

The Toastmaster

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Toastmasters International

The Toastmaster

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Important Information For Toastmasters

Changes of Address—All communications pertaining to Toastmasters International should be addressed to

TOASTMASTERS INTERNATIONAL SANTA ANA, CALIFORNIA

Mail sent to officers or directors of the organization in care of this address will be forwarded to the addressee. If you forget or mislay all other addresses, keep this one in mind and you can reach anyone in the entire organization through it.

Ever since the organization of Toastmasters International we have had the privilege of using Jean Bordeaux's office in the Richfield Building as our official address. Business having taken Bordeaux abroad, a change is imperative. Our charter requires that we maintain a legal address in Los Angeles. Therefore we have arranged with Past Secretary Robert L. Grube to use his Los Angeles office, 2227 East 37th Street, Los Angeles, California, as our legal address, and communications thus addressed will receive prompt attention.

By order of the Board of Directors, all business of the corporation is to be concentrated in the office of the Secretary, R. C. Smedley, at Santa Ana. Orders for supplies, communications as to the TOASTMASTER Magazine, membership reports, remittances and all such matters will be handled in the one office. Treasurer William J. Hobba, of Long Beach, will be in close touch, as will President William A. Dunlap and Vice-President L. Edward Hed. This change has been made in the interests of economy and efficiency, and for the removal of misunderstandings as to where communications should be addressed.

Memorize the one address, and it will suffice. Send your com-

TOASTMASTERS INTERNATIONAL SANTA ANA, CALIFORNIA

ARTICLES OF SPECIAL INTEREST

The President's Message . William A. Dunlap		3			
A New Service to Toastmasters		5			
In the Cause of Excellent Speech . Lee Emerson Bassett		6			
Sell Your Shirt—Buy a Biography . David John Donnan		8			
Why Breathe? Dr. S. Theron Johnston		11			
Panel Discussion Sheldon M. Hayden		15			
Group Discussion		19			
Working Over the Critics		21			
The Hollywood Convention		24			
Speech Training in the C.M.T.C E. L. R. Elson .		28			
Important Information, 1; The Educational Bureau, 14; The New Officers, 30; Toastmistress Clubs, 31; The Rendezvous, 36					

The TOASTMASTER Magazine is published quarterly, on the first of March, June September and December. It is sent to all accredited members of Toastmasters Clubs. It is not for sale or circulation outside of the organization, except in so far as it may be placed in school and city libraries. All communications having to do with the magazine should be addressed to

THE TOASTMASTER Santa Ana, California

THE PRESIDENT'S MESSAGE

WILLIAM A. DUNLAP

In a very few years Toastmasters International has grown to a membership of two thousand simply because it embodies a worthwhile idea. The men who make up the membership of the various clubs are not interested in getting together once a week merely to dine, nor do they need to use this as a medium for making social contacts. These men meet because they are desirous of attaining self improvement and equipping themselves better to present their ideas to their associates.

Audience reaction is the fundamental idea behind the success of Toastmasters, and this idea is entirely different from that of academic training. It is quite possible that a speech could be delivered that was perfect as to construction and delivery and yet fail to influence the audience; and it is equally possible that a speech poorly prepared and poorly delivered could sway the listeners to a man. Therefore, audience reaction is the most important information any student speaker can obtain, and if this reaction, or criticism, by one of the listeners is intelligently given, both audience and speaker will profit much therefrom. Obviously the best speaker is one who can interestingly present a variety of subjects, or can talk forcefully on a given topic when requested, having the ability to procure the essential facts and then present them in a convincing manner.

It naturally follows that to get this kind of experience one must appear before different groups, and again, Toastmasters provides this opportunity through the exchange of speakers between clubs. This idea, if carried out, will provide ample opportunity for members to speak before strange groups and thus increase their own poise and secure additional audience reaction. The climax arrives when a Toastmaster is asked to step out of his club and talk before a new audience because he is known to be able to assemble facts and present them in a logical manner. He then becomes a vital part of his community because he has developed the ability to think clearly and also influence others to follow his thinking in what he believes to be right.

The ultimate will never be achieved unless we take our speaking assignments seriously, choose worthwhile topics and make a real effort to convince our audience by what we say. Of course, publicity is necessary to bring a Toastmasters Club to the attention of the public but if something worthwhile is being done, there will be no difficulty in getting publicity.

In order to assist new members and new clubs to get the most out of the Toastmasters idea in the shortest time, a committee has been appointed to be known as the Bureau of Education which will have the duty of presenting to the clubs at regular intervals helpful ideas and suggestions for getting the most out of the time spent in Toastmasters activities. These suggestions will be presented in such form that they can be filed and retained as a permanent record. Inasmuch as this committee is composed of experienced Toastmasters it is hoped they will have the opportunity of personally visiting clubs and presenting helpful ideas.

As your President, I earnestly request every Club President, Club Secretary and Deputy District Governor to give serious thought to the progress of his own club and, if this is done, there will be no doubt of the Toastmasters Club being the outstanding group in the community. If this is done there will be no membership problem, and it will be easy to make the goal of "Every club with a waiting list" by the end of 1937.

