjohn's representative from management, W. John Upjohn. "The way you make a creative man creative is to let him be creative."

Speaker Dr. M. F. Agha, well-known consulting art director and designer, felt that the creative work in advertising is not done romantically, by an inspired individual hell-bent on self-expression, but by a team of at least two people: the designer and the writer, with dozens of bystanders calling various precedents to the team's attention, and otherwise trying to get into the act. "Under these often trying circumstances, the creative originality in advertising becomes a matter of knowing everything that was done before—and cribbing only from the least-known examples." Is this the creativeness of the group-think?

The biggest and hardest-hitting lambaste that brainstorming took came from Saul Bass, consultant and designer, particularly noted of late for the imagination and freshness that he has been introducing into the motion-film industry in credits and stills. "The dictionary definition of brainstorm is 'confusion of mind,' and this may not be far from the truth," said Bass. He felt that brainstorming can be useful only in giving birth to gadgets, or their visual or verbal equivalents. Invaluable as these are, we must recognize that they are also quite superficial. "By implication," said Bass, "brainstorming obscures and confuses the real problem, which is that creativity is indivisible. Creativity is a total

process. It cannot be isolated in the experience of individuals and turned on and off like a faucet every Thursday afternoon." Bass felt that not only must we have the opportunity not to conform, but we must have the opportunity to fail as well as the responsibility for failure. This is all part of the growing up, the maturing of the creative personality. Techniques such as brainstorming place no responsibility on the individual, according to Bass. They kid the individual into thinking that he is not accountable and not evaluated by his thoughts.

Bass contended that motivation research is so pat that consultants are hired to teach it, and that with the help of a little teaching and a silver bell, anyone can be creative. "Significant departures," said he, "are always one mind's departure." Bass failed to notice any head-above-the-crowd ads created by brainstorming, and also noted that several companies had abandoned it entirely.

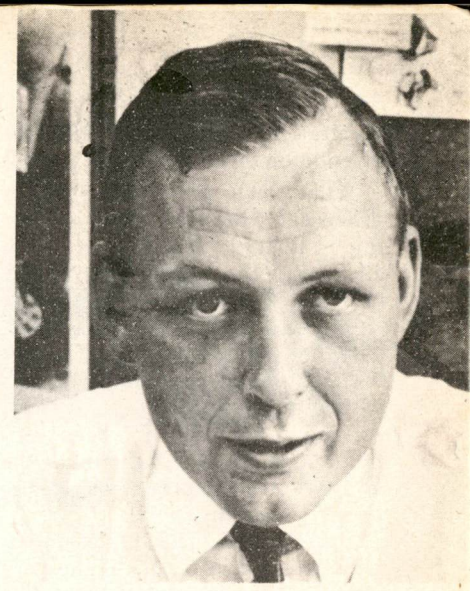
Brainstorming was defended unexpectedly from the audience. Willard A. Pleuthner, vice-president in charge of brainstorming and communications at BBDO, requested permission to defend it against the criticism it was receiving. He defended the subject by explaining that participants in the sessions at BBDO reacted favorably to it, and appeared to benefit from the sessions there. Last year 452 sessions were held at BBDO, with at least five per cent of the ideas considered worthy of developing and presenting to the client. Pleuthner, in an unprepared ten-minute

speech, tried to break down the Yale experiment. He said that it didn't conform to the methods used at BBDO. Yale used four people, whereas BBDO uses ten to 15. At Yale the background was not given in advance, while at the agency the problem is given to the group two days before the session. At Yale, ten minutes were given to each problem, while at BBDO, from 30 to 60 are allowed. Also, said Pleuthner, the Yale group did not have a leader.

Brainstorming also found a friend in speaker Walter J. Friess, supervisor of program development at AC Spark Plug division of General Motors. His company considers it an important one of the tools of a creative-thinking training program. Department heads in all parts of the organization call together their people to brainstorm problems, either at the beginning of a project or when progress on a job is stymied.

Everyone needs some help

The lone genius and the isolated individual who is credited with a unique faculty to create were not discredited by E. Finley Carter, director of the Stanford Research Institute. But he said that he has known few if any individuals who can claim complete independence from the help of others, and added that he was frankly skeptical about reliance on such devices as brainstorming sessions alone. "Creativity," said Carter, "is stimulated less by gimmicks than by inward motivation, by outward motivation that appeals to the inward man, by



"The way you make a creative man creative is to let him be creative"

—Upjohn

"Creativity is a total process. It cannot be isolated in the experience of individuals and turned on and off like a faucet every Thursday afternoon."

—Bass



inspiration, and by an effective orientation toward common goals.”

What makes the creative person different? One fact that is emerging is that the creative person in all fields is the one with the ability to relate two or more things that were not previously related. He has the ability to look at things with a fresh eye, the ability to look at a problem and see a way of solving it that has not been seen before. He has insight. He has the ability to feel, and the strong desire to say something.

But, warned the experts, dissatisfaction and adversity is the very nature of the creative person. The adversity is within him. His personality is essentially one of non-conformity. Each creative act of his is a non-conforming act. And there are penalties for non-conformists in all areas.

The creative person, who works best alone, doesn't always get along in a large group. He may be an odd-ball, but he comes up with great ideas. He may be a misfit in some ways, but he may be your greatest asset. He will prefer work in which he can make original contributions; he will resist conforming to standard practices and may want to plan his own work as much as possible. The creative person's peculiarities can be, and often are, interpreted as the signs of a problem employee. With proper understanding and handling, he can be made highly productive for his firm.

To lose the benefits that an unusually talented man might bring to an organization is most unfortunate. Therefore, industry should

recognize the importance of a proper climate for the creative man. Give him the time, tools, stimulus, environment and freedom that he needs. But he must not be cuddled and standardized. Dr. Zilboorg made the point that when our civilization reaches the point where everyone is happy in every field, there will be no more creativeness.

Organizing talent

There are ways of attracting the creative man to your company, and ways of keeping and fitting him in with others. There are many plans to follow for the organization of creative talent:

- ▶ Hire competent people who have potential.
- ▶ Provide an environment that will stimulate creativeness.
- ▶ Build an atmosphere that encourages new ideas and changes.
- ▶ Give individual recognition for all new ideas and further commendation when it's deserved.
- ▶ Design a positive approach to stimulate and encourage creativeness in each individual.
- ▶ Support actively the creative activities of your people.
- ▶ Don't use creative men by making them shoot for administrative spots *unwillingly*. A parallel path of progress must be provided.
- ▶ Finally, creative abilities can be further developed by understanding the nature of the process itself. ♦

The formula for successful speaking can be discovered in your own club laboratory.



By MARCEL S. GOLDENBERG

“EUREKA, I HAVE FOUND IT!” Dripping wet, the naked man stepped out of his bath and sloshed to his laboratory.

Archimedes discovered the relationship of *volume* and *mass* while bathing. He realized the importance of *specific gravity* while relaxing in a fluid medium.

In the same manner you can discover the relationship between *volume control* and *mass appeal*. You will also realize how important it is to be *specific* when talking, regardless of the *gravity* of the situation. You will do this in your fluent medium, your laboratory—your own Toastmasters Club.

The assurance of success is small when theory is applied without the benefit of laboratory experimentation. You can spend a lifetime reading theory on flying and never leave the ground. Learning to swim by correspondence is almost a complete guarantee that you will drown at your first attempt.

In Toastmasters this is also true.

You may learn the theory of speechcraft or remember a formula for a successful speech, but without training, practice, evaluation and more practice in your club laboratory, the probability of your speech being a flop is high.

To have the list of chemicals in a reaction is only half the knowledge. In practical chemistry, in addition to the basic ingredients, you must know the necessary amount of warmth to start the reaction. Then, and only then, can you have equations such as this:



Sulphur plus Aurum (gold) evolves threefold energy. This is one of the formulas used by mediaeval alchemists for the basic transmutations of metal.

For successful speaking, we also need the proper temperature, atmosphere and pressure. The relationship is:



To obtain the proper “rapport” between speaker and audience,

there must be the correct amount of warmth, atmosphere and low pressure:

(1) *The warmth which emanates and flows from the speaker toward the audience.*

(2) *The proper atmosphere and mood.*

(3) *The lack of pressure and/or feeling of relaxation.*

The end product of this all is: E_3 ; which stands for—

1. Entertainment
2. Education
3. Enjoyment

If these three "E's" have been derived we are assured of the successful use of our Toastmasters Clubs as laboratories.

Dr. Jonas Salk while working on his anti-polio vaccine did not present it to the world immediately. Only after a series of successful tests in the form of small doses on laboratory animals was his marvelous discovery given to the world.

In your Toastmasters Club you have the same opportunity to test and develop. Somewhere along in your career you may be required to present a talk on a highly controversial subject. You are frightened to try it because of prevalent and current prejudices.

Marcel Goldenberg was born in Cairo, Egypt, and educated there in French schools until coming to Canada to attend the University of Alberta in Edmonton in 1946. He is a manufacturing engineer with General Electric in Fort Wayne, Indiana, and a member of the Anthony Wayne, Toastmasters No. 521.

