

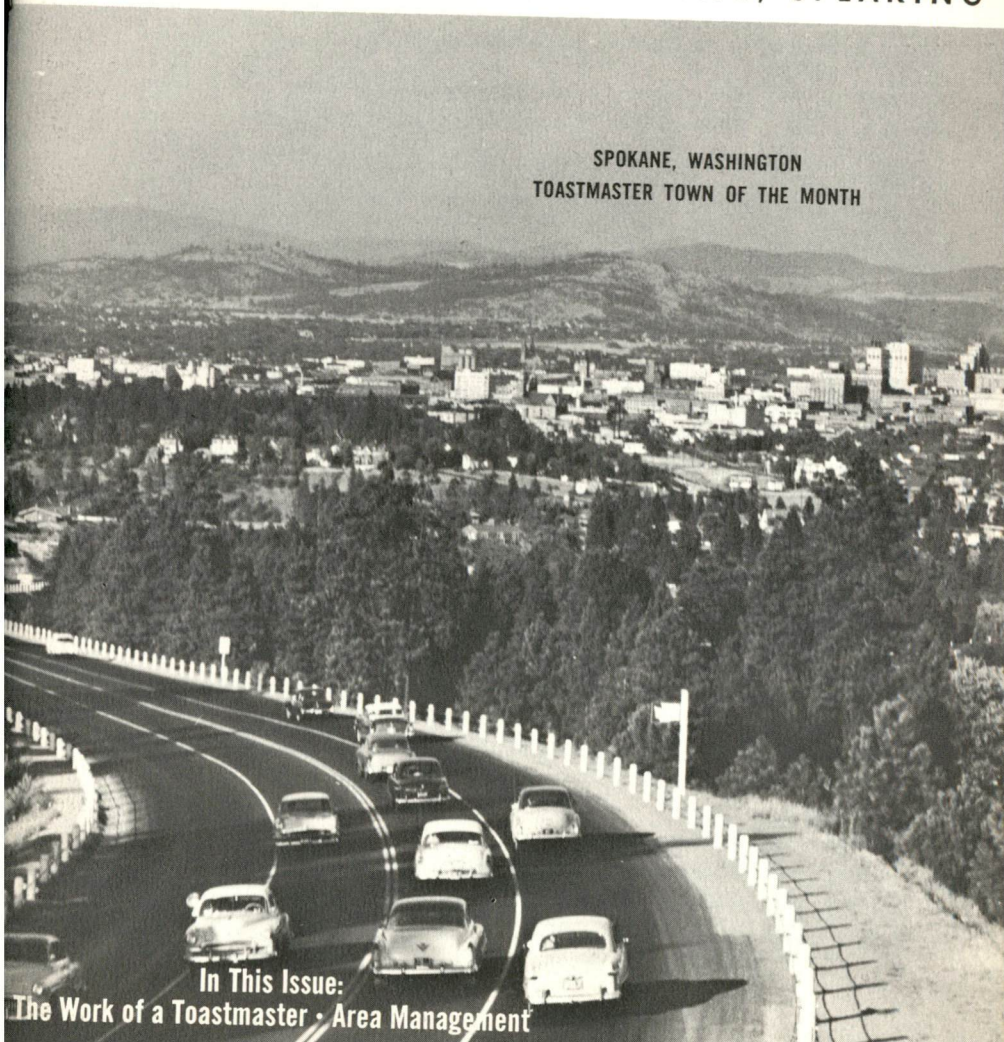


SEPTEMBER, 1964

THE TOASTMASTER

FOR BETTER LISTENING, THINKING, SPEAKING

SPOKANE, WASHINGTON
TOASTMASTER TOWN OF THE MONTH



In This Issue:
The Work of a Toastmaster • Area Management

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. . . a nonprofit, nonpartisan, nonsectarian educational organization which has helped more than three-quarter million men through its program of self-expression and self-improvement. There are now more than 3700 clubs in 50 countries and territories throughout the free world.

A Toastmasters club is an organized group providing its members with opportunities to improve their abilities to speak in public, conduct meetings and develop executive abilities. In congenial fellowship, ambitious men help each other through 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 World Headquarters.

Don Perkins
Editor

Dorothy Garstang
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Phil Interlandi
Art Director

The TOASTMASTER

For Better Listening—Thinking—Speaking

OFFICIAL PUBLICATION OF TOASTMASTERS INTERNATIONAL, INC.

Volume 30

Number 8

August, 1964

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 172 PRINTED IN U.S.A.

PRICE \$1.50 PER YEAR

Address All Communications

The Toastmaster, Santa Ana, California

TOASTMASTERS INTERNATIONAL is a nonprofit educational organization of clubs located in the United States, Canada and 50 other countries and territories. First Toastmasters club established October 22, 1924. Incorporated December 19, 1932. World Headquarters, 2200 N. Grand Ave., Santa Ana, Calif. The names "Toastmaster" and "Toastmasters International" are Registered Trade Marks of Toastmasters International, Inc.
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To change and to grow is . . .

The Work Of A Toastmaster

By RUSSELL V PUZEY

THE WORK OF THE Toastmaster is to change, to continue to change and to grow. The Bible gives us the parable of the house built upon sand and the house built upon the rock. Our Toastmaster format is solid rock and the foundation upon which we can build ourselves.

But what good is a house if not used or lived in? What good is the knowledge of how to communicate unless we know what, when and to whom to communicate?

We are all familiar with the speech training phase of Toastmasters. To me this is only the beginning; it is the rock on which we build and change ourselves into better men. Change is the house we live in. If we use the fundamentals of Toastmasters as a forum where we perfect our change, we cannot go wrong.

Why do we need to change, and how should we do so?

We are all slaves to habits, mental and physical, and most of them bad. It is far more difficult to change a mental habit than a physical one. To change, we must try something new, then practice. In Toastmasters, we strive for correction of physical or mechanical mistakes in delivery. We must also try for new patterns of thought, for initiative, imagination and courage.

We are all creatures of our environment. Our religion came from our parents, in most cases, and our prejudices and political beliefs from parents and associates. How many of us have actually studied another faith or religion? How many read or listen to the ideas and tenets of the opposite political party? Our judgments are formed largely

from our environment and our prejudices. Use the Toastmasters club as a new field of environment; learn something new, use new bases for judgments. But most of all, challenge your own present judgments.

I have long wondered about the educated man (at least the one with a high school diploma) who spends his 40-hour week at a machine tool, or at a humdrum office task. How does he exercise his mind? Over 100 years ago, de Tocqueville, a visiting Frenchman, wrote of our national system:

"While the workman concentrates his faculties more and more upon the study of a single detail, the master surveys an extensive whole. The mind of the master is enlarged in proportion as that of the worker is narrowed. In a time, the worker will require nothing but physical strength without intelligence; the master stands in need of science and almost of genius to insure success. The master resembles more and more the administrator of a vast empire; the worker more and more the brute."

De Tocqueville assumed that routines of work would build skill but stultify understanding. He has been proved more nearly right than we care to admit. We

have specialists in everything: office jobs, factory jobs, professional jobs, and so on. We have become a nation of specialists. It seems to me, then, we must counteract this by becoming a nation of culture that, as a people, we will have character, understanding and growth. Use the Toastmasters club to start this program.

Despite our 40-hour work week, we are all engaged in the pursuit of *time*. Yet this seeming lack of time is nothing less than poor organization, poor thinking and working habits.

Use the club as a discipline for use and mastery of time by creating specific tasks for yourself within specific times.

There is a word for what ails most of us — *neoteny*. It means failure to grow. We

stopped learning, we stopped questioning, we stopped reasoning, the moment we secured a job. We put all our energy into the job, or else we master it so that it becomes mere routine, and rush out after work for insipid diversion which is all our lazy minds can take.

There is another word, similar in sound to *neoteny*, but of a very different meaning. That word is *neoteric*, meaning a person of modern times or modern ideas. Let's not reject new ideas



but study them instead, and if we find them good, adopt them. It takes practice not to say "no" automatically to a new idea.

In short, I suggest that we change — change to a program of continuing adult education. The opportunity is there in everything we do in Toastmasters. Let's use Toastmasters to educate ourselves. Why learn to speak unless we also learn to impart knowledge as we speak? We should pursue the things with which we are not familiar, things that make us think, that make us imaginative and creative. Imagination and creativeness can be acquired as a habit through proper mental discipline, and practice.

We all need further education in culture. Regardless of talent or lack of it, one can gain a deeper and more rewarding understanding of music, literature, art and history. We must use culture as the basis of making and keeping our nation a people of understanding, capable of leadership.

Pick out some problem in government, religion, education or business. Think about it; brainwash and brainstorm yourself about it. Then set down a set of principles, a list of facts and questions. Keep at it! You will be amazed how the answers will come. Talk about it; argue and give speeches. Soon a whole new horizon of interest has opened.

No problem has yet failed to yield to man's intellect if enough minds have gone to work on it and if there has been sufficient exchange of thoughts and stimulation of ideas through communication.