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Not a chance of birth or place has made us friends, Being oftentimes of different tongues and nations, But the endeavor for selfsame ends, With the same hopes, and fears, and aspirations.

Therefore I hope, as no unwelcome guest, At your warm fireside, when the lamps are lighted, To have my place reserved among the rest, Nor stand as one unsought and uninvited!

-Henry W. Longfellow.

NEW SERVICE TO TOASTMASTERS

At the first meeting of the newly elected Board of Directors, two new policies were approved and ordered made effective. The purpose of both is to build up the membership of local clubs and to give a more systematic educational set-up for club activities.

First, there was created The Educational Bureau of Toastmasters International, with Sheldon Hayden as chairman. This Bureau will plan a course of instruction and suggestion for use in local clubs, designed primarily to assist new members in getting into their stride as speakers, and also to help in the building of club programs of the best type. The material will be issued as a supplement to the TOASTMASTER Magazine, being sent out at monthly intervals. It will be mailed in a bundle for each club, going to the Deputy Governor of the club, with instructions as to how it can be used. Comments and constructive suggestions will be welcomed by the Bureau.

Second, plans were set in motion for a general scheme of competition in speech by our own club members. This competition will be handled by the District Governors in all organized districts. In the case of isolated clubs, direction will be given by the committee in charge from International Headquarters. The plan contemplates a contest in each local club, followed by a contest in each area, with the club winners competing for area honors. The area winners will then compete in a district contest, and the final winners will have their innings at the next annual convention of Toastmasters International, which ought to give us a very high-powered program of speech.

Still another important committee was launched by the Board of Directors, this one being on club extension. Named as members of the committee are Roy A. Hohberger, of Salinas, California, Arthur G. Porter, of Fullerton, California, and Dr. Paul Shenefield, of Pomona, California. Their number will be increased as they get to work. Their task is to add new clubs to our membership and also to help encourage the present clubs to build up their strength to the limit.

IN THE CAUSE OF EXCELLENT SPEECH

PROFESSOR LEE EMERSON BASSETT
Leland Stanford University

Professor Bassett is a member of the Palo Alto Toastmasters Club, where his comments and criticisms are found most helpful. Some time ago he spoke over the National Broadcasting System, and we are glad to present the address given on that occasion in the interests of better speech.

The other night I stood in the street and looked up at Radio City. The highest lights of the main structure, rising to a height of seventy stories, were blurred by the drifting mist, and the summit was lost in the clouds of the passing storm. And I thought of that tower which men, ages ago, started to build in their yearning to reach heaven, as men have yearned in all ages since. Then on a day they could not understand each other. The unseen Power that shapes the destinies of men had confused their tongues. Those who directed the work did not speak words those who labored could understand, and the laborers could not make themselves known to each other. It must be that they stood in amazement, wonder, and awe, possibly with growing fear, perhaps fear of each other. Baffled in their efforts to work together they abandoned their labor. That tower was called Babel.

From that day the sons of men, we are told, were scattered over the face of the earth. Those who spoke a common language were drawn together in tribes and nations. There have been misunderstandings between them and rivalries and hatreds and wars,

often because they could not understand.

Today we stand in an edifice rising toward heaven, an edifice almost too beautiful to have been built by hands. But the thoughts and visions of men may be beautiful; and what men conceive their hands, as by miracle, can shape to form. And this structure, this radiant city, is dedicated to sound, to music and human speech. From it goes forth a language spoken by two of the greatest nations of the earth and understood around the world. Are there not here potentialities for setting the standard and the tone of thought and of human endeavor and relationship greater, immeasurably greater, than those of platform, pulpit, and stage combined and of all lecture halls and classrooms in the world? For all may listen to the radio at any hour of the day or night. All are subject to its influence. Subtly but surely the thoughts and emotions and utterances of the people, especially of the young, are shaped

by what they hear. Regional barriers are being broken down, provincialisms are disappearing, and the range and scope of spoken language is daily extended. As a people we are being brought closer together in thought, feeling, purposes, and manner of speech through the instrumentality of the radio.

Those who speak over the radio and send their voices into the homes of our land and over and under the sea to the uttermost parts of the earth have a grave responsibility. There is no tongue nor language where their voice is not heard. May they seek clarity and beauty of speech. But not these alone. May there be high regard for dignity of thought, truth of utterance, and integrity of purpose, lest, though we speak with the tongues of men and of angels we become as sounding brass and a tinkling cymbal.

So here today we rededicate ourselves to the cause of excellent speech with all that speech implies of form and truth and culture and self-mastery, of understanding and good-will and peace among men.

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I preach to you, then, my countrymen, that our country calls not for the life of ease, but for the life of strenuous endeavor. The Twentieth Century looms before us big with the fate of many nations. If we stand idly by, if we seek merely swollen, slothful ease and ignoble peace, if we shrink from the hard contests where men must win at hazard of their lives and at the risk of all they hold dear, then the bolder and stronger peoples will pass us by and will win for themselves the domination of the world. Let us therefore boldly face the life of strife, resolute to do our duty well and manfully; resolute to uphold righteousness by deed and by word; resolute to be both honest and brave, to serve high ideals, vet to use practical methods. Above all, let us shrink from no strife, moral or physical, within or without the nation, provided we are certain the strife is justified; for it is only through strife, through hard and dangerous endeavor, that we shall ultimately win the goal of true national greatness.