Every friend of yours in the Club is a willing guinea pig, who welcomes your experimenting. By giving your controversial talk in small dosages and with variations in your club, you will receive frank, immediate, constructive evaluation and aid. With these laboratory results for a guide, you can vary, improve, alter and polish your formal presentation.

The spread of rabies in epidemic proportion was successfully stopped, thanks to Dr. Louis Pasteur and his laboratory experiments. Dr. Jenner, with smallpox, and countless other scientists have been instrumental in stopping the spread of disease throughout the world.

However, one of the worst ills which still roams this planet is a cancerous, malignant and fatal disease which fells, not hundreds, but hundreds of thousands of human beings. This dreadful disease is not of the body but of the mind. It is *prejudice*.

Most of us become revulsed when we watch normally sane, human, decent people suddenly sink to the lowest depth of humanity—animals thirsting for blood. *All this through prejudice.*

We can, however, through our Toastmasters laboratories brew and distill a powerful vaccine, made of dynamic, concise, logical arguments. When these are presented in true Toastmasters form, they will help to stamp out prejudice by appealing to reason.

Countless benefits await you when you use your clubs as laboratories. *Don't waste them—use them.*



FIRST TAP FOR GAVEL CLUBS

WITH THE PRESENTATION of Gavel Club Certificate No. 1 to the C.I.M. Club of the California Institution for Men at Chino, Calif., the newest addition to Toastmasters training gave its first rap for order and started out upon what promises to be a most successful career. Gavel Clubs, an affiliate of Toastmasters International, has been formed in response to a demand for speech training by groups unable to meet the conditions set up in the Bylaws for formation of a Toastmasters club.

Certificate No. 1 was presented by Dr. Ralph C. Smedley at a dinner meeting of the club. A complete program was enacted by the club members, from invocation through table topics and an excellent panel of three speakers who demonstrated talent and careful preparation on such diversified topics as "Educational Horizons," "The Uses of Money," and "The

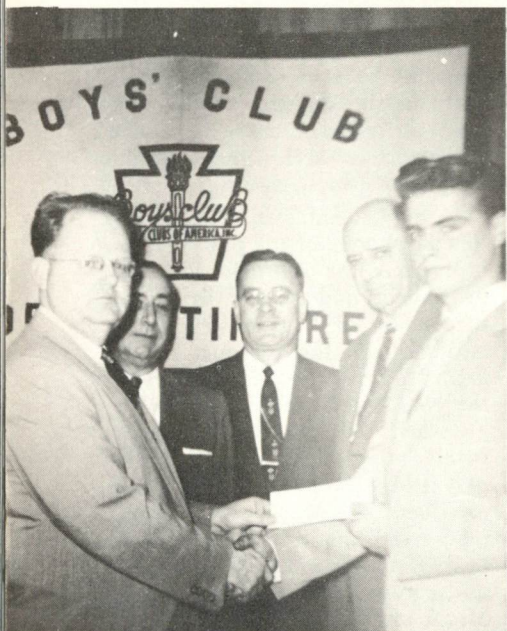
Circus." The timing device, whose uses had been carefully explained early in the evening by the Sergeant-at-Arms, functioned in good Toastmasters style and set the tempo for a brisk meeting.

In his presentation address, Dr. Smedley spoke of the power of the individual for self-help and improvement, and touched briefly on the history of Toastmasters International and the reasons for the formation of Gavel Clubs. Among the guests were, in addition to Dr. Smedley, Mr. Kenyon Scudder, former Superintendent and founder of C.I.M. whose work and vision provided the force which has made the institution recognized throughout the country as a model of its type; Mr. Oberhauser and Mr. Wood, Superintendent and Associate Superintendent; Mr. Bauermeister, Supervisor of Education, and Maurice Forley, of the Home Office.

(Continued next page)



Dr. Smedley addresses meeting prior to presenting Certificate No. 1 to C.I.M. Gavel Club



Walt Reynolds, Past President of Baltimore Club 1457 presents check for organization fund to Pres. John Wilkinson of Red Shield Gavel Club. Bill Spicer, Secretary Dist. 36; Herman Hoche, Member Board of Directors, TMI; L. Kenneth Wright, Governor Dist. 36.

The formation of Gavel Club No. 1 is the climax of a long interest in Toastmasters training by the men at Chino. Their first "Speech Club" was formed in 1944 under the sponsorship of the Pomona Toastmasters Club No. 12. Members of the Pomona Club have remained in close communication with the Chino club ever since, and both groups have derived great value from the association.

The interest of the Pomona Club in sponsoring the original Speech Club at Chino is only one example of the splendid work done by many clubs in similar projects. Many groups, known variously as "Junior Toastmasters," "Speechcrafters" and under other titles have been formed in high schools, colleges, hospitals, and correctional institutions. Under the newly organized Gavel Club program, these groups may now obtain recognized status with help and direction from the Home Office, nor is it necessary to have Toastmasters club sponsorship. Any interested group may apply for organization by writing to the Home Office at Santa Ana.

Since the issuance of Certificate No. 1, four other certificates have been granted: Port Huron Gavel Club of Port Huron, Mich.; OEC Gavel Club, Seoul, Korea; Red Shield Gavel Club, Baltimore, Maryland; Nite-Lite Gavel Club, Portland, Oregon. Over a hundred applications are pending.

The first tap of the Gavel at Chino bids fair to become a rap heard 'round the world. ❖

By FRED DeARMOND

The care and feeding of Guests

IF I MAY BE FORGIVEN one more parody on the noble bard. . . . The quality of hospitality is not strained. It leaveth a warm glow in a stranger's heart. It smooths the rough edges of human association. It is the same in spirit whether in Muleshoe, Texas or Trois Rivieres, Quebec.

And yet you have felt a friendly atmosphere in some clubs that made them stand out in memory. In others you've sensed a sort of refrigerated atmosphere like that in some banks where you went to ask for a loan.

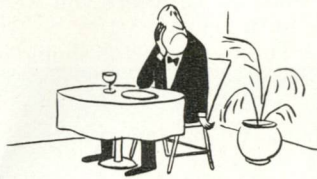
A Toastmasters club should have a distinctive type of hospitality. Not the boyish exuberance of the Lions. Not the old-school-tie mixing of a University Club. Not the forced joviality of a Ministerial Alliance. Something different from all these. It is based on common interest in better communication and public speaking. A Toastmaster should in the very nature of things be more articulate than others in expressing his good will.

But how many clubs put their best foot forward in making guests feel at home? Are they treated as you would treat an honored stranger in your home?

In my various saunterings I have visited civic clubs from my home town in Springfield, Missouri to Berkeley, California to Stroudsburg, Pennsylvania to Rome, Italy and intermediate points. The ways of caring for and feeding guests seem to vary as much as local customs, dialects, and political faiths vary.

(Continued next page)

At the New York Rotary Club, which meets at the great Commodore Hotel, I was registered and taken to a special table placarded "Visitors." It was curious to find myself seated next to a man from Springfield, Ohio. But much as I enjoyed meeting him, I would have preferred at the moment to fraternize with New Yorkers in their native habitat. The special tables for visitors didn't strike me as in line with the Missouri idea of hospitality.



By contrast, at a luncheon in Baton Rouge, Louisiana, I was turned over to a member of the Fellowship Committee, who at once recalled someone in Springfield with whom he was acquainted. Having established this bond of fellowship, he asked what my vocational classification was. Then he took me to a table and seated me beside a fellow journalist member. At once, we had something to talk about. It ended with my newly-found acquaintance inviting me to call at his office—he was a newspaper editor—while I was in Baton Rouge.

At the Lucerne, Switzerland, Rotary Club I was presented with two attractive Swiss souvenirs.

Then I was taken in charge by a chemist who spoke polished English. "Fine country and people you have in America," he said. "But why do you make real trade with this country impossible through your high duties on watches?" Following a discussion of protective tariffs, to show that he had no hard feelings he volunteered to translate for me the substance of the day's speech, made in German.

A man with much experience as a club greeter gave me these essentials for meeting a visitor and putting him at ease:

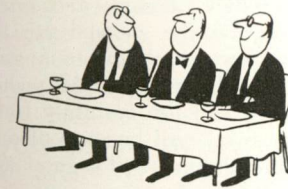
1. *Get his name straight. Be sure you can spell and pronounce it correctly.*
2. *Find out where he lives.*
3. *Ask his business or profession.*
4. *See that he is seated and served his meal and introduced.*

Getting these things done calls for organization, my friend explained. Even a small club should have a committee responsible for seeing that guests are not slighted. Within the committee, definite assignments should be made. Its members should be asked to arrive at the meeting place a few minutes early. When the meeting is over, someone should make sure of shaking hands with the guest and expressing gratification at his presence.

When the guest is seated, if it is at a table for four to six persons, he should be introduced to each of them. If it's a long table, introduce him to the man on each side and perhaps two facing him on the opposite side. Enunciate his name very distinctly.

The greeter or casual host should extend himself a bit in probing for common grounds for conversation during the meal. This may well start with the man's home city. If he comes from Alton, Illinois, you may remember that the famous abolitionist editor, Lovejoy, was lynched in Alton. Or maybe you once visited Alton, or have a friend there. Both are subjects for conversation. A complimentary remark about a visitor's home town or state is a good way to start warming him up.