I repeat: Toastmasters is adult education. Let's use it for our own benefit, and for that of the world. Let's change into men of culture, men of interest, men of imagination — as well as being specialists in our chosen occupations.

Perhaps a few thoughts are in order as to how Toastmasters acts as the vehicle or catalyst for change.

Accept each assignment as part of a planned program of reaching a definite objective. Make each assignment an effort, a change of pace, a change of habit. After about the third speech, never talk on something that is easy for you unless you are working to make that subject unusually exciting or if you are perfecting certain techniques.

Make each meeting a hill to climb. Set some task that you want to fulfill whether you are on the program or not. One of those hills should be learning how to endure defeat or failure — in other words, reach too far and fail, sometimes.

Deliberately search for new and off-beat ideas; try something new. Make a vow never to repeat unless to perfect a previous

imperfect job. Seek subjects or assignments that challenge your knowledge, imagination, curiosity. Strive to excite intellectual curiosity within the minds of your audience.

Prepare for the future. It belongs to those who do. Set for yourself goals that can be reached only in your own evaluation. Think ahead, try worrying constructively by systematic planning and specific pinpointing rather than by aimless wringing of the mental hands.

Create new interests by exploring in depth such things as I have already mentioned — or any one of millions of the wonders of the world.

Finally, broaden and change by helping others. As we give honestly and generously of ourselves to others, we receive tenfold in return. Learn to evaluate constructively; learn also to face the mirror of criticism your-

self. That may be your hardest job.

If you are satisfied with mediocrity, with talks or assignments requiring no work or in which you yourself learned nothing, if you're content with a poor club, few assignments and weak evaluation, you have a place in Toastmasters but it will be a small and short lived one. Soon you will tire and boredom will send you to seek some other pallid diversion.

Toastmasters belongs to the man who wants to change, wants to grow, wants to work and wants to tell the world of that work and that growth. He wants the world to grow with him. Progress comes from initiative, hard work, and daring to be different. Let's change from neoteny to neotericism. Let's accept and use new ideas. Let's change to the man who prepares for the future! The future is ours, if we will. ♦



Russell V Puzey is a certified public accountant with Frazer and Torbet, Chicago, Ill. A member and past president of Wilson Avenue Club 169-30, he served as president of Toastmasters International in 1953-54.

Human history becomes more and more a race between education and catastrophe.

— H. G. Wells



President and Mrs. Smekta and Toastmasters of TCA assemble for chartered flight to Mackay and Territorial Council Convention at Brampton Island.

*Toastmasters give the International President
and First Lady a rousing welcome on their . . .*

Antipodes Tour

A WHOLE HEARTED welcome by Toastmasters and public officials of Australia and New Zealand was extended to International President Alex P. Smekta and Mrs. Smekta on their recent trip to the Southern Hemisphere—the first visit of a Toastmasters International president to the vigorous and flourishing clubs of the land down under.

“Everywhere he traveled the International president inspired existing Toastmasters and aroused keen interest among community and civic leaders,”

reports T. O. MacGillicuddy, immediate past president of the Australian Council of Toastmasters.

Arriving at Sydney early on April 30, the Smektas were greeted at the airport by members of the Council executive committee and early bird Toastmasters of the Sydney clubs. Radio and press interviews at the airport were followed by two television interviews and two radio sessions. The following morning the president met with the New South Wales Minister

for Justice, the Hon. N. J. Man-nix, to whom he presented “The Story of Toastmasters.” The chat was followed by luncheon at the NSW Parliament House, with host Mr. Ray Maher, speaker of the NSW Legislative Assembly.

In the afternoon President Smekta attended a meeting and presented the charter to the Wunderlich Club—the only Australian Toastmasters club within an industrial organization. The hosts were the directors of Wunderlich, Ltd. “We are proud to link the name ‘Wunderlich’ with a progressive voluntary organization from which we all stand to gain much and which is dedicated to self improvement,” said Mr. Charles Wunderlich, chairman of directors, in his welcoming speech.

Highlight of the Sydney stay was a dinner held at the Australia Hotel, where State and Federal political leaders were represented, as well as leaders of industry, commerce and education, and officers of service organizations.

Visits to clubs at Cronulla and Wollongong, with a dinner held with representatives of the local clubs, brought the assurance that the future of Toastmasters in those areas is destined for good, steady growth.

Four State Tour

May 4th brought the beginning of a four state trip. Accompanied by Terry MacGillicuddy



An enthusiastic welcome was given to President Smekta as he spoke before Toastmasters and guests at banquet held at Sydney.



Toastmasters of Wunderlich Club and company officials attend meeting to hear International president. President Smekta later delivered the club charter.



Mayor Max Fry of Launceston (right) accepts mounted gavel from President Alex P. Smekta at Toastmasters Club.



A never-to-be-forgotten birthday celebration occurred in Launceston, Tasmania. President Smekta celebrates 57th birthday with festive cake, as Mrs. Smekta approves.

and Donald Duncan, also a past president of TCA, the Smektas made a brief stay at Canberra, the nation's Capital. Then on to Melbourne, where press, radio and TV interviews were followed by a civic welcome by the Lord Mayor. In company with officers of the Melbourne Club, the Toastmasters paid a visit to Melbourne University and Vice Chancellor Sir George Paton.

Mt. Gambier in South Australia, and Naracoorte were next ports of call. Naracoorte, pop. 4,000, has the largest club in Australia — 43 members. There are plans for club extension in this area, and in the organizing stage is the first club to be formed in Adelaide, capital city of South Australia.

Birthday Observed

Wednesday, May 6, was the 57th birthday of President Smekta, celebrated at Launceston, Tasmania, by a civic welcome and a dinner attended by members of the two Toastmasters clubs and their wives, to-

gether with local civic dignitaries and leaders of service organizations. A spectacular birthday cake was a surprise feature of the dinner.

Launceston to Melbourne, Melbourne to Sydney and Sydney to Brisbane brought the Smektas through the usual excellent TV, radio and press interviews to a buffet dinner with representatives from three clubs in Southern Queensland. Here again the president inspired the group and was in turn inspired by their reception and their enthusiasm.

Council Meeting

The presidential visit had been planned to coincide with the annual convention of the Territorial Council. On Friday the southern delegates and the presidential couple boarded a chartered flight to Mackay, the city beside the Great Barrier Reef. After a brief press conference, the party boarded a launch for the 25-mile trip to Brampton Island, site of the convention.

The Hon. R. M. Algie, speaker of New Zealand House of Representatives, (right), receives gift from President Smekta. The Smektas were later presented with a beautiful Pauwa shell cigarette box.



From all reports, the convention was one of the most stimulating ever held on the Australian continent. Principal speaker was Sir Raphael Cilento, distinguished Australian doctor, lawyer and soldier, who spoke on "Australia's Role in International Affairs." Dallas York, president of Cronula R.S.I. Club 3445, was elected president of the Council. Russ Walkington, a radio announcer from Station 2CH, Sydney, was winner of the speech contest.

New Zealand Visited

Leaving friendly Australia with regret and with resolutions to return at some future date, Mr. and Mrs. Smekta embarked for New Zealand, where they were hospitably received at Auckland and driven directly from the airport to a banquet held in their honor. Guests included the Speaker of the New Zealand House of Representatives, the Hon. R. M. Algie and Mrs. Algie; the Mayor of Auckland, Mr. D. M. Robinson and

Mrs. Robinson, U.S. Consul David Wilson and Mrs. Wilson; and the president of Hamilton Toastmasters, Mr. Bernard Collins and Mrs. Collins. Brian Buchanan, representative of Dunedin Toastmasters, first club formed in New Zealand, made a thousand mile trip especially to be present on this occasion.

Toastmasters in New Zealand is still in its infancy, but the potential for growth is tremendous, and new clubs are forming in Gore, Christchurch, Wellington and New Plymouth. "The movement has received a tremendous boost through the visit of the International president," said David H. Thompson of the Auckland Club, "and we aim to capitalize on the resultant publicity in an effort to secure ten New Zealand clubs and thus have our own Territorial Council."

"Australia and New Zealand will always have a special place in our hearts," said President Smekta. "We hope to return some day for a long, long stay." ♦

PERSONALLY SPEAKING

By DR. RALPH C. SMEDLEY

FOUNDER

Speech Evaluation — Part II

In a program which includes five short speeches, the standard plan is to assign one man as critic for each speaker. Each critic is given a specific time, usually not in excess of two minutes, for his critical remarks. He is advised to limit his criticism to certain features, and to make his comments in the form of a very short, but well considered speech.

The "General Critic," or "Master Evaluator," or "Evalumaster," as he is variously called, has general charge of the work of criticism for the evening. He may direct the form to be followed and make special assignments to the individual critics. When his turn comes to offer comments, he covers the conduct of the entire meeting, but does not go over the comments given by the individual critics, except to correct errors which they may have made.