-Theodore Roosevelt, "The Strenuous Life"

SELL YOUR SHIRT AND BUY A BIOGRAPHY

DAVID JOHN DONNAN

The ancient admonition, "Sell your shirt and buy a book," was based upon the conviction that it is of more importance for a man to care for his mind than for his body. For those who aspire to be public speakers we vary the advice only to say "Let that book be a biography." No form of literature has greater capacity to encourage and inspire, and to give that breadth of view and depth of understanding which enables one to speak with authority. Biographies will suggest subjects for addresses and provide copious illustrations for almost any theme upon which one may wish to speak.

One of the most effective of contemporary speakers is Dr. Harry Emerson Fosdick of New York City. His voice is an eloquent and commanding one, whether he speaks from his own pulpit at the Riverside Church, or in his weekly radio broadcast, or upon the platform on behalf of some social cause. A study of Dr. Fosdick's addresses reveals his wide acquaintance with biography, and his constant use of it. If he wishes to inspire us to be courageous in the face of adversity, he cites the example of Captain Robert Falcon Scott, faced with certain death in the Antarctic; if he is trying to help us to understand that even the most unfavorable circumstances may be nature's way of preparing us for a life work, he tells the story of Charles Dickens, who was able to portray the tragic life of the poor of his day because he himself as a child had "worked long hours for a pittance pasting labels on bottles in a blacking factory," and who "crushed with shame and crippled with poverty had crept to a debtor's prison to see his father." Dr. Fosdick wrote a magazine article years ago entitled "Blessed Be Biography" in which he pointed out the delights and rewards of this fascinating field of reading.

If you have but one shirt to sell and can therefore buy but one book, depending upon the public libraries for others you will read, let me suggest that you invest one dollar in "A Concise Biographical Dictionary" by Fitzhugh, published by Grosset and Dunlap. Though the sketches are necessarily very brief you will be able to catch a glimpse of many individuals with whom you will wish to make further acquaintance through full length biographies.

Note, for example, this interesting fact about Demosthenes, "the most famous orator of the ancient world." Though he wrote many speeches before he was thirty years of age, he delivered few himself, usually arranging to have someone else deliver them for him. This suggests that the writing of speeches is an important preparation for their delivery. One can attain facility of expression upon paper before appearing in public.

In this same volume the sketch of Stephen A. Douglas, who participated in the famous debates with Lincoln, offers a helpful suggestion to an aspirant for speaking honors who is conscious of some natural physical handicap. Of Douglas we read: "Although he was a man of small stature, his vigorous physique and the impression of power which he always gave gained for him the nick-

name of 'Little Giant.'"

The public speaker can gain encouragement of similar nature from the lives of many men who achieved distinction in public life. For example, from the biographies of three famous pulpit masters I learned some interesting facts. Charles Haddon Spurgeon, the famous London divine, was never able to overcome a nervousness that amounted almost to nausea when he spoke. Yet thousands week after week hung on his very word. Phillips Brooks was accounted one of the greatest preachers produced in America, yet he began life as a complete failure. When he did become successful he often found it difficult to get under way. "He was like a hound that does not at once catch the scent, but having caught it, goes off at a rush at his highest speed." Once started, Brooks' words poured forth like a rushing mighty torrent; reporters could scarcely take down his addresses. Friends begged him to speak more slowly, but he could not do it. Take heart, then, when the critic tells you that you speak too rapidly—perhaps you are on your way to fame. The last in this trilogy is Dr. G. Campbell Morgan of London, who has just completed sixty years of ministry, and who is accounted one of the greatest pulpit orators on either side of the water. Yet I read that when he applied for ordination, and the examiners listened to his public utterances, he was rejected because while he was bright enough it seemed evident he would never be able to speak acceptably. Read biographies and take heart; they offer much encouragement.

You are of course interested in any and all who have achieved distinction in the realm of public speaking. Let me suggest that

you spend an evening with Chauncey M. Depew, probably the most popular after-dinner speaker America has ever produced.

His autobiography "My Memories of Eighty Years" is sheer delight from beginning to end, and it is filled with interesting and informative material about men in all walks of life who were notable speakers. An account of a conversation between Depew and President Lincoln upon the subject of story-telling reminds one of the oft-repeated statement that Chauncey Depew might have been president of the United States if he had not had the reputation of being a humorist. It was along this line that President Lincoln was often belittled. Concerning this he said to Depew: "I am accused of telling a great many stories. They say that it lowers the dignity of the presidential office, but I have found that plain people are more easily influenced by a broad and humorous illustration than in any other way, and what the hypercritical few may think I don't care." With this in mind, read any one of the great biographies of Abraham Lincoln, and then read the life of Edward Everett, the orator whose two hour address delivered at the dedication of the Battle Field of Gettysburg is now forgotten, while Lincoln's few words are called immortal. Study the two men, each great in his own way; set the two addresses side by side, and ask yourself wherein lies the secret of the things that endure and those that pass away. A final reason for reading biographies is that the man who has traveled widely and has known interesting people is always listened to with pleasure. It is your privilege to be that man. Though you may never leave your home town, you may roam afar and fraternize with the great and near great through reading biographies.