Many clubs present souvenirs to out-of-town guests. Others hand them copies of the club publication and some pass out booklets on local tourist attractions. Booster talks by the president in his welcoming remarks should be restrained, usually on the light or facetious side.



Methods for formal introduction of guests vary widely, principally depending on the size of the club. At the Dallas Rotary Club there were so many guests that they were asked to line up in the front of the dining room and parade down the speaker's rostrum. As each visitor passed the

microphone he gave his name, home city, and business. Then, as he left the rostrum, the visitor was asked to step on a scale and announce his weight. When all had weighed, a handsome gift was awarded to the heaviest man. To climax the affair, the president next asked one ponderous Dallas member to step up and weigh himself. As he announced, "326 pounds," the president added, "We just wanted to show you boys that no matter how big you are, Dallas grows 'em bigger."

Since Toastmasters Clubs are necessarily limited in membership, many prefer to have the host member introduce his own guests, with the principal greeter or the president introducing any visitors from other Toastmasters Clubs who came without hosts. This method is quite satisfactory—if the introducer speaks up clearly and doesn't try to make a speech out of an introduction.

The president will do well to inform himself in advance about any guests who may be notables in any respect. Then in his welcome he can specially recognize these men. A public official, a foreign visitor, an artist of distinction, a veteran with a distinguished war record, an officer of the International or a president or past president of another Toastmasters Club—these and others are sure to be pleased by this gesture.

Very few visitors know what a Toastmasters club is, and how it differs from any other civic or fraternal organization. A brief explanation of procedure by the

(Continued next page)

chairman, for the special benefit of guests, is in order. The function of the Table Topics Master, the Toastmaster for the evening, and the Speech Evaluator will be news to the visitor. If he is permitted to vote on the speech award for the occasion he will be made to feel like one of the group.

When time permits, it is a very ingratiating move if during the course of the program the visitors are invited to "say a few words." Because of the club's objective, this is appropriate at Toastmasters meetings to an extent not true of any other organization. In your city and every other there are clubs in which 75 per cent or more of the members have not been on their feet and said anything at a meeting in the past six months.

Toastmasters rightly stresses participation with all the emphasis that Rotary places on attendance and "Service above self," or Lions on "tail-twisting."

Remember, though, that there are two classes of men—those who hate to make a speech nearly as much as to visit a dentist, and those whose favorite music is the sound of their own voice. Insofar as you can judge them, try not to embarrass those in the first class,

and tactfully provide convenient terminal facilities for the second class.

Generally speaking, if a club has hearty fellowship among its own members, this spirit is sure to rub off on its guests. Too many brotherhoods are like the one I visited at its regular luncheon in a large Chicago hotel. Six men seated themselves at our table—four members and two guests. All the members had to introduce themselves to each other as well as to us guests!

Without, I hope, seeming invidious or a Chamber of Commerce booster, let me cite an experience related by a business acquaintance I made in Annapolis, Maryland, recently. When he learned I was from Springfield, Missouri, he was almost rapturous. "I'm an Elk," he said. "I stopped in Springfield on a tour across the country to rest for an hour, and went to the Elks Club. I met one of your fellow citizens (*he named the man*) and he showed me all over the town, took me to a golf club—everything. I stayed a day and a half, and I'm certainly fond of your town." All because of one hospitable clubman. It's good advertising, too! ♦

The greatest thing a human soul ever does in this world is to see something, and tell what it saw in a plain way. Hundreds of people can talk for one who can think, but thousands can think for one who can see.

—John Ruskin

PERSONALLY SPEAKING

By RALPH C. SMEDLEY

Should a Toastmaster be a perfectionist? The answer depends upon your definition of the word.

If a perfectionist is one who strives to do the best thing in the best way, and who is not satisfied with anything short of perfection, then that is what a Toastmaster should strive to be, in the field of speech and chairmanship. Thus, he knows that a chairman should preside with authority and courtesy. He knows the place and position of the presiding officer, and he observes the minor points which make up an adequate performance. He watches many small things, realizing that while they are trifles in themselves, the sum total of trifles may make perfection, and "perfection is no trifle."

A good chairman, whether presiding as president or toastmaster, cultivates poise. He avoids nervous, unnecessary movements and words. He is calm and collected.

He does not misuse his gavel. Many a nervous chairman beats a futile tattoo on the table. One or two substantial raps of the gavel should suffice to command attention. The succession of ineffectual taps has the opposite effect. So does the plaintive appeal, "Let me have your attention, please!"

He does not misuse the microphone. He knows that he should stand back from the mike, talk over it, never stoop to it, and never spit in it.

He does not sit down, after introducing a speaker or performer,

until that individual has taken his place and been properly recognized. Of course the chairman or toastmaster has seen to it that program participants are seated conveniently, close to the point of performance, and he makes it easy for the speaker to reach speaking position, then shows him the courtesy of remaining in place until the speaker is ready to speak.

He has all his materials arranged in good order, so that there is no confusion, no fumbling, no forgetting names of performers; and he keeps an eye on his watch, holding the program on schedule.

The public expects a good performance from one who has enjoyed training in a Toastmasters Club. The man with our training is supposed to know how.

It happens frequently, when I am attending some meeting, that someone will speak to me after observing a good performance by the presiding officer, saying, "That man must be a member of a Toastmasters Club."

We have a reputation, and it is our responsibility to live up to that reputation. The way to gain skill is by using every meeting of our club to improve our conduct when speaking or presiding.

Yes, a Toastmaster should be a perfectionist in his desire to do the right thing in the best way. If you lower your standards, you let us all down in the public estimation. Know the right way, and then follow it in all your talking.

Speaking Editorially

LOOK, MA, NO TEACHERS!

"How can Toastmasters International be an educational organization when it employs no teachers for the clubs? How can men learn to speak in public without skilled instructors to teach them the rules? Wouldn't a member progress faster if an expert directed the group and made the evaluations? Since Toastmasters claim that 'education is our business,' why is their procedure so radical a departure from recognized and time-tested educational practices? How can anything so far removed from the ordinary classroom atmosphere actually work?"

Obviously there are a dozen pat and glib answers which could be given to these questions. The answers range from the pragmatic and succinct "But it *does* work and the results prove it," to a dissertation on the roots, derivations and actual meaning of the word *education*. None of the easy replies, however, provide a satisfactory explanation of the reason Toastmasters training succeeds—sans teachers, lectures, note-taking, quizzes and the other appurtenances of the average learning situation.

We happen to have a profound respect for teachers. In pondering over these questions, therefore, we decided to try a slightly different angle of approach. We selected a few outstanding teachers of our acquaintance and put the questions to them point-blank: "What's the primary job of a teacher? What do you really do? What, in short, is your *raison d'être*, your excuse for drawing a salary?"

Surprisingly, the answers were all practically identical. "The first and main job of a teacher," they said, "is to motivate his students into a strong and continuing desire to learn. If that can't be done, you might as well quit. Students must be convinced of the value and importance of acquiring whatever it is you are trying to teach, whether it's the multiplication table or the history of philosophy."

"Wait a minute," we interrupted. "How about giving information, laying down rules, presenting techniques, drills, tests, and all the rest?"

"That's part of it," they agreed. "But you can do all those things till the cows come home, and they're futile if your class doesn't want to learn. The significant thing is that once a student does have a strong desire to learn a certain subject, he'll find his information somewhere. He'll get it from books, from conversations and discussions, from observation, even from radio and television—information is where you find it. In the last analysis, everyone hunts his own; everyone is, at bottom, his own instructor. A teacher can teach; he can't learn for anyone else."

"Suppose," we ventured, "that you, as a teacher, had a group already so thoroughly motivated that they were willing to spend time and money to acquire a particular skill, to concentrate on it and stick with it, until they had mastered it? What would be your teaching function then?"

They laughed. "You're describing something rather like a teacher's paradise. A situation like that could never happen on an elementary or secondary level, and rarely on the university level, where every subject has to compete with other courses for attention. It could happen only with an adult group pretty tightly bound together by mutual interests and friendship.

"Probably the only thing left for a teacher to do in that case would be to see that things were kept stirred up. In spite of all the tales about scholars in ivory towers, or men acquiring tremendous knowledge by poring over encyclopedias in libraries, it is extremely difficult to learn in a vacuum. The student has no way of knowing what he knows. He can't put his skill into practice. A student must constantly test himself against others, tangle with problems, find solutions, test those solutions, become aware of the places where he falls short of the measure, or where he has made progress. There is no stimulant to progress like the friction of mind against mind.

"No two people ever advance at precisely the same rate of speed. One of the main jobs of a teacher is to see that the slower ones do not become discouraged and that the quicker ones do not become bored. Discouragement and boredom are the two factors which can kill any educational program or project—and do it swiftly."

"We'll grant you that," we agreed. "But still assuming that you are the teacher of this group, how would you go about eliminating or at least minimizing these two factors? Would you as a teacher be essential in this particular phase?"

"Not at all," they answered. "In fact, the good teacher would delegate as much of the responsibility as possible, and avoid the appearance of interference or direction. We would assume that the program would be well planned according to the needs and abilities of each participant, that a balanced system of evaluation would be established to record and note individual progress as well as shortcomings, and that equal participation by all would be inevitable. These are the three antidotes to boredom and discouragement. The good teacher would attempt to arouse and sustain an awareness of all these factors.