Criticism must be timed as carefully as the speeches. If it becomes careless, stilted, unvaried in form, too much standardized or too careless of time values, it can be a hindrance, even a nuisance.

How to Give Criticism

There is just one purpose fun-

damental to the use of criticism in a Toastmasters club. That purpose is to help the speaker to improve himself.

A speaker is helped by three lines of comment.

First, his strong points are emphasized, and second, his weaknesses and faults are pointed out. The inevitable result is seen in suggestions for improvement. These three fundamentals should underlie every criticism.

All criticism or evaluation given in a Toastmasters club is friendly, constructive and helpful. It should reflect the honest reactions of the critic, given without any suggestion of unpleasantness or fault-finding. Harsh, unkindly, sarcastic criticism will defeat the whole purpose and create lasting animosities.

How to Take Criticism

Listen attentively to your critic. Try to learn everything possible from him. Cultivate the attitude of appreciative reception. Keep all feelings of resentment or opposition from your mind. Make notes of suggestions offered.

But remember that the critic expresses only his own opinion. If you can get reactions from several listeners, these are bet-

ter than one man's opinion, and among them you will get the greater help.

Accept all criticisms either in the club or outside, with thanks and honest appreciation. Cultivate the open mind. Even if the critic is unfriendly, he may help you. Ability to take criticism gracefully and apply it effectively is one of the marks of a truly great man.

Results from the Criticism

What values may you, as a member, expect to gain from criticism?

Why submit yourself to this embarrassing, perhaps distressing experience?

You need to know how you impress people—how they react to you. Perhaps some very small mannerisms or habits of speech are hindering you. Possibly these same habits keep you from making the best impression on people you meet. By correcting them you may be able to change your ways for the better.

The critic holds up the mirror for you. He reflects the impression you have made on him. If you don't like the reflection, you should take the hint to improve it. The critic is not responsible for your speech. He merely tells you how he heard it and how it impressed him. Thank him for being honest, and then be as honest in using his suggestions.

You should make perceptible growth in character and person-

ality from giving and receiving critical comments.

You will learn how to get along with other people—how to make yourself acceptable among your fellows.

When your faults are pointed out, try to correct them. The story is told of a man who took a position as clerk in a store. After a week, the proprietor said to him, "What experience did you say you have had in the grocery business?" "I have had ten years of experience," replied the clerk, with pride. "Well, sir," said the proprietor, "it appears to me that you just spent ten years practicing your mistakes." A wise speaker does not "practice" his mistakes. He corrects them.

Criticism is the common denominator of Toastmasters. We are not experts. Every man speaks his own mind and every man learns from every other one. The newest member may give a helpful suggestion to an inexperienced speaker, and vice versa. The spirit of helpfulness is characteristic of Toastmasters. Each wishes to help the others. Through the exchange of ideas in speech evaluation, we help, even as we wish to be helped. ♦

(NOTE: This is part two of an article by Dr. Smedley on speech evaluation. Copies of this article may be obtained on request, if accompanied by a stamped, self-addressed envelope, legal size, 9½ by 4 inches. Ask for "Speech Evaluation: a Guide to Constructive Criticism." Address all requests to: Editorial Department, Toastmasters

Toastmasters In Uniform



By NORMAN RONIS

AT A MEETING of the average Toastmasters club you will probably find yourself among an assortment of interesting people with widely differing occupations, all intent on furthering "Better Listening, Thinking, Speaking." But how would you like even more variety? Instead of the salesmen, barbers, musicians, doctors, bankers, and foremen you've been meeting with, how about having as your table partners, the skipper of a submarine to your left and an oceanographer on your right? Across the table you may find a specialist in diving medicine, a gunnery expert, a marine engineer, and the commander of a carrier task force. The toastmaster of the day may be a specialist in admiralty law, the sergeant at arms an intelligence agent,

and the general evaluator the executive officer of a guided missile cruiser.

These are just random examples of the myriad fascinating individuals you might encounter at a meeting of a Navy Toastmasters club. In an Air Force club you might dine with the commander of a wing of nuclear bombers, a missile engineer, an aerospace flight surgeon wearing pilot's wings, and a Tiros weather satellite expert. Visit some Army Toastmasters; meet a paratrooper-chaplain, an infantry company commander, and an ordnance specialist. At a Marine Toastmasters club, everybody considers himself first and foremost a fighting infantryman, even though he happens to be a jet aviator, a tank commander, a finance officer, or a lawyer.

Our Armed Forces are busy in every corner of the globe, maintaining the shield that guards the freedom of more than half the world. Officer and enlisted man, men and women, these people go on year after year doing a job which is sometimes dangerous, often dull, frequently rewarding, occasionally exciting, never highly remunerative, but unfailingly essential to keeping the forces of communism constantly at bay.

And yet, astonishing as it may seem, these men *make* the time to organize and serve in Toastmasters clubs wherever they may be, in far-off deserts, lush tropical countries, cold, barren lands, and even on the outskirts of your own home town. Oftentimes, nowadays, they live and work in the shadow of death as they tend, prepare, and use their awesome arsenal.

For all that, though, they are vibrant, intelligent human beings, eager to better themselves, accepting hardship and danger with the same *sang-froid* with which others face the daily marathon for the 5:15. As Toastmasters, they pursue avidly the same goals as do Toastmasters everywhere. They don't feel there is anything unusual about what they are doing. Out of uniform, you might take them for the fellows from the club in the next town.

Even their speeches reflect

their special callings only slightly, if at all. The submarine captain is no more likely to talk shop in one of his speeches than is the local bottle cap salesman, but he will be a widely-traveled person who has met many interesting people. As a result of having what military men call "the habit of command," you may find that he has considerably more poise and presence than you are accustomed to in a speaker; his Number One ice-breaker speech may have all the verve and dash of a Number 12 talk. Such members tend to set and maintain high standards among themselves, something they achieve in the face of some trying difficulties.

Perhaps the main problem of the military club is membership. In general, due to the nature of their profession, there is a lack of the stability of membership and the reliability of attendance that the usual civilian club enjoys. At some meetings, only eight or ten members of a Navy club, say, may show up; to those in the know it will be obvious that there has been a "flap" in some troubled area, so that a flock of warships has hurriedly put to sea, bearing away most of the club's membership. An airborne alert may temporarily decimate an Air Force club, while an amphibious exercise which has been kept under wraps may all but close down Army and

Marine Corps Toastmasters meetings.

Then they are back, but even within the closed circle there is little if any talk about what happened — that, too, is shop talk, and the members would rather get on with their vocal variety or hands-up speeches.

Also, members are rarely permanent residents of the area in which they serve. Overseas, particularly, tours of duty are limited and the problem of member rotations is constantly in the forefront of club business. There are more transfers than in civilian clubs, posing for the educational committee the additional problem of fitting in new members who have already progressed part way through the Basic Training program.

Taking all their special problems in stride, the military Toastmasters clubs carry on with exemplary pride and enthusiasm. Military authorities are most favorable toward the organiza-

tion, and top commanders have often urged that as many of their people as possible avail themselves of the benefits of Toastmasters training. The process of briefing plays a very large role in keeping military forces ready at all times; a briefing officer who has been trained in Toastmasters will put his points across clearly, quickly and indelibly. The non-com or petty officer who is a Toastmaster will accomplish his leadership role more effectively, get things done with dispatch, whether his job is leading troops in the field or organizing the storage of airplane parts or tying a ship to a mooring buoy.

Would *your* club enjoy a refreshing experience? Locate the military Toastmasters club near your town. Attend one of their meetings, or meet jointly with them. It will broaden your horizons, spark new interests — and perhaps you will pick up a good story or two to use in your next speech. ♦

Lcdr. Norman Ronis is a neurosurgeon, serving in the Medical Corps of the Regular Navy. Commissioned in the Navy in 1959, he is serving in Japan, where he is past administrative vice president of Misaka Toastmasters 1727-U.



THE TOASTMASTER

Ask And Ye Shall Receive

By CLINTON W. RAYMOND

DO YOU GET A KICK out of Toastmasters activities? I mean a real one, a large charge. Do you find your meetings an exciting challenge? When you come away from a meeting are you invigorated and inspired, like a salesman coming from a rousing sales meeting?

If not, then I'll be frank with you — *you're being cheated.*

Toastmasters can be the most satisfying, most challenging group you will ever belong to. If you don't feel exhilarated, if you don't feel you are growing, meeting by meeting, then you'd better start asking questions. Ask questions of your fellow members. If you're a new Toastmaster, ask them of one of the experienced members.

If you still aren't satisfied, talk to your club officers, right on up to the club president. Perhaps they can build into the club the things you want, the things you

feel you are missing. If you joined the club for a special reason, don't keep it a secret. Let your club officers know what your reason is.

What happens at the meetings is your responsibility, too. Toastmaster practices and procedures are not a straitjacket to hold you down, but a foundation on which to build a monument to your club's imagination and ingenuity. The

sky is the limit! You can have the kind of club you want, if you want it *enough.*

If you seek for solutions in your own club and don't find them, then ask questions of your area governor. If he doesn't have the answer, you can bet he'll take the problem to the district. If the district doesn't have the answer either, district officers will go to Toastmasters International for help.