And if you have to sell your shirt to do this, remember the story of the man who was engaged in the search for happiness. He was told to search for a perfectly contented man and when he had found him to borrow this individual's shirt. At last he

found the man. He had no shirt.

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Knowledge is proud that he has learned so much; Wisdom is humble that he knows no more.

-William Cowper

WHY BREATHE?

S. THERON JOHNSTON, M.D., F.A.C.S.

Dr. Johnston is a member of the staff of Paradise Valley Sanitarium, National City, California. What he says about deep breathing is from the standpoint of the medical man with a definite interest in the art of public speech. The exercises suggested in this article may be followed with positive benefit by anyone in earnest about improving his voice.

Think of the energy wasted by these continuously repeated thoracic excursions! Why, if you should figure it in feet, pounds, or horse power or something— But really, seriously, do YOU know how to breathe properly? Do you know what is proper breathing? Have you ever stopped for a moment to analyze this very familiar process?

The breath is to the body what the draft is to the fire under the boiler of the engine. This is a trite saying but none the less true. Provide the engine with proper combustibles, light the fire and adjust the air intake and your machinery will purr along under the power thus provided. Choke the air intake and efficiency lessens and the machinery drags along. Close it entirely and the fire will smother out, or possibly an explosion occurs.

The lesson is obvious and the likenesses are so clear that no comment is needed. It merely remains for us to learn something about this very important function of breathing, then to adjust it properly and keep it going perfectly. Sounds easy, doesn't it? And it is easy! There's no need to make hard work of it.

Now let us formulate a few rules to aid us in our practice. It is impossible to breathe properly in a slouching position. This great American evil must be overcome if you would improve your health. So rule 1 shall be: Erect posture—sitting or standing. See to it that the middle vest button (if you wear one) is well out to the fore.

To keep proper easy poise, it is needful that the shoulders be well back in place—not up in front, but back, and easily and comfortably up. (You can't put them back without appearing to elevate them.)

So, Rule 2: Shoulders up and back, chest forward. This gives you poise, grace and dignity of mien. That we may breathe as nature intended, we must now bring into activity the abdominal muscles and even the viscera, causing a bellows-like action of the contents of the torso. You can now see without stretch of imagination how this may aid digestion and correct to some extent

such ills as constipation, which will improve, of course, the general well-being.

Therefore, Rule 3 shall be: Diaphragmatic or abdominal respiration always and at all costs.

Rule 1. Erect position, for posture.

Rule 2. Shoulders back, chest forward, for grace and poise.

Rule 3. Diaphragmatic breathing, for control, resonance and composure.

Now let us put into practice these rules we have formulated. So many rules for posture have been put forth in the past that it seems almost presumptuous to advance another. I would prefer that it be called an idea—not a rule. Now for my idea. Please stand. Now that you are on your feet, get the toes even. You may place them far apart or close together as is most comfortable to you. I believe that nature intends our toes to be rather straight in front of the heels. Shift your position forward, then back, and note where your feet feel most comfortable. You will now probably equally divide your weight bearing between the heel and the ball of the foot, or possibly you may put a little more on the ball than the heel. This is all right.

Next, clasp hands, interlocking the fingers behind the neck and thrust the elbows back as far as possible;—that's right; 'way back—then relax muscular effort and keep this position with the head facing straight forward and on a level. Without any change of position, slowly while analyzing the procedure in your mind, take several successive deep respirations. Did you notice that the abdomen, and not the chest, did the expansion and contraction act? This is the correct method of breathing, the method nature endowed you with, the way you breathe when you are unconscious in sleep, only to be abandoned when you awaken and put on the belt that constricts the abdomen and inhibits respiration! The animals breathe in this manner, as also the human infant; the adult, alas! has been trained away from this most beneficial habit of nature.

Arms to sides. Don't change the posture. Now walk to the mirror and notice the *poise* you have gained in this *relaxed* erect position. Let me again emphasize relaxed erect position. As a child, I was urged by various and sundry devices to get into a *strained erect* position, and endeavor to hold this position. It was tiresome.

You know how it is. And I soon would lose it and then a repetition of the command "Straighten up." This sort of thing I believe to be all wrong! Natural positions are comfortable positions, give graceful poise, if you please, and not a board in the back appearance. Poise, then, is really being natural.

Diaphragmatic breathing is relaxed natural breathing in the unhampered body. This relaxation of breathing tends to composure and control under all circumstances. When one speaks while breathing in this manner, the voice is pleasing, smooth and resonant, instead of raspy, tight and throaty. In the first instance, one may speak for long periods or to large audiences with little or no voice fatigue; while in the latter, hoarseness and throat tickling soon is experienced.