"Incidentally," they concluded, "why all these questions? Are you conducting your own personal Gallup poll?"

"In a way, yes," we confessed. "And thanks a lot. You have just explained how Toastmasters clubs are able to operate according to the best educational standards—without lectures, notebooks, final exams and teachers."

CLUB TO CLUB

Victory Toastmasters 221 St. Paul, Minn.:

Evaluation by Toastmaster Mike Ousdigian of a speech by Toastmaster John Kirkassiadis led to discovery of fact that both men were born in the city of Trebizond, Asia Minor. Toastmaster Kirkassiadis of Athens, Greece, is spending two years in America in post-graduate work in engineering at the University of Minnesota while gaining practical experience with a local consulting engineering firm, while Toastmaster Ousdigian came to America 22 years ago.

The interesting coincidence as reported by fellow-member Emil H. Nelson, 2nd Vice-President of Toastmasters International, rated a featured box in the *St. Paul Dispatch*.

Toastmaster Kirkassiadis receives evaluation from compatriot Mike Ousdigian



Broadway Toastmasters Club 1000 New York City, N. Y.:

After a successful Ladies Night meeting, Editor Dan Daniels of the Club's bulletin, "The Speaker" changed format to preface the issue with the following personal letter:

"It was indeed nice having you with us last Thursday evening for our Ladies-Nite-Dinner-Meeting. If you enjoyed yourself half as much as we enjoyed having you, we know that you had a good time.

"Because it was *your* meeting, we are sending this issue of "The Speaker" containing a report on the affair to you, rather than to *your* Toastmaster.

"As Toastmasters is a progressive organization that plans ahead, we are already looking forward to seeing you at our next Ladies-Nite-Dinner-Meeting."

Fun feature of the evening was the distribution to the ladies of mechanical devices known as "Bronx Cheers." Ladies were encouraged to use them when Topicmaster Eric Brunngraber called on the men to discuss their opinions of new feminine dress styles. Ladies responded with lusty disagreement!

THE TOASTMASTER

Farmers Insurance Group No. 2582 Colorado Springs, Colorado:

Club 2582 joined Toastmistress Club 912 in a fifteen-minute panel discussion over the local TV station KRDO. Topic covered was: Toastmasters and Toastmistress Clubs—their functions and benefits to us in everyday activities. Speakers (pictured right, left to right) were: Marge Greber, Sam Barclay, Tom Hildebrand, Esther Stringer, John West, Lurline Garner and Bob Clark, moderator.

Closing remarks of the moderator: "Farmers has long felt the need for employees who would be well qualified in the art of communication. In the F.I.G. we must be able to talk, write to people half way across the continent through sales agencies, claims personnel throughout the country . . . With this responsibility goes the need for better communication. Add to this the poise and confidence that each employee gains and it is easy to see that the training received in Toastmasters and Toastmistress Clubs more than pays F.I.G. for investing in it."

Toastmasters Clubs are located in all nine F.I.G. Regional Offices and six Toastmistress groups have been formed.

* * *

Dynamo Toastmasters Club 2166 Nashville, Tenn.:

"Imitations Night" sparked by Topicmaster Harold Hayes declared open season on mannerisms of TV personalities and fellow Toastmasters. Clever and friendly verbal caricatures proved to be a novel topic session, affording practice in mimicry and a graphic evaluation of Toastmaster faults and foibles.



Farmers Group airs benefits

Immediate Past International Treasurer Wins New Honors:

The month of May, 1958, brought new honors to George J. Mucey, who completed his term as Treasurer of Toastmasters International in August. During May, Toastmaster Mucey won the nomination to the Pennsylvania State Legislature (general election to be held in November) and was elected State President of the Pennsylvania Association of Life Underwriters.

He adds these responsibilities to the Pennsylvania State Chairmanship of the March of Dimes and his service as scout for the Baltimore Orioles. Mr. Mucey is also one of the original founders of Pony League baseball, a national organization for boys 13-14, with the World Series played annually in his home town of Washington, Penna.

He is also a member of the Speakers Bureau of the National and State Life Underwriters Association.

SEPTEMBER, 1958

TOASTMASTERS IN THE NEWS



1. Do's and Don'ts of a good boss: illustrated by A. Roy Menzies, Lt. Gov. Dist. 35 at District spring conference in Milwaukee. Humorous skit was staged with the assistance of local chapter of the National Secretaries Association.



2. Delaware Governor J. Caleb Boggs addresses Brookside Club 1833 of Newark on "Highway Safety." Club has recently formed Speakers Bureau to assist in Delaware's safety program.

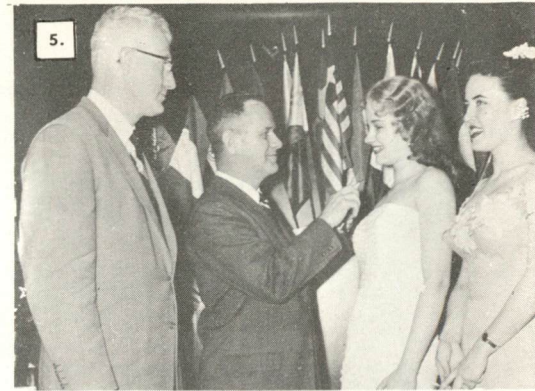


3. Satanta Club of Fort Sill, Okla., named for Kiowa Chief known as "Orator of the Plains" has Chief's grandson, James Auchiah, and Henry Tsoodle, present Chief of Kiowa tribe and their wives as honored guests at Charter Party.

4. Toastmasters comes to Erin: Dist. Gov. (18) Ian D. McIntyre presents Dublin Club's charter to Pres. Patrick D. Cunningham. 70 guests, including the American Ambassador to Ireland, attended presentation dinner.



5. This meeting drew 100% attendance: Indianapolis Club 385 entertains candidates for Miss Indiana title in the Miss Universe contest; members interviewed them as part of program. Club Pres. Stan Meng pins corsage on Pat Mitchell, while Pat Dorsett, Miss Indiana of 1957, waits her turn. Guest John Mathews of Sunrise Portland, (Ore.) club looks on.



6. Toastmasters Week in Wisconsin was advertised by George Poehman, John Turck (Dist. Gov.) and Lawrence Luedke, as colonial Town Criers on the streets of downtown Milwaukee.

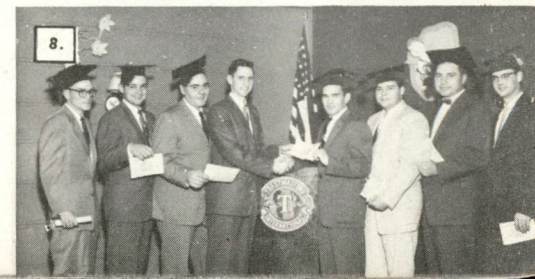


7. Williwaw 1132 and Great Sitkin 2139 Clubs of Adak, Alaska, sponsored Teenage Speech Contest over television for high school students. Toastmaster Key presents 3rd place award to Contestant Nancy Martin.

8. President R. DeMoor awards diplomas to graduates of Speechcraft class conducted by Overland, Missouri Toastmasters Club 583.



9. TMI Director Willard Bixby (r) presents cup to Area Speech Contest winner Arnold Roterus, member of Club 2544, Cleveland, Ohio.



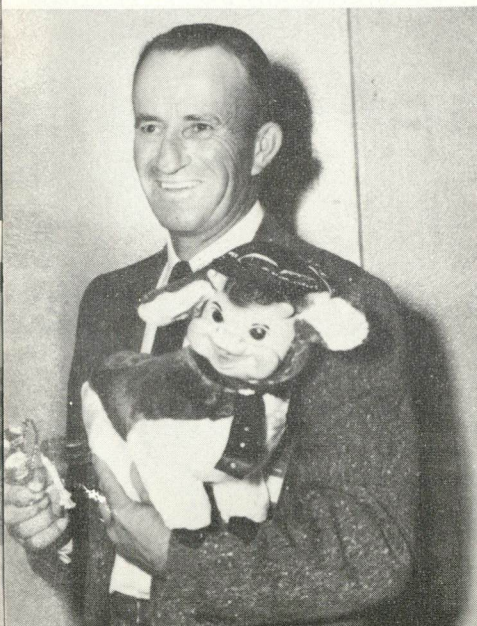
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**River Raisin Toastmasters Club
1551, Adrian, Michigan:**

A splendid opportunity to test their progress as Toastmasters was presented to members of River Raisin 1551 during national Y.M.C.A. week. The club was invited to back the Y's membership drive through a series of appearances as speakers before many of the local service clubs. Before the week was over, Toastmasters had appeared before the assembled membership of the Jaycees, Rotary, Kiwanis, Lions and the Y.M.C.A., in speeches ranging from a five-minute talk to the hour-long speech of the evening.

The Y's drive went over the goal and much favorable attention was gained for the River Raisin Club.

Homer Roberts of Twin Falls, Idaho, displays stuffed bull and cup awarded him for winning speech in humor contest at Region I, Zone B conference.