"So," you may ask, "what does



World Headquarters know about the problems of a single club clear out here?"

The answer is, plenty. How do you suppose Toastmasters International has been so successful? Let's take a quick look at this amazing success story.

Dr. Ralph Smedley started a single Toastmasters club at Santa Ana, California, in 1924. That's all he intended, all he had any desire to start. Requests started coming in for information about Toastmasters, for help in starting other Toastmasters clubs. This demand continued until, in 1932, it was found necessary to incorporate and become Toastmasters International — not because of the wish or ambition of the founder, but because of the need of men throughout the world for Toastmasters training.

Today Toastmasters has gone into 50 countries and territories of the world and given training to more than three-quarters of a million men. It is currently training men in more than 3,700 Toastmasters clubs.

Do you think these results could have been achieved if Toastmasters International didn't know what Toastmasters want and need?

Just a look at the wonderfully helpful materials that World Headquarters provides is enough to convince anyone. Ask your area governor to show you some of these materials; he has a

whole kit. I don't know any other organization which provides such helpful materials to its members.

"So all right," you say. "Operation Toastmasters International is a resounding success — but what about the patients?"

They were never better! Toastmasters have reported improvements both mentally and physically:

1. Opening the mouth seems to relieve the pressure on one's insides and makes for better mental and physical health. The Spokane Valley Toastmasters found this out particularly in working with patients at Eastern Washington Hospital, a mental institution where they sponsor a Gavel Club. Institution officials and doctors have expressed amazement at what Toastmasters training has done for some of the patients.

2. The tranquility and well being of all Toastmasters is enhanced by better communication at all levels — with the family, with fellow workers, the boss, and in civic activities.

3. Toastmasters training diligently applied helps improve the quality of what you communicate — can lead to a better, fuller life! The world is full of men who can testify to the benefits they have received from Toastmasters.

If Toastmasters isn't proving to be all you and I expected it to

be, the fault, dear Toastmaster, may not be in the movement, but in ourselves — in our activities and those of our clubs.

So if you aren't satisfied, ask questions and seek answers until you are. *Ask and ye shall receive. Seek and ye shall find.*

It reminds me of the small boy on an overnight campout with his father. He was trying to lift a big rock which was on the camp site. He huffed and puffed and heaved away, but the rock wouldn't budge.

The father looked over and asked, "Son, are you using all

your strength?"

"Of course I am!" replied the boy.

"No, you aren't," said the father. "You haven't asked me for help."

Toastmasters is like that. If you or your club are struggling with a heavy problem that won't budge, you haven't really used your strength until you call on your club officers, your area governor, your district officers, and Toastmasters International. We're all ready to serve you.

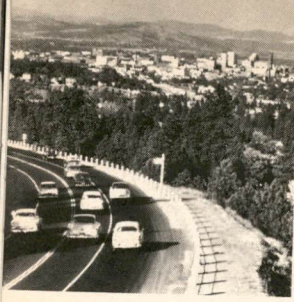
Let us help you make Toastmasters a real mountain peak experience. ♦



Clinton W. Raymond is city salesman for Western Business Supply, Inc., a Spokane, Wash., business supply house. He is past president of Spokane Valley Club 308-9 at Dishman, Wash., and immediate past governor of District 9 (eastern Washington and northern Idaho).

Imagery is the speaker's technique for creating mental pictures; it is his projection slide, his movie film, to be thrown on his listeners' mental screens. Famous speeches are generally embellished with images . . . Metaphors, similes, analogies, comparisons, contrasts—these are the tools the clever speaker uses to make his talks vivid and emphatic.

— Arthur Postle



SPOKANE, WASHINGTON

Toastmaster Town of the Month

SPOKANE, WASHINGTON, IS A CITY of industry in a setting of beauty.

In spring and early summer, cascading waters of the 150-foot Spokane Falls generate a roar audible throughout the downtown business district. Business and commerce of the city generate a hum of their own that resounds throughout a large domain known as the Inland Empire. This empire stretches from the Cascade Mountains, across the panhandle of Idaho to the western slope of the Rockies in Montana.

Economic rather than political boundaries make Spokane the supply center and railroad outlet for a region encompassing the power and irrigation resources of the Columbia River, the broad wheat lands of the Palouse and Big Bend Countries, the world's largest stand of white pine, and the rich silver and lead mines of the Coeur d'Alenes. Spokane became the light metal capital of the west when the power of the generators of the Grand Coulee Dam was channeled into war-born aluminum and magnesium reduction plants.

The city radiates from the Spokane River, only a hundred years ago a favorite camping and fishing site of the Spokane Indians. Spokane is the center of a superlative land of lakes and trout streams; within a circle of 50 miles of the city are 76 mountain lakes. Nearby Mt. Spokane is ideal for skiing in the winter and sight-seeing in the summer.

This year Spokane celebrates two 75th anniversaries — its spectacular rise after the fire of 1889 which razed most of the downtown district, and the admittance of Washington to statehood. Assisting in this observance, in company with other organizations of the city, are five Spokane Toastmasters clubs: Evergreen 486, Gaveliers 238, 90 & 9 474, Hillyard 449 and Sunrise 160. They are joined by the Spokane Valley Toastmasters Club 308 of Dishman, and the Fairchild Officers Club 2509, Fairchild AFB.

Toastmasters activity for Spokane began quietly in the back room of the downtown YMCA in 1935. By 1950, Toastmasters achievements were so highly regarded that the city was chosen as the site of the Toastmasters International convention of that year.

Toastmasters salute the active and enterprising Toastmasters at the hub of the Inland Empire as Spokane looks forward to another 75 years of progress. ♦



High School Award

Fallbrook, Calif., Club 2335-F sponsors an award to the high school student who has contributed the most through conversation and formal speech to his school and to his community. The student receives a medalion and the school receives a permanent plaque on which the names of each year's winner are inscribed.

The Fallbrook club sponsors the high school Speech Club. The installation meeting for the Speech Club is a community event; speakers include members of several Toastmasters clubs. Invited to the installation are members of other community organizations who have given support to speech activities during the year. The installation is the culmination of the year's speech activities in the community and marks the start of the planning activities for the coming year.

**Fallbrook Club 2335-F
Fallbrook, Calif.**

* * *

"Closed" Meeting

The joint meeting of Northwestern Mutual Toastmasters Club 2191-35 and the Progressive Toastmistress Club, both of Milwaukee, Wis., was "closed" — as far as the program was

concerned. A closed television circuit was set up, with the speakers performing back stage behind curtains. The audience heard and saw the speakers through television monitors set up in the auditorium.

Guests of honor were officials of Northwestern Mutual: Francis Ferguson, vice president; Harvey Wilmeth, comptroller; William Ahrens, personnel manager. Also present was Toastmasters International Director Ralph Howland.

**Northwestern Mutual Club 2191-35
Milwaukee, Wis.**

* * *

Speak-Up Jaycee Program

A combined dinner meeting of the Wissahickon Toastmasters and the Greater Ambler (Pa.) Jr. Chamber of Commerce was the culmination of an eight week association of the two clubs during which the Toastmasters assisted and instructed the Jaycees in their annual "Speak-Up Jaycee" program. Experienced Toastmasters acted as instructors for the eight weeks, and report the experience as interesting, helpful to Toastmasters purposes — and with a most desirable by-product: new members for the club.

**Wissahickon Club 2706-38
Ambler, Pa.**



Emblems of civic clubs and other community organizations are displayed in the Ford Building at the New York World's Fair. Inspecting the Toastmasters emblem are three young visitors at the Fair.

The Hon. John W. Reynolds, governor of Wisconsin (seated) proclaims Toastmasters Week in Dist. 35. Witnessing, left to right: John Weingandt, pres. Capital City Club; Harry Fisker, pres. Madison Club; Richard Pire, pres. Keynoters Club; (Capt.) Dr. Dubois, pres. Truax Officers Club and S/Sgt Francis Beggan, pres. Talking Stripes Club.



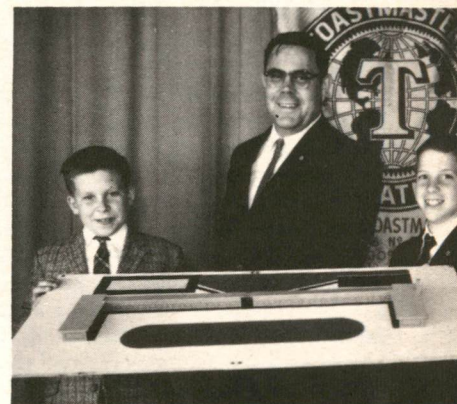
Beckley (W. Va.) Club 960-40 entertains Golden Age Club of Beckley, presenting a typical TM meeting. Toastmasters left to right are Noah E. Wallace, Robert W. Alford, Ivan Halsey, Ronald Perry, Lamaral W. Thorne. Seated, left to right, are Golden Age members Mrs. Pearl Burkett, Mrs. Annie Long and Mrs. Mary E. Smith.