I would not have you think that one always may take breaths equally metered and of the same depth. The emotions and bodily efforts profoundly affect the breathing. While speaking or singing, it often becomes needful to catch a hurried breath, or to hold over, but this in no way alters the principles set forth. In using the voice, the breath must be conserved. Learn to speak with the words formed well out on the end of the tongue, and with proper nasal resonance, and not back in the throat with a guttural gargle. This greatly aids in breath conservation and also in enunciation. Folks will understand you better, and you will be much better satisfied.

Stage fright, that ever-present enemy of public speakers, may be brought under control by calmly taking a few deep respirations while waiting your turn to speak. It's a helpful thing to try out your resonance beforehand, if you can get away to a secluded spot, on some syllable like "Ne" for example. Place the tongue in such a position just back of the upper front teeth, with the teeth as far apart as possible, that the upper dental arch is completely covered by it. Now hum the N-N-N and place the fingers over the nasal bridge or alae at the oseocartilagenous junction and note the vibration. Now bring the tip of the tongue down away from the teeth just far enough to form the tone of the e-e-e. This places the sound forward in the mouth and give tone brilliance so sought by the singer. Repeat the Ne-Ne-Ne in varying pitch levels, beginning on your most used voice level. Then go above and below within comfortable limits in even, unstrained undulations. This will relax the vocal apparatus and give pleasing flexibility to the voice. Nothing is so tiresome as a monotone. That, you know, is often used by hynotists to put their victim to sleep. Avoid mono-

tone speaking and keep your audience awake, alert!

I stated before that correct breathing is easy. It is easy, natural and satisfying and contributes to health. There is nothing simpler. But that does not mean that you may not have to give careful and constant attention to it for a long time to come. Breaking a life-time habit is no snap, and you must not become disheartened if you find you have relapsed. Just start over again and persevere in:

1. Erect posture.

2. Shoulders back, chest forward.

3. Diaphragmatic breathing.

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EDUCATIONAL BUREAU

At the first Board of Directors meeting held in Fullerton, Friday, August 20, 1937, President Dunlap established an Eductional Bureau as part of his new administration. This work was placed under the supervision of Sheldon M. Hayden who has served as a Director for the past two years. Other members are to be chosen from T.M.1.

to help him with the work.

The purpose of the Bureau is to further the educational work of the organization by building better speakers and better clubs. Special mimeographed bulletins will be distributed to every member on the average of once a month. The first one will appear about October the first. These bulletins will contain helpful information on such vital subjects as how to choose a subject, how to preside as Toastmaster, sources of speech material, organizing material, speaking over a microphone, fundamentals of delivery, and any other subject that is of wide enough interest to demand attention.

With this new service, President Dunlap and Chairman Hayden hope to cut down on the rapid turnover and increase membership in our clubs. The new service will also be used as a talking point for the organization of new clubs, for T.M.I. is offering a copy-

righted service here that cannot be duplicated.

In addition to the above bulletins, Chairman Hayden, who is an authority on public speaking and toastmastering, has offered to answer any personal problem on speech that any of our members may have. If you wish to take advantage of this service, all you have to do is send a self-addressed and stamped enveloped to

Educational Bureau of T.M.I. 600 Michigan Avenue, Santa Monica, Calif.

Your problem will receive immediate attention and you will get advice that would cost you dollars and cents from a private instructor.

PANEL DISCUSSION

SHELDON M. HAYDEN
Chairman, Educational Bureau of T.M.I.

If we are to progress as a democratic nation, then we must learn to develop the technique of group thinking. Many problems face us today and cooperative thinking is the best way to solve these. There are many activities which require group planning, and we cannot carry these activities on successfully in isolation. Wise democratic action rests on intelligent group discussion; the development of a suitable technique presents a direct challenge to the members of Toastmasters International. This article is presented with the hope that actual use will be made of the material in your club meetings. It represents the first contribution of your new Educational Bureau.

One of the best mediums for cooperative thinking and action is the panel discussion. This mode of discussion was developed largely by Harry A. Overstreet of the College of the City of New York. Later it was popularized by the American Association for Adult Education at its annual conference in 1932 and since has been used widely throughout America. Panel discussion fosters a democratic sharing of experience and responsibility and encourages social harmony and open-mindedness. For Toastmasters, it furnishes a situation wherein good speech may be practiced before a friendly and cooperative audience.

What Is a Panel Discussion?

The panel consists of a chairman, a panel of four to eight people, an audience, and a topic. The chairman and panel sit in full view of the audience. They are usually seated in a semi-circle. The chairman explains the panel procedure to the audience and briefly introduces the subject. The panel members then discuss the subject among themselves for approximately half the time devoted to the meeting. The chairman summarizes the contributions of the panel and invites the audience to participate. At the close of the discussion the chairman again presents a summary of all ideas presented so that they are brought together in some recognizable whole. Thus, we see that the panel produces a situation where a small group talks and acts like a committee with an audience as a participating gallery.

The two general rules of procedure are that no one is allowed

to make a speech and the audience is invited to contribute only after a pattern of ideas has been developed by the panel.