Donelson, Tennessee:

When Toastmaster Felix A. Lorenz, Jr., made his inspirational speech, "The Upper Ten" before his club, the Marshall (Minn.) Toastmasters, all members felt that the fine analysis of the success factors needed by every man should be published.

The speech has now been published in a booklet, with additional chapters amplifying the ten principles for success. This booklet is available without charge to any who might desire it. To obtain your copy, write to:

Felix A. Lorenz, Jr., Director
Education & Adjunctive Activities
Clover Bottom Home
Donelson, Tennessee

* * *

**Mankato Toastmasters No. 175
Mankato, Minnesota:**

Under leadership of hard-working President Cliff Kyes, Mankato Toastmasters are following a constructive planned program designed to attract new members and increase club effectiveness. A brainstorming session on "How to Get More Members" developed some good ideas. Accent is being placed on good constructive evaluation, well-planned educational talks, the use of parliamentary procedure scripts obtained from the Home Office and the increased use of Home Office program material.

Interesting table topics such as a "White Elephant" auction, planned inter-club activities and special guest speakers are also featured.

**Port Neches 1456, Beaumont 1415,
Port Arthur 1896, Texas:**

At a joint meeting of our three clubs for a Ladies Night dinner, Toastmaster A. A. Pate demonstrated his versatility by cutting out a sack dress (real sack, potato variety) and modeling it during his speech. Bill Love made an effective and intelligible presentation by hand and lip movement only—no sound.

Each club furnished one speaker (humorous subject specified) and one evaluator for the occasion. Meeting was climaxed by installation of James Branton as Governor of Area 1, District 56, by Ed Bossom, District Lieutenant Governor.

* * *

**Mainmast Toastmasters Club 1040
Brooklyn, New York:**

Two happy members of the Mainmast Toastmasters Club of the N. Y. Naval Shipyard in Brooklyn were Hector MacDonald and Asher Marron, who received their Certificates of Merit for completion of Basic Training on the same evening. President Morris Vichengrad and Educational Chairman Fred Keller presented Toastmasters MacDonald and Marron with the certificates, the tangible evidence of passing this Toastmasters milestone.

* * *

**Bellaire-West University
Toastmasters 1771, Houston, Texas:**

Four boys from the local Boy Scout and Explorer Troops were invited to be guests of the Bellaire-West University Toastmasters and present formal speeches in partial fulfillment of the merit badge for public speaking. Each boy spoke on some phase of Scouting. Club members were impressed by the poise of the young speakers—several of whom were making their first public appearance of any sort.

**District Seven
Oregon:**

Beautiful and unusual trophy awarded to winner of Dist. 7 Speech Contest is reported by Sr. Lt. Gov. Bob Gray. 15" trophy has "T" of black walnut mounted on turned myrtle wood (found only in southern Oregon and the Holy Land) base. Myrtle wood gavel is detachable.

Each participant was given a miniature (5") gavel with his name engraved. All of these trophies were made and engraved by Toastmaster Otto Arndt of the Rosaria Club 1305 of Portland.

* * *

**Glass City Toastmasters No. 1221
Toledo, Ohio:**

Glass City Toastmasters are finding good results from their newly-adopted "Program Call Board" where names of members listed for program assignments for the ensuing two weeks are posted. They state that the practice stimulates interest in meetings and fosters excellent attendance.

The club recently held its tenth officer installation banquet at which Toledo Mayor Ollie Czelusta spoke on civic affairs. A member of the local Toastmistress Club was also a featured speaker. A capacity crowd jammed the Corinthian Room of the Fort Meiggs Hotel to hear the speakers and watch a one-act play presented by the members. Results—a fine evening, some valuable publicity and several new members.

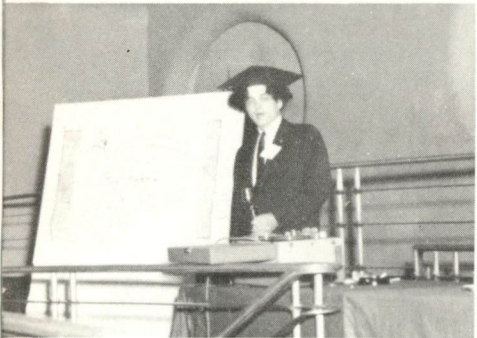


T-Trophy tells triumph

ZONE CONFERENCES IN ACTION



Directors Phil Ogden (l), Don Ramseyer (r) confer with Director-candidate Lowell Kemper (center)



Holmes Fowler describes satellite

Zone B, Region VI Cincinnati, Ohio:

Space Age theme marked the Zone B, Region VI, conference at the Netherland-Hilton Hotel in Cincinnati which included TM's from Ohio, Indiana, Kentucky and West Virginia. The appearance of an unknown "Purple People Eater" at the Fun Luncheon sounded the keynote and theme was further developed by humorous talk on "The First Man-carrying Satellite," by Holmes Fowler of Gateway Club.

Many Cincinnati industries cooperated by installing exhibits of their "space age" products at the entrance to the meeting hall, among them being the General Electric Co., Avco Corp., Lodge and Shipley, Cincinnati Time Recorder Co., Kroger Co., Proctor and Gamble, Henry Harris and the Reuben H. Donnelly Corp. While the men attended the educational sessions, the ladies were entertained by a fashion show, courtesy of Franklin Simon Co.

Effectiveness of the educational sessions was given strength by the participation of two members of TMI Board of Directors, Donald Ramseyer and Phillip Ogden. J. Norton Dunn, Governor of Area 5, Dist. 40, handled publicity with exceptional coverage by newspapers and TV.

Lowell P. Kemper was selected as the Zone's nominee for membership in TMI Board of Directors. Norwood Utter won the Zone Speech Contest.

Much of the credit for the success of this conference belongs to Chairman Ray Magly, Co-Chairman Dave Lamb, and TMI Director Don Ramseyer, who provided enthusiasm and advice in the planning stages.

* * *

Zone B, Region VII Atlantic City, N. J.:

Atlantic City in traditional role of world's leading convention city, rolled out the red hospitality carpet in front of the Madison Hotel for 150 Toastmasters and guests at Zone B, Region VII conference on June 14th. While Toastmasters held business meeting, planning and educational sessions, the ladies enjoyed a sailboat ride, rolling chair rides on the famous boardwalk, and bathing and sunning on the beach.

At the evening banquet and speech contest, TMI Treasurer George J. Mucey, who later delivered banquet address, was presented with emblem key to the city by J. J. Tynan, Past President of World's Playground Toastmasters 1078. Presentation was supervised by "Pa Pitt," or Gene Pentz of Pittsburgh Club 144, who invited the group to Pittsburgh for the International Convention in August.

Winner of Speech Contest was Chaplain Mark Thompson, USN, of the Lakehurst Naval Air Station Club, with subject "Thinking for One's Self." TMI Director Herman E. Hoche was Toastmaster for the contest. General Chairman of the conference was Walter P. Moran of Germantown Club of Philadelphia.

* * *

Zone B, Region I Boise, Idaho:

Toastmasters from Idaho, Montana, eastern Washington and eastern Oregon selected George Anderson of Great Falls, Mont., as zone candidate for International Director to be elected at the August International Convention. Glen Odman of Selah, Wash., won the speech contest, earning the right to participate at Pittsburgh in the International Speech Contest. Homer Roberts of Twin Falls won the humorous speech event.

The conference opened on Friday afternoon, June 13, with a discussion on human relations and management by L. E. Knack of Boise, labor relations director for the Morrison-Knudsen Co., and concluded with a Sunday breakfast at the Hotel Boise.

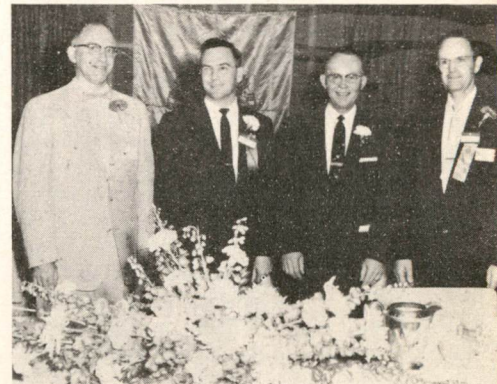
Officers of Toastmasters International who attended the conference were Evans T. Hamilton of Portland, member of the Board of Directors, and Glenn Holsinger of Seattle, Int. Secretary. Richard V. Keim of Nampa, Idaho, was conference chairman.



Contest winner Norwood Utter congratulates runner-up Dale Smith



Mucey accepts, Tynan presents, Pa Pitt approves



TMI Director Evans Hamilton, Director-candidate George Anderson, TMI Secretary Glenn Holsinger and Toastmaster of the evening Voyle Wood at Boise



Toastmasters Comes to Chinatown

SAN FRANCISCO, city of the Golden Gate, Fisherman's Wharf, Chinatown and the world's longest suspension bridge, has always been famous for its cosmopolitan atmosphere. Recently a new attraction has been added. Among its many flourishing Toastmasters clubs, San Francisco proudly acknowledges its newest, colorful and cosmopolitan chapter—Chinatown Toastmasters 2296.