Charles M. Herrlein (right) governor of District 36, presents award for first place in the Area 10 Speech Contest to Capt. James G. Collier, USMC, Quantico Officers Club 1681-36. Six clubs participated in contest before capacity audience.



Maj. Gen. Harry H. Critz, commanding general of Fort Sill, Oklahoma, accepts a certificate of honorary membership from Gillett Griswold, president of the Artillery and Missile Center's Satanta Club 2761-16. The general also presented a plaque to Col. Robert J. O'Donnell, immediate past club president.



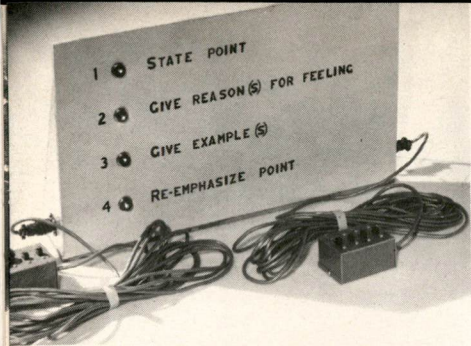
Bangor (Maine) Club 897-45 previews Toastmasters of tomorrow as Jan Scanlon (left) and Glenn Correll (right) aged 11 years, speak on their scale model of a motel, prepared for the State of Maine Math Fair. Center is their teacher, Frank Gardiner.



Toastmasters of Area 9, Dist. 57 (Northern Calif.) enjoy ride on historic "Skunk" narrow gauge railway. Trip was sponsored by Hamilton Defenders Club 3579-57 (Hamilton AFB). Col. Van H. Tanner of Hamilton club gives signal to depart.

Law Day U.S.A. is celebrated by Topeka (Kans.) Club 361-22 at meeting held in the Topeka Police Courtroom. President Aubrey McCallum relinquishes control of meeting to Toastmaster Al Acker. Seated, left to right, are speakers Ted Sharp, Frank Woodburn, Bert Thaete.





"Topic Minder" guides table topics speakers

Electronic Topic Minder

An electronic topic minder has been developed by Toastmasters 1493-22, Kansas City, Mo. This is a battery operated display board designed to improve the quality and effectiveness of the table topic speaker.

The display board, as shown in the photograph, has four points listed which if covered in numerical order will assist the speaker in coordinating his thoughts and improving his "off the cuff" communications. A small box containing four switches keyed to the four points of the outline is given to a selected member, referred to as a judge. The board is placed in full view of both the audience and the speaker. When the speaker has clearly stated his point the judge turns switch #1 to the "on" position and the light in front of point #1 will turn on. As the speaker covers each successive point the judge operates the switches and the lights indicate the points covered.

To eliminate the possibility of a biased judge and to insure that the points are being understood and accepted by the audience, a second switch is given to another judge. Both judges must agree and actuate the switches before the lights will be turned on.

Bendix Club 1493-22
Kansas City, Mo.

Night with Pop

Long Beach (Calif.) Club 1201-51 recently held a dinner meeting at which the honored guests were sons and daughters of the Toastmasters. Ages of the children ranged from six to 20 years.

The children were amazed at how much the table topicmaster knew about each of them, information which led, of course, to the subject on which they were asked to speak. By warming them up to their subjects, the topicmaster got 100 per cent response. No child failed to speak, even the six year olds.

Loving cup awards, inscribed "To the Greatest," were presented to first and second place speakers Dana Welty (12 years) and Susan Hendry (21 years).

Long Beach Club 1201-51
Long Beach, Calif.

Save the Battleship Drive

Toastmasters of Redstone Club 1932-48, Huntsville, Ala., have lent their abilities to the fund drive to save the battleship *U.S.S. Alabama* from the scrap heap and return her to a home port as a memorial shrine. Club President Frank Britt invaded the city council meeting to encourage a city donation of \$1000. The next night he scored a similar success with the county board of commissioners. A telegram was sent to the governor of Alabama challenging all cities and counties of the state to match these funds. Considerable publicity was obtained for the Toastmasters and calls from civic organizations for speakers have been flooding the club, giving the members great opportunity in speaking before outside groups.

The Redstone Club has been pro-

gressing with enthusiasm. The club is now using the Achievement Manual for the first time, with excellent results. The speakers bureau has been reactivated, and about 120 speaking engagements are anticipated for the coming year.

Redstone Club 1932-48
Huntsville, Ala.

Host to Speech Contest

Ciseco Club 3594 of Washington, D.C., was host to the Area 16 Speech Contest recently held in Washington. A special feature of the event was an address by Civil Service Commissioner L. J. Andolsek, who before his appointment to the U.S. Civil Service Commission in 1963 was an active Toastmaster.

Ciseco Toastmaster Mark Shoob was chairman of the contest. Winners were Willman Massie, Capitol View Club 3001; Walter A. Pfeiffer, New Southwest Club 3314; and George H. Goss, Army Audit Club 3602.

Ciseco Club 3594-36
Washington, D.C.

D.G.'s Gather

At a recent meeting of the Montgomery (Ala.) Toastmasters Club 1334-48, seven district governors, past and present, were in attendance. This was a regular club meeting and not planned as a special occasion. However, the club took advantage of the accumulated experience of the group by asking them to serve as a panel of evaluators.

Picture shows, left to right, past district governors Sidney Donaldson; J. Hilton Watson; Francis M. Grove; Dr. Jesse Ellington, club president;



District governors gather at Montgomery Club meeting

Boyd Christenberry, Harry Jaffe, founding governor of District 48; Joe T. Porter and newly-elected governor Nick Saad.

Montgomery Club 1334-48
Montgomery, Ala.

Club Honors Commander

Major General Melvin F. McNickle, new commander of the Oklahoma City Air Materiel Area, Tinker AFB, Oklahoma, was guest of honor at a recent Ladies Night-installation meeting of Tinker Toastmasters 1362-16, Midwest City, Okla. Following his installation of the new officers the general leaned back to enjoy the remainder of the program. He was surprised at the conclusion by an impressive ceremony inducting him as an honorary member, with active privileges, of Tinker 1362. District Governor Farris Purviance presented the certificate of membership.

General McNickle, after being informed that as a member, he was now subject to the warnings of the "Ah" horn, proved that he had the makings of an outstanding Toastmaster. In his acceptance speech he stated that he believed Toastmasters provides a means of learning that fills a great gap in the education of many executives.

Tinker Club 1362-16
Midwest City, Okla.

Don't let your club's
special event become a . . .

Marathon In Monotony



By EVERETT B. JENKINS

THIS IS A CALL to arms!

In my four years of Toastmasters, I have attended numerous speaking contests, Ladies Nights, officer installations and charter parties. With one exception, *these have been entirely too long and exceptionally boring.*

What a serious charge to level against men who undertake to make public speaking alive and vital! I venture to suggest that we lose many potential members who are exposed to these marathons in monotony.

Properly handled, special events can be good public relations for Toastmasters. Improperly handled, allowed to drag out and become dull and repetitive, they can be a serious detriment to the reputation and public image of Toastmasters.

Let's do something about this

dangerous problem right now. Here are some suggestions which can make an evening program brief and enjoyable. They will work; I tried them.

1. Begin the meeting on time. It is rude to ask those who are prompt to wait for others who are too lazy or careless to be in place on time. Begin the meeting on time and see how quickly the loiterers will be seated. This has the added benefit of serving notice that you intend to keep the meeting moving briskly.

2. Make a strong, definite statement at the beginning that you intend to finish the meeting at a certain time. Inform participants they will be warned when they become too long-winded. Use the gavel or employ a timer just as in regular meetings.

3. Adhere to a planned agenda with a time schedule.

4. When introducing guests, ask that applause be withheld until all are introduced. Do not allow every dignitary to "say a few words." This is not necessary; invariably they all say the same thing anyway.

5. If table topics are to be a part of the program, limit them strictly, both as to time and number of participants. A dozen or more table topics in a long program is a waste of time.

6. Keep the meeting moving during the serving of the meal — but explain at the outset that this is a recognized procedure of Toastmasters and part of the training.

7. Caution the toastmaster of the evening that he is expected to move with dispatch.

8. Limit the number of speakers and the allotted speaking time.

9. If ballots are to be tabulated, having an adding machine handy will save time. This is especially important in speech contests where judging sheets demand numerical totals.

10. Limit the evaluators to a specific short time and hold them strictly to this time.

11. If there is a recess interval, make it a short one. Usually five to seven minutes will suffice.

On anything longer, you may find your guests getting lost in the bar.

12. When the program is completed, don't stall or linger — *adjourn!*

Remember that the attention span of the average person is extremely short. After a hearty meal and numerous speeches, it can grow even shorter.

It should also be remembered that we are Toastmasters, and the same techniques we use to keep our regular meetings moving and up to time should also be used in our special events. Perhaps even more so.