How the Panel Discussion Operates

The following gives the steps to be taken in the preparation and presentation of a panel discussion:

- 1. Preparation
 - a. Selection of the panel
 - b. Choice of a subject
 - c. Acquaintance with procedure to be followed
- 2. Presentation
 - a. Seating of panel in semi-circle in full view of audience
 - b. Introduction of members of panel
 - c. Explanation of panel procedure and rules
 - d. Presentation of problem by chairman or guest speaker
 - e. Panel discussion.
 - f. Audience contributions
 - g. Summary by the chairman

How to Be an Efficient Chairman

From the preceding discussion it can be readily seen that much of the success of the panel discussion depends upon the chairman. It is a responsible position and one that offers excellent training in speech. Since his duties have already been covered, the following will give his qualifications:

- 1. He should be well informed on the subject under discussion.
- 2. He should be a leader and not a dictator.
- 3. He should define the problem for the audience without attempting to settle the matter in advance.
- 4. He should see that the discussion stays on the subject.
- 5. He should have a friendly attitude and a sense of humor.
- 6. He should let the members of the panel and the audience do most of the talking.
- 7. He should have the ability to summarize well.
- 8. He should see that rules are observed and emotional conflicts avoided.
- 9. He should be able to unify the discussion with his remarks and stimulate the thinking of the group with comments or questions.
- 10. He should clarify the various viewpoints and ideas presented when necessary.

- 11. He should give everyone a chance to express his views.
- 12. He should speak so that he can be easily heard by all. These qualifications are only developed through study and practice. Don't let this list discourage you—take the opportunity

of being a chairman as a chance to improve yourself.

The chairman's function is often compared to that of the conductor of an orchestra. He may join in with his violin occasionally

without losing the conductor's place. The symphony of thought is under his direction and the results can be as great as the har-

monious results of any great musical composition.

How to Be a Good Member of the Panel

The panel is the mouth-piece of the audience. The success of this form of discussion requires that contributions to the discussion be given freely. Here are some suggestions that will enable one to be a good member of the panel.

- 1. Contributions should be informal rather than set speeches.
- 2. Thought and study should be given the subject to increase the value of contributions.
- 3. Contributions should be short and to the point.
- 4. The discussion should be centered on the given topic.
- 5. A friendly atmosphere should be maintained.
- 6. Panel members should be tolerant of the opinions of others.
- 7. Panel should speak so all can hear.
- 8. Members should observe the time rule and not monopolize the discussion.

How to Be a Good Member of the Audience

When the time comes, the audience must present its own ideas or ask questions of the members of the panel. Those who are well informed and can express themselves effectively are good members of the audience. Here are some suggestions that will help you participate as a member of the audience:

- 1. Have something to say and know how to organize it.
- 2. Ask questions directly bearing upon the topic under discussion.
- 3. Address the chair before speaking and observe the rules set down by the chairman.
- 4. Speak correctly, concisely, and audibly and obey the rules of time.
- 5. Present ideas in a friendly, cooperative manner.

How to Use the Panel Discussion

Knowledge is useless unless put to use. So far, the technique of the panel discussion has been presented and our next step is to apply it to our club meetings. If you need something to give your programs variety, here is a chance to introduce something new and acquaint your club with another speech technique. Whether you are the chairman, a member of the panel, or a member of the audience, you have an opportunity to improve yourself in speech.

All you have to do is to take one of your regular evening programs, have the toastmaster act as chairman of the panel, the speakers act as members of the panel, and the rest of the club as the audience. Let your general critic give his criticism of the entire discussion.

What shall you use as a topic? Your club should decide by vote. Then all will feel that they are a part of the program. Here are a few suggestions:

1. How to improve our club.

2. How to improve ourselves as speakers.

- 3. Will the United States become involved in another world war?
- 4. Should court trials be publicized?

5. What is wrong with our municipal government?

Through group discussion ideas may be clarified, judgments will be made, experiences will be shared, and data will be analyzed and compared. Secure some of these benefits by giving the panel discussion a try. After the experiment with this technique, write to the Educational Bureau of T.M.I., 600 Michigan Ave., Santa Monica, California, and give us the benefits of your experience. We hope to publish some of your reactions in the next issue of THE TOASTMASTER.

000

Congratulations to Toastmaster-Editor Stanley Larson, of the Claremont Courier, whose newspaper was awarded first prize for "general excellence" in a national competition sponsored by the National Editorial Assocciation for newspapers under 1000 circulation. There are four Toastmasters on the staff of the paper, Stanley Larson, Dale Krebs, Fred Graeser and Don Ryrie.

GROUP DISCUSSION

CHARLES VOSE, JR.
Noventa Toastmasters Club of Santa Barbara

Many Toastmasters Clubs make use of the "table discussion" feature. Its purpose is to give each Toastmaster an opportunity to be recognized at every meeting and to make a short speech on any subject. It may be a prepared speech, differing from the speeches on the regular program only in respect to its length. In my opinion, this does not afford enough practice in impromptu speaking and does not afford practice in speaking in the conversational, give and take atmosphere of conference speaking such as the term "Round Table Discussion" would seem to suggest.