It all began in August of 1957, when Charles Ferraris, Roland Chin and Frederick Dong were guests at the dinner meeting of the Skyliners Toastmasters Club 1299, in nearby Burlingame. They were impressed by the work of the club and by the Toastmasters ideal of communication for development of understanding. From that meeting came the idea of a new club in the Chinatown—North Beach area, bringing together Americans of Italian and Chinese descent.

By FREDERICK DONG

For those unfamiliar with the turbulent early history of San Francisco, perhaps a brief sketch of the area might be in order. It was in the little valley surrounded by the peaks of Nob Hill, Russian Hill and Telegraph Hill that the Chinese first settled when coming to the New World. The North Beach area, immediately contiguous, was first settled in the Gold Rush days or immediately afterward, by Germans. These first settlers moved on, and were followed by the Irish, who also in turn moved on and the district became occupied by Italians. In the meantime, the Chinese had hid away in their sector of about 20 square blocks, behind an artificial "Great Wall of China" which separated them from the booming Barbary Coast.

Members of the Chinatown Toastmasters proudly proclaim that their club follows the theme of Toastmasters International, for the background of its members is indeed international—English, French, Italian, Negro, Jewish, Danish, Spanish and Chinese. As Charles Ferraris, first President of the club, says:

"Toastmasters is intended to help all groups, of all districts, creeds and color and is an international organization with clubs in many parts of the world. We are practicing locally what Toastmasters International is doing in its broader scope. We are trying, all of us, to improve our ability to present our views. The world is getting smaller, and we have to learn how to live together and work together. Toastmasters is teaching us that very thing."

Club 2296's most memorable occasion was the night when their charter was presented by District Governor Abe Miller. Guest notables included San Francisco Mayor and Mrs. George Christopher, City and County Treasurer John J. Goodwin and Mrs. Goodwin, and wives and members of the Skyliners TM club, which had assisted the new club during its formative period. Lieutenant Governor Lathar Saljn installed the first slate of officers, which included Sergeant-at-Arms Duke Williams (Negro); Treasurer Ben Anselmo (Italian); Secretary Roland Chin (Chinese); Administrative Vice-President Theodore Lee (Chinese); Educational Vice-President Fred Dong (Chinese) and President Charles Ferraris (Italian).



Incoming Pres. Fred Dong bestows Past President's pin on Charles Ferraris



Toastmaster Harry Lee presents "bull" to winner Harry Chew



Past Dist. Governor Abe Miller congratulates Fred Dong



Past Dist. Gov. Abe Miller addresses group



Installation meeting of Club 2296



Magician Bob Offenbacher entertains club after installation program

—Photos by Toastmaster Don Tong

The occasion was noted by columnist Herb Caen of the *San Francisco Examiner*, who remarked in his widely-read "Baghdad-by-the-Bay" feature . . . "First President of the Chinatown Toastmasters Club, Charles Ferraris, who isn't Chinese . . . Name of the bellringer who calls the meeting to order—Fred 'Ding' Dong . . ."

The true spirit of fraternity regardless of race, color or creed, is demonstrated here. Members of the Chinatown Club have put their training and experience gained in the club to good use by serving on the Judges' Panel of the Northern California High School, the Pacific Forensic League, and the National Forensic League District Championship Finals. They also assist candidates for the Youth Speech Contest sponsored by the Junior Optimist Clubs, and have furnished their services to Americanization schools and to the San Francisco Crusade Drive.

Much credit is due the District and Area Officers for their unselfish and hard work in getting the new club started. Thanks are also extended to William C. Jow, George Dabney and Rubert Bullock of the Skyliners Club 1299, who were instrumental in guiding our club during its infancy. They have been made honorary members of our club.

Chinatown 2296 looks forward to the International Convention of 1959, when Toastmasters from all over the world will meet in San Francisco, where her newest Toastmasters club will join the others in extending the hospitality of the City of the Golden Gate. ❖

MEMBERSHIP:

*to have
and
to hold*

By JAMES McBRIDE

"**H**OW CAN WE GET NEW MEMBERS? What can we do to keep them happy? In short, how can we build our club?"

These are the questions most frequently asked by clubs and club officers. As Area Governor during the past year, I have heard them many times. It would seem that the universal and outstanding problem of all clubs is the problem of *membership*.

Yet as I attempted to analyze the five or six clubs within my area which were most concerned with low membership, I uncovered a strange fact. *With one possible exception, these clubs had actually gained from ten to twelve new members during the past year—only to lose them within a period of from two to ten weeks!*

This would suggest that possibly we are placing the emphasis on the wrong problem. It may well be that the solution does not lie in bigger and better membership drives. Perhaps the real question is not, "how to gain new members," but "how can we keep them interested, once they have joined the club?"

This is not exactly a new idea. It has been recognized by many clubs and club officers, and a number of different solutions to the problem have been tried, with varied results. It is, however, a matter worthy of sober and serious study by all clubs afflicted with failing membership and consequent apathy.

Recently I attended a meeting of a club in my Area. I arrived a few minutes late because of traffic congestion; the meeting had already started. Here is the situation I found.

There were approximately fourteen people present. The meeting was being handled in a manner which could only be described as *sloppy*; there was no proper control and no proper timing. The members in attendance were obviously bored, confused and embarrassed.

During the break after the conclusion of the dinner, I sought out two of the older members and asked them what was going on. They had just lost five of their key members, they told me. Two of the lost members were Past Presidents of the club, resigned for business reasons; the other three were club officers—one a Vice-President who had had a heart attack, one a Vice-President who had been transferred to another job in another town, and the third a lesser officer in the club, also transferred out of town to another job.

The President of the Club was away on a business trip. This left the Treasurer in charge as chairman of the meeting. He had been given the assignment at the last minute and had come totally unprepared to a meeting which lacked even the semblance of planning.

Here is what we did to correct the situation: Immediately after the meeting I called a special meeting of all members present for the purpose of election of officers. I reviewed the situation in which they found themselves. I suggested that

their club could easily disintegrate within a very short period if immediate action was not taken. They agreed, and we proceeded to elect a full slate of officers, with the exception of the President who was out of town only temporarily.

I then asked the club officers to meet with me in my home some time during the weekend, before the next club meeting. During this meeting, which lasted for about two hours, we held a full officer training session.

During this training session I pointed out to the President the importance of a strong, capable Sergeant-at-Arms, and suggested that he reinforce this office with two additional greeters. The reason for this was that the club had lost twelve out of twelve new members in the six months past.

I suggested that possibly these new members had dropped out of the club for one or more of the following causes: (1) a feeling of not being fully accepted as a full-fledged, participating member, (2) lack of entertainment, (3) lack of participation or opportunity therefor, (4) lack of hope of improvement of this situation, and (5) a general feeling of not being welcome and important. I also pointed out that this situation should be guarded against for a period of at least three months from the time of the induction of the new member. These dangers can be overcome only if the club has a strong and alert Sergeant-at-Arms and assistants, thoroughly instructed to be constantly on guard against their occurrence. Only in this way will the new members be made to feel

wanted, important and useful. Their development as Toastmasters and their contribution to the club depend in no small fashion upon the attitudes they form during this initial critical period. Giving the new member the right start should be the primary concern of the Sergeant-at-Arms and his assistants.

It is still too early to evaluate the effect of this action upon the growth and well-being of this particular club. However, in a similar club situation in the past, a similar course of action proved extremely effective. In a club which had only 26 members at the beginning of a six-month period in which this plan was tried, membership and attendance increased to an over-all average of 28 per meeting! The improvement was attributed directly to the effective use of the Sergeant-at-Arms and the greeter groups.

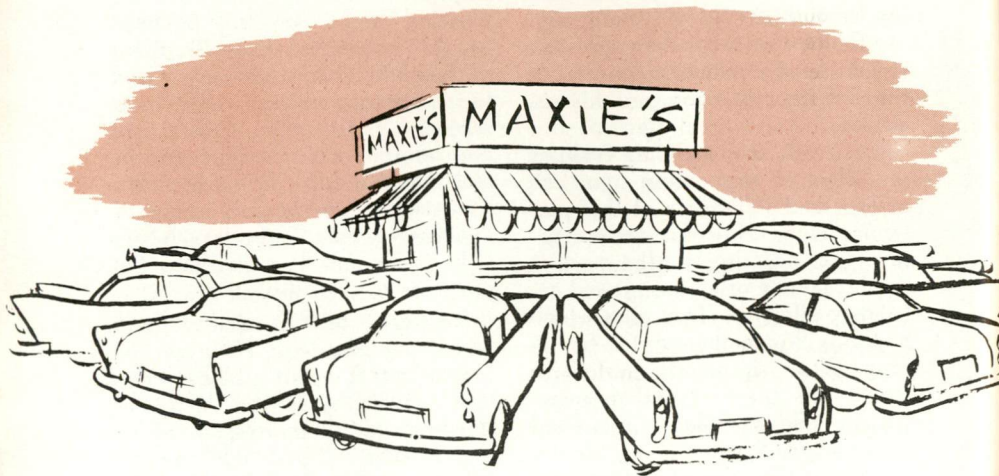
I was discussing this whole problem the other day with a Past

President of one of the clubs in the area. He agreed that it was possible that the office of Sergeant-at-Arms was not given enough emphasis, and suggested that the position might very well be filled by the immediate Past President of the club. This would assure that the Sergeant-at-Arms would be a seasoned Toastmaster, well-trained and familiar with the problems of club membership. To have such a Toastmaster on the job would be beneficial to new and old members alike. It would also give new importance to the office itself.