I employed these suggestions at an officer installation and Ladies Night, and cut the meeting time almost in half — and without sacrificing any content value, either. After the meeting a number of members and a greater number of members' wives commented that the brevity made the meeting the most enjoyable they had ever attended.

Let's take up arms against monotony without delay. Let's give our special meetings the same snap, crackle and pop we give to our regular meetings. It will pay off. ♦

Dr. Everett B. Jenkins is a practicing optometrist at Banning, California, and president of the Banning Chamber of Commerce. He is past president of Pass Toastmasters Club 1969-F.



A vital part of good club management —

Maintenance of

Records



By JOHN J. BROUSCH, JR.

RECORDS PLAY A VITAL role in the management and operation of any committee or special project. Your records serve as the memory of your and your committee's work. They are not only the record of past events; they serve as the basis for future action.

Keep your records systematically and neatly, and you will find them to be a tremendous aid. By carefully following the same system in keeping them, you will find them easily accessible, and properly arranged to serve their present purpose as well as meeting the requirements of the future.

You don't have to be an administrative expert to set up a good file. The best advice I can give is: (1), make your file as neat as you can, (2), keep it up in a systematic manner, and (3), become familiar with it.

There are many ways to go about setting up and maintaining files. You might check with your

secretary, or ask your local library for a book on filing. Select good, sturdy materials for your file folders, guide cards, labels, and the rest. The better the materials you use, the better your file will look. The file itself, however, will be only as good as it is set up and properly taken care of.

As your file grows in dimensions, you will find it is easy to put a document which pertains to two or more subjects into one folder. Later you find yourself violently searching through folder after folder trying to find it when it is urgently needed. I advise you to take the time to write out some sort of cross-reference sheet for every document you feel might cause this problem. This is a simple thing to do and does not take very much time; you will certainly realize its value the first time you forget it and have to scramble through folder after folder.

Another important thing is a charge-out sheet. Make up some

kind of a form to file in the place of items loaned out. Put on it the subject and date of the document, and the name and telephone number of the person who has taken it. Informative items such as literature or correspondence from Toastmasters World Headquarters, inter-club correspondence and such, should always circulate within your committee and be given in turn to various club officers. A charge-out sheet will tell you what is out and who to call in case the document is suddenly needed.

Maintaining good files will help you in your own work. And you should remember also that when your club elects new officers or appoints new committee chairmen, you should be able to turn over a usable set of records to your successor. And don't forget that you can help your committee members, other committee chairmen, and your club secretary by giving them information copies and memos for record on

all items of value to them.

As a committee chairman, you can take the opportunity to guide the members of your committee in the importance of keeping records and the proper way to do it. Every Toastmaster should be a member of a committee. Emphasize to your co-workers, the significance of a personal Toastmasters file, of keeping systematic files of their club business, educational materials, past speeches with their evaluations, and their committee work. This is all a part of our "Learning by Doing" Toastmasters training.

For example, I would suggest the following items for the educational vice president's file:

Under the heading "Club Information," he might keep such items as: suggestions for the next meeting, club constitution and bylaws, minutes of past meetings, list of club committees, WHQ correspondence, district, area, public relations and club personnel correspondence and

memos, special events projects.

For the work of the educational committee, and under that heading, he might keep: program plans and past programs, pertinent educational material, minutes of the meetings and memos pertaining to the committee.

In his file, the club bulletin editor should have: bulletin articles, TMI bulletin aids, space fillers (jokes and quotations), "Who's Who" roster of members, back issues of the club bulletin, district bulletins and bulletins from other clubs.

For his personal file, each

Toastmaster should include: correspondence and memos, materials, speech material and ideas, and past speeches, with evaluations. He might also have a place for extra copies of educational materials.

Once again let me emphasize: if you set up your records in an orderly fashion and keep them systematically, you will find them a tremendous aid. Easily accessible and properly arranged to serve their purpose, both present and future, you will find them to be one of your most valuable aids in your Toastmasters training. ♦

S/Sgt. John J. Brousch, Jr., is educational vice president of Talking Stripes Toastmasters Club 2762-35, Truax Field, Madison, Wis. He is the administrative specialist for the Ground Communication-Electronics-Meteorological Maintenance Division, Headquarters Chicago Air Defense Sector (SAGE) (ADC).



The eternal qualities of good speech and writing are lucidity, euphony and sincerity. Seldom are these qualities acquired as a kind of second nature. For the most part they are achieved only by intense intellectual discipline. Only by long practice can a man express himself clearly, attractively and sincerely.

— Simeon Potter

Intellect is to emotion as our clothes are to our bodies; we could not very well have civilized life without clothes, but we would be in a poor way if we had only clothes without bodies.

— Alfred North Whitehead

The Speaker's Page

SPEECH SUGGESTIONS FOR OCTOBER

Toastmasters who find speech material in the various special designations of each month will discover October predominantly devoted to gustatory pleasure. The month is set aside as: *National Restaurant Month* (running concurrently with *Be Kind to Customers Month* — object "to combat indifference, carelessness, poor service on the part of restaurant employees), *Biscuit/Muffin Month* and *Yambilee Month* (spotlight on fresh yams). The *Fish'n Sea Food Parade* is celebrated throughout October, as are the *Shrimp Fiesta*, *Eggtober* (use of eggs), and the *October Cheese Festival*. For those who prefer to provide their own food, it is *Let's Go Hunting Month*.

On the more cerebral side, October 4 begins *National Pass the Laugh Week*, and *National Newspaper Week* opens Oct. 11. *World Poetry Day* is celebrated Oct. 15. For the sports-minded, the *1964 Olympic Games* begin Oct. 10 at Tokyo. The *National Crossbow Tournament* opens at Huntsville, Ark., on Oct. 17, and *International Whale Watching Week* starts Oct. 21.

Columbus Day occurs on Oct. 12, and on the same day *Thanksgiving Day* is celebrated in Canada. Former President Dwight D. Eisenhower observes his *74th birthday* on Oct. 14, which day also begins *National Fan Club Week*. *Aloha Week*, a major annual celebration in Hawaii, will be held Oct. 20-26. On Oct. 31 comes the observance of a festival older than recorded history — *Hallowe'en*.

And lest we forget — *Toastmasters International* celebrates its *40th birthday* on *October 24th*.

SPEECH STARTER

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 L. Morgan

POINT OF EMPHASIS

The October Point of Emphasis is "Making the Sale." Every speech must have a purpose; study the varieties of purpose, consider buyer-seller, critic-speaker relations.

This is our anniversary month. Plan a club observance.

FROM THE GRAMMARIAN

HITHERTO — means *until now*, and must be used in speaking only of contemporary events. To say: "In 1862 Mr. Jones erected a four story building for the hitherto unheard-of sum of \$2,000,000" is wrong. The word should be "theretofore."

Golden Rule For Gavel



By PHIL DIRKX

“ALL RIGHT, SHUT up and sit down. You’ve talked long enough.”

Now, wouldn’t you be shocked if you heard this at one of your Toastmasters club meetings?

You probably *have* heard reprimands like that, many, many times. Only they weren’t spoken in words; they were rapped out with the gavel.

Here is an example:

During table topics, Mr. Izzy Longwinded is speaking . . . and speaking . . . and speaking. Finally Mr. Kurt Manner, the table topics chairman, stands up and gives the table a few good whacks with the gavel. It sounds like a bill collector at the door. He means business. Izzy gets a look on his face like the cow that licked the electrified fence. Red-faced, he sits down suddenly without even finishing his sentence.

It is impolite, thoughtless and rude to rap the gavel to signal a

speaker that he is talking too long.

When you are in charge of a meeting or program, you do have the moral obligation to protect the audience from being bored. But you must also remember that even bores are fellow human beings. They have a self-respect that is fragile and tender, just like yours and mine. It is not fair to shatter their self respect.

Here is the Golden Rule for gavels: “Rap the gavel for others only when you would enjoy it if you were in their shoes.”

Usually this means to open or close the meeting — the two legitimate, even essential, functions of the gavel.

Another good rule for gavel use is: “Use the gavel only in self defense — and then don’t shoot to kill.”

Naturally, if a speaker goes overtime during table topics or if a member giving a report doesn’t seem to know when to

stop, it is the duty of the toastmaster or the chairman to remind him, gently and politely, of the time limit.

How can this be done?

Here are a few suggestions: Some chairmen rise to their feet and remain standing. Perhaps they glance at their watches. While doing this, they always maintain a pleasant expression. They never allow a stern glare to appear on their faces.

I once saw a chairman who jumped up and started clapping when a very-much overtime speaker paused for a breath. The audience joined in the applause. The speaker then decided to quit while he was ahead, and sat down.

When a speaker pauses for breath, the chairman might smile and say, “Your time is just about up. Would you care to make some concluding statement?”

If your club does not possess a Toastmasters timer for use in club meetings, you had better consider the investment. It will prove one of the best your club ever made. The polite warning

lights — green for go-ahead, yellow for danger, approaching end, and red for stop, provide a visible and polite indication that the sands are running out.