It would add interest to our programs and afford more practice in real impromptu speaking in competition with other men if our program committees would occasionally arrange for a free-for-all group discussion conducted according to the modern technique. This technique has made great progress in the past ten years, and has now reached a high stage of development. It is especially well adapted to the discussion of controversial issues. Of course Toast-masters as such are not primarily interested in the solving of public problems. That is not their job; but they are directly interested as Toastmasters in any technique which has come into general use as an approach to the discussion of public question. More and more problems will need to be referred to conference groups, and more and more individuals will need to learn how to accommodate themselves to the use of discussion and how to function effectively in a group setting.

Effective group discussion may more properly be called group thinking. It is entirely different from debating, both in spirit and purpose. Its object is to bring all ideas into the circle of discussion on an equal basis, and as possible parts of the whole truth. Therefore it is the duty of the discussion leader to prevent every attempt to make use of sarcasm and ridicule, to cast aspersions upon the motives of the opposition, to stampede the group by the use of emotional appeal, and in general the attempt to arrive at conclusions by methods of combat. On the positive side, the chairman's duty is to see that every possible point of view is represented, and that each person in the group has a share in the discussion.

It is obvious that the entire success or failure of group discussion

depends upon the skill and experience of the discussion leader. If we wish to start a successful program of occasional group discussions at our meetings, it may not be possible to find trained discussion leaders among our own members. In that case, we must enlist the cooperation of individuals in the community who have had experience in this field of work.

Fortunately, in almost every community it is possible to find some one who is qualified to take charge of a discussion group. It may be an attorney, a minister, a newspaper man or a social worker whose experience has given such qualification. There are some teachers who have for years been conducting discussions among high school or college students, and who are experts in this line. If we can persuade some of these individuals that we need and are entitled to their help in learning the technique of group discussion it seems likely that we may secure their cooperation. Under such skilled leadership it would not take Toastmasters long to master the art for themselves, and we could then begin to depend upon our chapter members as leaders.

There is not one of life's intellectual satisfactions more interesting and rewarding than good conversation. Scientific group discussion is good conversation raised to the Nth degree and provided with rules to keep it friendly and constructive. We can make good use of it in our programs as a stimulating and instructive exercise.

No matter what may be the individual Toastmaster's purpose in seeking to gain facility in speech—no matter what use he may expect to make of it in his life, he must recognize group discussion as a speech vehicle which he cannot afford to neglect. Our clubs owe it to their members to provide training in this as well as in other forms of public speaking.

A bibliography of books on the methods of group discussion may be found in "The Art of Conference," by Frank Walser, Harpers 1933, and also in "The Process of Group Thinking," by Professor H. S. Elliott, 2d Edition, 1932.

9

Contentment—A farmer noted for his eccentricities had placed this sign on his corner lot: "This field will be given to any one who is really contented."

When an applicant would appear on the scene he would say: "Are you really contented?" The usual answer was, "I am."

"Well, then," the farmer would say, "why do you want my field?"

WORKING OVER THE CRITICS

The "Gavelier," organ of Minneapolis Toastmasters, carries some timely and pungent comment. Here is a bit of constructive criticism of our methods of criticism which we are glad to lift from Editor Benson's June 17th issue. It deserves careful consideration.

First, we have heard several comments on the fact that the critics are unjust. Things that should be brought out are entirely neglected and unimportant points in delivery, such as how hands are held, are overemphasized. Aren't we ever going to grow up from that silly criticism of how the hands are held?

Ninety percent of the members of this club put their hand or hands in a pocket at some time or other during a speech. Do you ever see any other speakers, such as politicians, bankers, professors, sales managers, or just plain after-dinner speakers? Note that most of them put one or both hands in pockets at some time during the talk! So what?

We suppose that if Mark Twain or Chauncey M. Depew were to come from behind that curtain and appear on our program, some enthusiastic Toastmaster would promptly take Mark to task for not seeming to know what to do with his hands, and Chauncey would be told he should put them behind him.

Let's learn how to make a speech for the speech's sake. Let's improve our voices. Let's be criticized for the poor grammar we use. Let's be criticized for the lack of proper speech construction.

Demosthenes had a harsh voice, weak lungs and awkward movements, but he made his name a synonym for eloquence by the severest self-discipline. We don't have to discipline ourselves. We have critics to see that we correct our faults, if the critics are any good. We propose a fine to be assessed against any critic who even mentions a speaker's hands. Unless, of course, the hands get in the way and spoil the speech. For the speech is the thing, and the test of a good speech is whether the speaker put his thought across to his audience. The question for a conscientious critic is not, did the speaker stand on his head? but rather, did the speaker win the heads and hearts of his hearers?

3

Said Pat, to the Irish foreman: "Can you give me a job, mate?"
"Well," said the foreman, "I've got a man here today that ain't
come and if he don't turn up tomorrow I'll send him away and
take you on."

The Toastmaster

EDITORIAL BOARD

Ralph C. Smedley Ernest H. Layton Arthur G. Porter Ernest S. Wooster Sheldon M. Hayden

THANKS TO HOLLYWOOD To Oscar Myers, Gil Ellingson and all the other Hollywood Toastmasters who worked so hard and so well to put on our convention

we extend the thanks of our entire organization. To handle so large a gathering is a difficult undertaking for a small group of men. They worked hard and did well by us. Words of appreciation which were spoken by those present were not merely empty courtesies.