To those clubs in need of more and better members, I suggest the jealous guarding of all new members against the dangers of loss of interest and the impression of being neither wanted nor needed. With the other good things which go to make up a good Toastmasters meeting, this one simple factor can make the difference between a 15-man club and a 40-man club. ♦

James McBride is in the investment banking business, associated with the Wright Investment Co. of Santa Ana, Calif. He is a member of Santa Ana Toastmasters Club 15, and immediate past Area Governor.





Meeting at Maxie's

By CHARLES R. EDWARDS

WHEN MY SECRETARY told me that John was on the phone, I knew right away the call had something to do with Toastmasters. John is Ed. Veep of the other club in town, and as a Past President of the club that sponsored them, I'm naturally interested.

Sure enough, the call was an invitation to attend a meeting that night. John said he'd pick me up at 6:15.

"It's good to relax and have somebody else drive for a change," I told him as I climbed into the car. "What with the drive-in bank, the drive-in cleaners, the drive-in movies, I've hardly had a chance to get out from behind the wheel. Talk about the atomic age! Seems more like the drive-in age to me. By the way, where is your club meeting these days?"

"Maxie's," John said.

"Maxie's?"

"Sure, you know that little drive-in restaurant where you get that wonderful chili size, don't you?"

"Hey," I said, "that place doesn't look big enough to have a banquet room."

"It doesn't," he replied. "We park out front."

I guess I must have looked sort of blank, because he continued: "Maxie had a small set-up he used to receive orders on. We made some more outlets for it and plug our circuits in after we park."

This, I thought, certainly sounds like a different type of meeting from any I ever attended before. Maybe I'd better clam up and wait to see. Anyway, we were turning the corner about then, and John pulled into a slot in front of Maxie's. There was a sign out in front that read "Parking under canopy on Wednesday nights reserved from 6:30 p.m. to 8:30 p.m. for members of Toastmasters Club No. 2934."

I settled back, lit a cigarette and pulled out the car ashtray. "Don't you get considerable disturbance out here?" I asked.

"Naw," John replied. "Oh, we had to change our meeting night. We used to meet on Fridays, but we had too much interference from the crowds that dropped in after the night baseball games. Say," he continued, "wish I'd thought of it sooner. We should have brought your car. Our club advocates the use of convertibles. Easier to get on your feet during table topics, you know."

I didn't know, but it made sense. I noticed that the parking slots

under the canopy were rapidly filling. My watch said 6:25. John reached out the window and plugged our mike into a post which had outlets on each side.

"This thing's a great advantage to guys with weak voices," he said as he pulled in his head. "You just turn up the volume on them." Then he switched on his mike, and spoke in full, round tones. "Testing, testing, one, two, three. Do you read me loud and clear?"

A voice came back from the speaker. "I read you loud and clear, John. Would you mind turning off your headlights now? They're shining in my eyes."

"Sorry, Hank. Too much eye contact, huh?" John leaned over and shut off the headlights.

"Who was that?" I asked.

"Oh, that's Hank Grundig, our president. He's parked right in front of us. He always checks out everyone's set to make sure things are in operation before he calls the meeting to order." He turned up the speaker again and through it came a scramble of two or three different conversations.

"Does everyone talk at will during the meetings?"

"In a Toastmasters club?" John looked horrified. "Of course not! We blink our lights to get recognition from the chair."

At that moment a hush fell over the loudspeakers as the President's car blinked its lights two or three times. Then after a short silence came the words:

"The meeting will please come to order. I have a few announcements to make. Would someone volunteer to remain after the meet-

ing and give Bill Green a push. I understand he has a bad battery. We will collect dues tonight, gentlemen; just drop the money in the Crisco can when Gladys delivers your French fries. Incidentally, I see Bob Aldrich has himself a new car. Hope it has more leg room for you, Bob. Unless there is an objection, we will dispense with the reading of the minutes."

Out of the corner of my eye I saw a light flash. The President continued:

"The chair recognizes the brown car in the second row."

A new voice came over the speaker. "I would like the minutes read since I was not in attendance at the last meeting."

"Very well then, but please, gentlemen, no car radios going during the reading of the minutes. The Secretary will now read the minutes of the previous meeting."

I was amazed and interested to find how smoothly the business meeting proceeded. Soon we came to the table topic period. Just as John started on his two-minute contribution, Gladys the car hop stuck her head in the window. Her voice drowned out his as she twanged, "What'll it be tonight, sugar?"

John hastily requested to be allowed to speak later, then turned over the switch so that we could order.

When he turned it back on, it didn't work. Table topics were over and the Toastmaster of the evening was introducing the first speaker before we discovered Gladys had accidentally unplugged us.

I felt very sorry for the first speaker. Halfway through his speech his dome light went out and he couldn't read his notes. Finally he finished his talk with the aid of a flashlight. Somehow or other I felt this hindered him.

The second speaker was a new member, John told me. His car was equipped with window shades and these were pulled throughout his entire speech. John said that he had come a long way in public speaking and that Toastmasters training was doing great things for him; I wondered how he ever managed to get through his ice-breaker.

The third speaker was excellent. I was enjoying his talk tremendously except for some background noise that I couldn't quite locate. Suddenly the chairman broke in and said, "Would some gentleman please turn off the mike in his car until after he has finished his malted milk?" A little later, the speaker was interrupted again when someone apparently leaned against the steering wheel and his horn stuck. But the speaker showed that his Toastmasters training was strong enough to surmount all obstacles, and he wound up in fine style and a ringing conclusion.

Then the evaluators prepared to do their duty. John whispered to me that as a matter of habit most evaluators locked their doors before passing critique. Nowadays it was all in fun but once a sensitive member had sneaked up on one of the evaluators and let all the air out of his tires.

The first evaluator excused the poor diction and enunciation of

the first speaker on the ground that he had the oldest microphone in the group. Also, it appeared that an MG was just too crowded to allow for adequate use of gestures. The other evaluators pointed out different things such as bad posture behind the wheel, wiggling in the seat, grasping the steering wheel, pumping the pedals, blinking the directional lights to get recognition from the chair instead of using the headlights, racing the motors and other disturbing flaws.

After the evaluations, and the evaluation of the Master Evaluator, the President raised his hand, rapped the horn a resounding blast and announced the meeting adjourned. Almost before the

words were out of his mouth, arms were reaching out of windows retrieving cords to mikes, starters were grinding, motors turning over. Cars were already inching backward into the street. By the time his last syllable faded away all bedlam had broken loose. Horns were honking, engines roaring and bumpers clashing. As we wormed our way towards a clearing I saw a man standing in the center of the traffic, waving his arms frantically. On his arm was a band saying "Sergeant-at-Arms."

John waved to him as we narrowly avoided knocking him down. "Good man, that," he said.

"Yeah," I responded. "Good meeting all the way through, John." ♦

The man who draws, "In other words . . ."

If he were well rehearsed,

Would have no need to smother words,

He'd say the right ones first.

—Rotarian

The art of living does not consist in preserving and clinging to a particular mood of happiness, but in allowing happiness to change its form without being disappointed by the change; for happiness, like a child, must be allowed to grow up.

—Charles Langbridge Morgan

Questions Questionnaires ---and ANSWERS!

By HAROLD W. FOSS

IS TOASTMASTERS TRAINING really worthwhile? Are we getting all we'd hoped to get from Toastmasters? Has it affected our personal income in any way? What do the members honestly think about the results of belonging to our Toastmasters club?"

These questions arose at a recent bull-session of club 1909's Educational Committee. Being a determined and practical group, we decided upon a "self-survey." In due course an elaborate three page questionnaire was designed to explore two main areas: (1) Toastmasters training and its ability to live up to members' expectations, and (2) its effect if any, upon their personal life and income.

Members were asked to perform considerable soul searching in answering the questionnaire in order to assure that their answers would be as objective as possible. The questionnaire itself was designed to preserve anonymity among members. Most of the questions could be answered by checking an appropriate box. Only a few essay type questions were included.

To begin with, we asked our members why they had joined Toastmasters. As we expected,

96% joined in order to improve their speaking ability. There were, however, several other reasons given, including the desire to communicate better, to organize thinking better, to obtain social benefits.

Having determined their reasons for joining, we then asked the key question—*Have you received the benefits you expected to receive when you joined?* We were completely satisfied with the answers to this question, since *everybody* said "Yes." But we were more than pleased to learn that 60% of our members felt that they had received more than they had expected. What more? Well, there were many extra benefits mentioned, but the most frequently listed were *social benefits, leadership training, self-confidence and the ability to listen critically.*

So far we have dealt with our opinion of Toastmasters training as it relates to the more or less intangible benefits in the area of oral communication. Of more than passing interest to our members was the effect of Toastmasters training upon that most tangible of all subjects—*income.*

To explore this area, we surveyed current salaries of our members, and the effect that Toast-

masters training had played upon salary increases. We found that, as a group, our average annual income was far above the national average, or \$8800 as compared with about \$4800 for the nation as a whole. Even more significant was the fact that nearly one third of our members have annual incomes over \$10,000 as against about 11% in the nation as a whole. Yet we had attained this while still young. The survey revealed our average age to be 34 years which would indicate many more productive years and further salary advancement.