From time to time, a short talk should be given at the beginning of the program, explaining time limits and rules. This is a good time to sell the need for short speeches and good, tight speech organization. Make your members and speakers *time conscious*.

It should also be mentioned that in a Toastmasters club, one of the functions of the gavel should never be necessary. I refer, of course, to its use in breaking up unnecessary personal chatter or distracting noise. We take it for granted that once the gavel is rapped for the opening of the meeting, full and courteous attention will be given.

Most thoughtless gavel rapping is probably caused by just that — thoughtlessness. We are rapping when we should be thinking.

The next time you start to reach for the gavel, stop and think. You’ll find a better way. ♦

Phil Dirkx is manager of Beneficial Finance Co. of Paso Robles, Calif. He is educational vice president of Paso Robles Toastmasters 1785-12.



TOASTscripts



There was no question that it was Toastmasters International when West Knoxville (Tenn.) Club 3117-63 held a special meeting in honor of Howard P. Perry, governor of District 63. Attending the meeting were guests from Brazil, Canada, China, Egypt, Germany, India, Korea, Liberia, Pakistan and Viet Nam.

The meeting was held at the International Visitors Center where Nelson Nee, member of the West Knoxville Club, provided and served a Chinese dinner. TM Nee is the coordinator of Foreign Students at the University of Tennessee and is also owner of the New China Restaurant in Knoxville. Guest speaker was Francis Rosenzweig, director of the International Visitors Center.

As a result of the meeting, the West Knoxville Toastmasters are working with the International Visitors Center on a plan to develop a short course in speech to aid international visitors in their use of the English language.



A picture of the Toastmasters emblem at the New York World's Fair appears in this issue in the

"Clubs in the News" section. And this should be a reminder to all Toastmasters to plan their 1965 vacation to coincide with the Toastmasters International Convention at New York City, August 19-21. The International Speech Contest will be held on Toastmasters Day at the World's Fair, Saturday, August 21. Start planning now to take the whole family to the New York World's Fair and the 1965 convention of Toastmasters International.

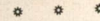


In the June issue of *The Toastmaster* it was reported that George B. Hauserman at 80 years of age was probably the oldest club president in Toastmasters. Mr. Hauserman, president of Golden Rain Club 3710-F of Seal Beach, Calif., was quoted as saying that should there be any club president older than he, "I would like to meet him, congratulate him and give him a good five cent cigar."

So far, no older presidents have been reported, but Henry Warner Austin, president of Albany (Calif.) Club 3310-57, comes close. Mr. Austin writes that he will be 80 years old on September 23. Mr. Austin is also

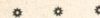
president of the Austin Family Association of America and president of the Methodist Men's Club of Trinity Methodist Church in Berkeley.

Are there any other challengers?



*Any speaker who's a sport
Will do his best to keep it short.
He'll save his listeners pain and
grief
If only he will make it brief.*

—Jules B. Singer
Past President, Rough
Riders Club 1876-46
New York, N.Y.

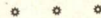


Members of Auckland Toastmasters Club 3593-U in New Zealand are currently engaged in a series of arguments. But they are friendly arguments and are being presented in the form of debates. The Auckland Toastmasters won their first debate against the Auckland Debating Association. Their next round is against a team sponsored by the Auckland Prison.

Thanks to their skill in parliamentary law the Auckland Toastmasters are now represented on the executive committee of the Debating Association. As associate members of the Association, the Toastmasters had limited rights. At the association's annual meeting, Administrative Vice President Len Miers and Toastmaster David Thompson asked the chair to read the rule which

restricted the activities of associate members. It was discovered that the only copy of the rules had been lost and the chair ruled in favor of the Toastmasters. Len Miers is now a member of the executive committee of the Debating Association.

While on the subject of Auckland, we're happy to report that the city has now passed the half-million mark. Expressing his appreciation for a wire of congratulations received from Maurice Forley, executive director of Toastmasters International, Mayor D. M. Robinson of Auckland wrote, "I would like to take this opportunity to convey to you and members of Toastmasters International greetings and warm good wishes from the people of Auckland. To this I would like to add my own personal regards and best wishes."



CONGRATULATIONS: To Dr. Earl D. Heath, Chief of the Army's Safety Promotion and Education Branch, on receiving the Meritorious Civilian Service Award. Dr. Heath is past governor of Area 9, District 36, and past president of DCSPORATORS Club 3352-36. The award was presented for "dynamic personal efforts which have been responsible for the Department of the Army's current position of leadership among Federal agencies in the area of safety promotion and education." ♦

*Sound objectives and intelligent
planning are essential in . . .*

AREA MANAGEMENT

By W. C. HOLOMON

THIS ARTICLE WILL DO nothing for your public speaking development, nor will it directly improve the quality of your club meetings. It is not designed for the soldier in the field, but for the man who directs the battle. The topic is area management, a study of the role of the area governor.

First let's examine the area governor himself, for what he should be. There is a natural tendency to require that he be an excellent Toastmaster; but technical competence, no matter how arduously acquired or highly developed, does not in itself insure skill in management. The example he must set does not lie in his speech-making ability. Men follow a leader because of his ability to calculate risks successfully and to achieve suc-

cess at reasonable cost. They follow a leader when they feel it is in their best interests to do so. Therefore the area governor must create a well-founded confidence in his management ability in the minds of the Toastmasters of his area.

It is imperative that the governor accept the responsibility of his office—a responsibility that extends beyond his term into the next two years or so. The responsibility is for everything that occurs within his area of Toastmasters concern, or exists between his area and the district and/or International.

The governor must be fiercely loyal to his area, yet he must respect the loyalty of club presidents to their clubs. Loyalty must be earned; it cannot be delegated. The successful area gov-

ernor serves with the permission of his area rather than merely by district appointment.

I caution every governor against the folly of disorganization. Firm execution control does not insure success, but success cannot consistently be achieved without it. This does not imply a lack of faith in your officers; it does imply a deeper faith in the area organization as the logical instrument to achieve success. The role of area governor, like that of the general, does not require his presence on the firing lines, but lies in his direction of the battle.

Some people may question the use of an organization at area level. Yet, for reasons we do not fully understand, when a collection of people become an organization their capacity for production is astonishingly increased. This is true even when each is performing an individual task. A good organization is not dependent upon the presence of a particular individual whose talents make or break the game. And this very lack of dependence gives the organization strength in the form of longevity, continuity, and a great reserve of power.

The organization of our Keystone Area, District 63, is made up of the area governor, the

assistant governor, the area secretary and the past area governors. To a somewhat lesser degree, club presidents and senior club officers are included. Together these form our area council, convened several times a year according to a schedule.

The purpose of these meetings, from the governor's point of view, is to obtain information, to give information, and to make decisions. There is great value in making major decisions at these council meetings. The greater the expressed agreement, the more likely is the success of the decision in terms of follow-through. The more significant the decision, the more im-

portant it is to secure agreement. The two most important things about management are your objectives and your method of achieving them. We must have objectives because we cannot hope to hold an organization together unless we take upon ourselves tasks that require an organization to complete.

The area governor must recognize that there are many worthy tasks within an area that are actually the business of the clubs, and in these the area should never interfere or compete. For example: it is the business of the club to give its members Basic Training and to teach



them the fundamental skills of speaking and evaluating. For an area to do these things would be an insult to its membership as well as a waste of valuable time. On the other hand, club officer training is justifiably an area function.

There are many possible tasks for an area to undertake, almost certainly more than time and available resources will allow. Risk of failure must be considered in choosing your objectives because failure will demoralize your organization. All possible objectives will not be of equal risk, cost, or value. Those tasks I consider to be most worthy as area objectives are: speech contests, officer training, public image, and new clubs.

Speech contests and officer training are the low cost and low risk objectives within the reach of any area organization. The establishment of an excellent public image is somewhat intermediate in difficulty. The highest cost and highest risk endeavor is founding a new club, and this is, not surprisingly, the objective of highest value.

The importance of carefully prepared written plans for the accomplishment of objectives must not be underrated. Victor Hugo wrote, "Where no plan is laid, where the disposal of time is surrendered merely to the chance of incidents, all things lie huddled together in one chaos."

The earmarks of good planning are: order, the absence of clutter or confusion, completeness in minute detail including allowance for error, and communication to obtain understanding among all concerned.

The governor, to know real success, must work through his area organization, but he can never afford to lose control of it. He exercises control by establishing policies of good management, by communication, and by his personal decisions. For heavens sake, don't be afraid of decisions! Make them firmly and wisely, but above all, *make them*. Keep your thinking flexible enough to see the advantage of a new idea, but keep your discipline sharp enough to prune away the impractical.

When you have sound objectives and good plans, the execution of those plans is all that stands between you and success. I would recommend the use of an objective task force.