The area of vital interest, however, was whether Toastmasters training had helped us financially. Our survey disclosed that it certainly had!

In arriving at this conclusion, we explored the relationship of salary increases to Toastmasters training. As we expected, most of our members had received a salary increase since joining—85% having received an increase within the past six months. Of course, it is reasonable to expect that a certain percentage of any group of men might experience salary increases, but we did feel that 85% within six months was a pretty fair batting average.

However, we were trying to determine whether Toastmasters training had helped us financially. Accordingly, we asked all those who had received salary increases whether they could *definitely* attribute part of their salary increase to the training they had received as a Toastmaster. *Forty per cent* of those who had received raises

Harold W. Foss is a founder and Past-President of Huron Valley Toastmasters 1909 of Ann Arbor, Mich. He is immediate Past Governor of Area 8, Dist. 26, and present Educational Director of Section C. D. 28. As Supervisor of Timing Analysis in the Purchasing Dept. of the Ford Division of the Ford Motor Co., his work requires him to give weekly talks to members of management.

felt that Toastmasters had played a definite part. These members had received an average increase of \$120 per month, compared with the \$78 average increase for those who were not absolutely sure that Toastmasters training had helped.

It was interesting to note that, while most of our members had received a salary increase since joining our club, not one had listed "salary increase" as a reason for joining.

It is possible to summarize the entire salary position of our club with these three points:

1. *Our members have an average annual income nearly double the national average.*
2. *Our members have a pretty good batting average when it comes to receiving salary increases, 85% within six months of joining.*
3. *Of those members who had received salary increases, 40% feel that Toastmasters training was partly responsible.*

Well, our survey disclosed a lot about our club and its members. It showed that all received what they had expected to receive, and in fact, quite a bit more. To put it mildly, Toastmasters training pays off—and keeps on paying! ♦

Letters to the Editor

(Because of obvious space limitations we often print only pertinent portions of letters received. While only signed letters will be considered for publication, names of writers will be withheld on request.—Editor)

In the July Toastmaster Mr. E. E. (Ted) Hannum favored us with a sample of a "witty, different and provocative but not irreverent" invocation. Questioning whether every invocation has to be "a solemn, somber, serious soliloquy," he proceeds to espouse the cause of "lighter, lilting and laugh-provoking invocations."

It is apparent that Mr. Hannum is more imbued with the spirit of alliteration than of worship to God. His attitude, however, merely reflects misconceptions arising from ignorance of the true purpose of the invocation. Unfortunately, his situation is not unique but is widespread among many Toastmasters.

Two clubs that I know of in Los Angeles (Kentwood 1283 and Westchester 869) have pioneered in helping to alleviate the situation by including a talk on the invocation during the usual Speechcraft course. Such a presentation, sensitively yet capably delivered by a qualified person, has been extremely well received and has helped many Toastmasters to view the invocation in its rightful perspective.

Mr. Hannum is quite correct in stating that "the invocation, if properly done, can keynote the spirit of the meeting." It does not have to be solemn and somber; it should be reverent and worshipful, yet exude a contagious spirit of joy and thanksgiving. It would be preferable, however, to abolish the invocation altogether than to allow it to degenerate into a laugh-provoking affair.

Dr. C. A. Escoffery
Kentwood Toastmasters 1283
Los Angeles, Calif.

I read Mr. E. E. Hannum's invocation with some interest but found that my humor was not aroused. Quote—"Does every invocation have to be a solemn, somber, serious soliloquy?" To this question I should like to add another. Does the author think it in the best taste for the invocation to be interrupted with muffled laughter? I believe that our God has a sense of humor but let's not stretch it this far. If one intends to leave Him out entirely, why not, better, tell a good joke to create this humorous atmosphere? I feel that the invocation should be a sincere expression of thanks to God and feel that this is the only one acceptable.

(Name withheld on request.)

Concerning Ted Hannum's invocation as being in poor taste—why?

Who can set himself up as being able to say that Deity has no sense of humor? Didn't He make a lot of funny animals, including people?

Maybe instead of asking Providence for something, we should ask ourselves to realize what He has already done for us, and to go on from there to do all we can for ourselves.

Excluding humor—when not irreverent—from an invocation would be like excluding all other humor from the club.

Stay with it, Ted. I'd do the same thing in my club if I were smart enough.

Ernie Wooster
Santa Ana Toastmasters 15
Santa Ana, Calif.

In your issue of March 1958 . . . your editorial interested me very much.

Your sayings that "we must understand each other in order that we may live together . . ." and "If the peoples of each country understand those of other countries there will be less mistrust and less fear" are not only in agreement with what our President has said many times but what millions of people all over the world are thinking.

But what good is it if nothing is done about it. If we say we need rain, we have to wait until it rains, but if we are sick and want to get well we do something about it.

Why do you not realize that the language barrier is our greatest hindrance to world understanding and that we must promote an international language that will open the padlock we have on our lips when we want to speak to people who do not speak our national language.

The Esperanto language has proved very successful among those who learned it and for myself I have used it exclusively in my home for more than 28 years in preference to French or English and I believe it is the most interesting and beautiful language in the world. . . .

It took a lot of hard work and pioneering some generations ago to promote universal education and brilliant inventions were ridiculed at first by supposedly very intelligent people so we, esperantists, have a hard task to wake up a world filled with prejudice and intolerance, but our day will come and the future generations will laugh about us trying to go to the moon but could not go across national boundaries without language difficulties.

Charles Chomette
Los Angeles, Calif.

NOTE: Whatever the universal language, is there not still a need for the spirit to use it for good ends?—Ed.

Naval Supply Center Toastmasters Club 2541 was chartered in August 1957 and we consider that it has a number of extraordinary features. First, the Club has the full support of the Naval Supply Center's Commanding Officer. Second, meetings are held during working hours and on company time. Third, the membership is made up of some of the key officers and civilian personnel of the Center and meetings are considered to be an extension of, or supplement to, the Executive Development Program. Last, the Club members constitute a "speakers bureau" representing the Center, the Navy and, incidentally, Toastmasters.

It may be that our Club is not unique at all. However, it seems to us that our plan would be feasible for almost any large business firm or industrial plant. It's a type of thing where everyone benefits. The firm is provided with a low cost training program for its executive personnel. The thirty member speakers bureau formed by the club membership constitutes a virtual "gold mine" for the firm's public relations officer. The individual members benefit in many ways in their own right. Personal satisfaction, official recognition and opportunity for advancement are probably the most obvious but by no means the only benefits which accrue to the individual members.

Club 2541 still considers itself to be a "new" club in the Toastmasters organization. Enthusiasm is being maintained at a high level and we have had no shortage of eager workers. We expect to do "big" things as we reach maturity.

Incidentally, our members have been very complimentary about the material contained in recent issues of *The Toastmaster*.

Robert L. Fodrey

Naval Supply Center Club 2541
Norfolk, Virginia

JUST IN JEST



It was deadline time in the newspaper office when the phone rang and an insistent woman reported an item which, she demanded, must appear in the next morning's paper. "I'll try," said the weary city editor, "but it's late and we're a little tight."

"Well," she retorted, "it seems to me that if you're going to work on our paper, you certainly should stay sober until you get it out."

Most of us know how to say nothing. The trouble is that we don't know exactly when.

"Just tell me one good reason why you can't buy a new car now," said the persistent automobile salesman.

"Well, I'll tell you. I'm still paying installments on the car I swapped for the car I traded in as part payment on the car I'm two payments behind on now."

The real test of maturity is when you can stay unruffled when the elevator boy calls you "Pop" and the Head of the Firm calls you "Sonny."

Middle age is the time of life when the hardest thing to raise in your garden is your knees.

A hard job is one which leaves a fellow as tired before the week end as after.

The difference between an impractical dreamer and a man of vision is usually about two generations.

"I've got a very interesting client," said one psychologist to another. "Case of split personality."

"Nothing so unusual about that," said the other.

"No? When each split pays me a fee?"

And then there were the two hypochondriacs who corresponded regularly—penicillin pals.

A famous authoress had just started to address a meeting of the Women's Club when a hissing and beckoning in the wings caused the lady chairman to investigate. A man in overalls, obviously an engineer, was waving a screwdriver. She returned, and stopping the authoress in the middle of a sentence, announced: "Before we continue, I have a very unhappy piece of news to communicate. I have just been informed that there is a screw loose in our speaker."

A visitor asked the sword swallower to demonstrate his art. He picked up some pins and needles and swallowed them.

"But," protested the visitor, "those aren't swords!"

"I know," was the reply. "I'm on a diet."

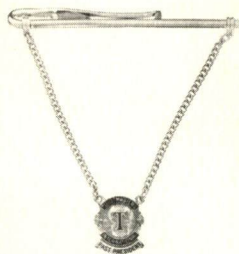
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