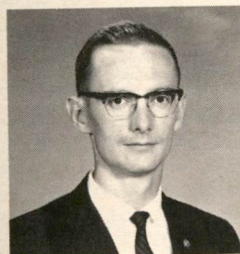
An objective task force is simply a team put together for the purpose of achieving a single objective. Its purpose is to fix definite responsibility for a specific objective on a limited number of people, and to give them the tools necessary to do the job. To fix the responsibility requires that you delegate authority to make decisions. Obviously, the man you choose to lead the task force must accept the re-

sponsibility, and he must be properly trained.

In all of your work as an area governor you are dependent upon your people for success. To deserve their loyalty you must give them yours. When they do good work let them know it, and when work is not so good, see that a means is afforded to improve performance. And if a man

is deserving of an award, get it for him.

We all know that merely to understand and accept a principle is not enough; implementation is the major obstacle. Sometimes a change of personality or of habit may be involved. To make such a change is not easy, but it can be done. This is the price you pay for success. ♦



W. C. Holoman of Kingsport, Tenn., has just completed a term as governor of Area 6, District 63. He is employed by Tennessee Eastman Co., and a member of Kingsport Club 997-63.

Only in men's imagination does every truth find an effective and undeniable existence. Imagination, not invention, is the supreme master of art as of life.

— Joseph Conrad

As soon as men decide that all means are permitted to fight an evil, then their good becomes indistinguishable from the evil that they set out to destroy.

— Christopher Dawson

That country is the richest which nourishes the greatest number of noble and happy human beings; that man is richest who, having perfected the functions of his own life to the utmost, has also the widest helpful influence, both personal, and by means of his possession, over the lives of others.

— John Ruskin



JUST IN JEST

"I have discontinued long talks on account of my throat," the speaker remarked. "Several members have threatened to cut it."

— Lion, Lions International

Offhand, the only guy we can think of who has made a successful career of putting other people in their place is a head waiter.

— Changing Times

An efficiency expert is a woman who can find something in her hand-bag at the first dive.

The pompous judge glared sternly over his spectacles at the tattered prisoner who had been dragged before the bar of justice on a charge of vagrancy.

"Have you ever earned a dollar in your life?" he asked in fine scorn.

"Yes, Your Honor," replied the prisoner. "I voted for you at the last election."

Sign on a newsman's desk: "Give me the facts straight. I can mix them up when I quote you."

Real friends are those who, when you've made a fool of yourself, don't feel that you've done a permanent job.

It's better to give than to receive. Besides, it's deductible.

On controversial subjects

My perception's rather fine; I always see both points of view, The one that's wrong and mine.

— Quote

A man bought several dozen boxes of cigars and had them insured against fire. When he had smoked them, he put in a claim against the insurance company that they had been destroyed by fire.

The company refused to pay, and the man sued. The judge ruled that the company had given the man a policy protecting against fire, and must pay.

As soon as the man accepted the money, the company had him arrested on a charge of arson.

— Railway Clerk, Brotherhood of Ry & Steamship Clerks

IMPORTANT: To keep your Toastmaster magazine coming regularly, notify World Headquarters immediately of any change of address. Please give old address, new address, club and district number. Include a mailing sticker torn from a previous magazine.

Send change of address to: World Headquarters, Toastmasters International, Santa Ana, California. 92702

Letters to the Editor

Members are invited to use the "Letters to the Editor" Department for any questions about Toastmasters International, its clubs, and any problems concerning club and/or district operations and activities.

Fred Ebel's article "Teeth in the Timer" in the June Toastmaster was very disturbing to all readers who value quality more than brevity. A five minute limit on speeches means that the speech with substance, with factual backing and with any informative value whatsoever is automatically ruled out. It means that the phoney "inspirational" speech will take over an evening that should be a cultural and educational event.

In a club meeting that lasts 2½ hours, it is certainly not asking too much to allot the speakers two extra minutes each so that they may present some background material, develop their theme intelligently, give some factual examples, and to furnish their audience something of true value that could not be obtained at home watching television. The arbitrary time limit of 15 minutes for Mr. Ebel's club's table topics is an atrocity committed in the name of expedience...

Stanley Sapiro
Club 109-52
Eagle Rock, Calif.

* * *

We, Penn Hills Club 2009-13, the newest of the Pittsburgh area Toastmasters clubs, now have a membership of 31 and we are still signing new members. May we express our gracious thanks to the area Toastmasters staff Ted Castrodale, Floyd Rice, Rex Nees and John Peoples for their wonderful help in starting our club.

C. Norman Restaine
Ed. V-P, Club 2009-13
Penn Hills, Pa.

Little Nipper Toastmasters 2749-38 feel that they have established a record by signing up 10 new members in less than two months.

With completion of its Speechcraft program on April 9, the club embarked upon an extensive membership campaign. Because the attendees of the Speechcraft course showed so much interest during their 10 weeks of "learning by doing," signing them up seemed the natural thing to do. By embarking on a follow-up campaign which included letters, telephone calls and the assignment of Toastmasters to specific Speechcrafters, results were quick to follow, and the club is presently attempting to double its April 10th membership.

Speechcraft was presented to employees of RCA-Camden under the auspices of the Camden Personnel Department.

A. H. Koenig,
Area Gov., Dist. 38
Woodbury, N.J.

* * *

As chairman of the Public Personnel Association's conference on Equal Employment Opportunity held at the Mayflower Hotel in Washington, D.C., last month, I had the responsibility for introducing the keynote speaker, Mr. James Farmer, National Director of CORE, before the cameras of TV networks.

This assignment simply could not have come my way before the training afforded me in my affiliation with the Housing and Home Finance Agency's Toastmasters Club 1795, Washington, D.C.

Douglas E. Chaffin
Club 1795-36
Washington, D.C.

New Clubs

(As of August 15, 1964)

- 43-50 EL SEGUNDO, California, *Standard*, Wed. 7 p.m., El Segundo American Legion Hall, El Segundo, California EA 2-3450 397-0656
- 471-16 YUKON, Oklahoma, *Yukon*,
- 1841-35 MILWAUKEE, Wisconsin, *North Shore*,
- 1884-U METZ, France, *Moselle*,
- 2188-13 LAKE CITY, Pennsylvania, *Lake City*, Tues. 7 p.m., Hellreigel's Berkely Inn, Lake City, Pennsylvania SP 4-8738
- 2952-36 LEESBURG, Virginia, *Leesburg*, Mon. 11:45 a.m., Washington Air Route Traffic Control Center, Leesburg, Virginia ST 3-0745
- 3020-3 SAFFORD, Arizona, *Safford*,
- 3175-34 SYRACUSE, New York, *SCM Tri-Bar*, Mon. 8 a.m., Midtown Car Center (Glass Kitchen Restaurant) 475-4185
- 3244-64 MORDEN-WINKLER, Manitoba, Canada, *Win-Mor*, 1st & 3rd Thurs. 6:30 p.m., 1st Thurs. Winkler Harvest Inn. 3rd Thurs. Manitoba Hotel, Morden. 822-4244
- 3713-35 MILWAUKEE, Wisconsin, *Allen-Bradley*, Wed. 5:30 p.m., 136 West Greenfield Avenue OR 1-2000 Ext. 2543
- 3774-47 ST. AUGUSTINE, Florida, *St. Augustine*, Sat. 7:30 a.m., Monson Motor Lodge, St. Augustine 829-3833
- 3775-36 ANNE ARUNDEL COUNTY, Maryland, *Tidewater*, Wed. 7 p.m., Halfway House, Ritchie Highway, Anne Arundel County, Md. 766-8235
- 3789-15 MOAB, Utah, *Moab*,
- 3794-36 WASHINGTON, D.C., *Ben Franklin*, 2nd & 4th Mon. 11:30 a.m., FCC Executive Dining Room, Room 1405, Post Office Dept. Bldg. 961-8511
- 3806-F HEMET, California, *Hemet Valley*,
- 3813-16 OKLAHOMA CITY, Oklahoma, *Early Risers'*,
- 3818-F HACIENDA HEIGHTS, California, *Sunset Hills*,
- 3819-63 NASHVILLE, Tennessee, *Metro*,
- 3822-F ORANGE, California, *Orange Breakfast*, Wed. 7 a.m., Stax N Snax, Orange
- 3824-F SAN BERNARDINO, California, *Tippecanoe*, Tues. 11:45 a.m., Aerospace Corporation, Mill & Tippecanoe Sts., San Bernardino 1378
- 3825-F CORONA, California, *Circle City*, Thurs. 7 p.m., Sage Top, 1463 W. Sixth Street, Corona, California 737-0052 737-3413

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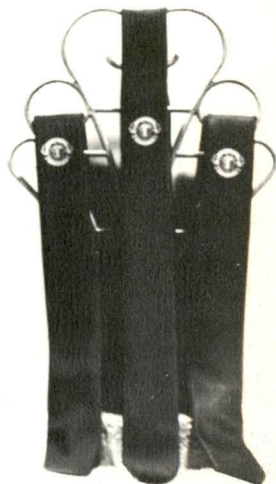
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