STEPPING AHEAD

Special attention is directed to the new lines of service proposed by our Board of Directors. The Educational Bureau promises to be one of our

most important steps forward. Every club should take advantage of it and make full use of the assistance offered, especially for the newer members. Sheldon Hayden's generous offer to serve in answering by mail all questions which may be sent in about speech problems should not be overlooked. He ought to have a heavy mail following that proposition. The projected speech contest, starting in the local club, carrying through the area and the district, and culminating in the International Convention, can be made of the highest value to our members. The proposal to put our High School Public Speaking Contest on a substantial financial basis through the solicitation of special gifts and endowments is another important advance. It is important that every club and every member keep in touch with these vital improvements in our technique.

MAKE USE OF

The TOASTMASTER is taking its YOUR MAGAZINE place as a publication of merit in the educational world. Many members fail

to get the most from it through failure to understand how to use it. Here are some suggestions on how to make the most of it:

1. Read the magazine as a textbook on speech, and save the issues for future reference.

2. Get program material from the articles. Occasionally have a speaker deal with some article in the magazine, either reviewing it or attacking it or making it the basis for his speech.

3. Be sure that your city library and public school libraries receive copies of the magazine. Many such libraries have asked to be put on the mailing list. Yours can be thus served on request, or you can secure extra copies for the purpose.

4. When a new member is inducted, present him with a copy of the magazine, explain that it furnishes the most direct line of contact between the member and the International and that he should give it careful attention.

APPRECIATION We present with modest satisfaction several new contributors in this issue. Pro-

fessor Lee Emerson Bassett is a member of Palo Alto Toastmasters. He is also a member of the faculty of Leland Stanford University. We venture to say that Palo Alto Toastmasters are fortunate in having Professor Bassett as a regular member, and we are fortunate to have his contribution in the magazine. Dr. David Donnan is pastor of the First Presbyterian Church of Santa Monica. Biography is his hobby, and a most profitable and entertaining one. Take his advice, at least in so far as to read biography as source mterial for your speeches. Dr. S. Theron Johnston is an eye, ear and nose specialist, connected with Paradise Valley Sanitarium. An able speaker himself, he gives counsel on deep breathing which is worth much to anyone who will take it. Sheldon Hayden, past director and now the head of our Educational Bureau, is well known for his many helpful contributions through the magazine. Charles H. Vose, Ir., of Santa Barbara and Tucson, has a valuable suggestion for us in his article on group discussion. Chaplain Edward L. R. Elson, of La Jolla, describes an interesting experiment in public speech as citizenship training technique. Our contributors give their time and thought for the good of the cause. We ought to accept their material with appreciation, and make good use of it.

THE HOLLYWOOD CONVENTION

Conspicuous for the number in attendance, the quality of the speeches, the importance of the business transacted and the businesslike handling of the work demanding attention was the annual convention of Toastmasters International, held at Hollywood on

August 14th.

When the Board of Directors met on Friday evening, the 13th, for their pre-convention session, they were greeted by a conclave of interested members who sat by to watch the machinery turn, occasionally giving a push on their own account. The evening was largely devoted to study of the resolutions embodying the matters to be brought to the convention. This study by the Directors, aided by the members present, simplified and clarified the work of the convention on Saturday and made possible the quick disposal of many important items.

A busy session was held on Saturday morning, with Vice-President W. A. Dunlap wielding the gavel. Past President Jules Lutge, of Hollywood Toastmasters, spoke pleasant words of greeting, and Director William Dunipace, of Tucson, responded in

behalf of the delegates.

A brief memorial service was conducted honoring Director William Lancaster, of Southport, England, whose recent passing away was a distinct loss to the movement in England, and suitable reso-

lutions were adopted.

Reports of officers and committees were quickly disposed of, and the business of the convention was introduced in the recommendations of the Committee on Resolutions as revised by the Directors' Meeting.

The Resolutions

In order to provide for education and inspiration for Toastmasters who are unable to attend the International Conventions, it was voted to encourage each District to hold a conference at least once a year, at a date not too near the date of the convention, with a program designed to help the local clubs and their members to function to the best advantage.

Recognition for experienced Toastmasters who have occasion to travel and are thus able to do club visitation was provided in a request to the Board of Directors to arrange for proper recognized to the state of the

nition and official designation for such travelers.

To afford closer ties with clubs in foreign lands, the Directors were instructed to designate geographical areas deserving recognition and cultivation, and to have the nominating committee propose candidates for election as vice-presidents for such areas.

In order to clear away some of the confusion caused by our present custom of electing club officers at all times of the year and for terms of varying lengths, it was voted that steps should be taken to have the local clubs fix their election times so as to fall on or about April 1 and October 1, thus giving a degree of uniformity which will be generally helpful.

To provide for experienced officers in the International work, it was voted to make it the policy to nominate no man for a place on the Board of Directors who has not had at least two years of

experience as an active member of a Toastmasters Club.

The present plan of nominating and electing officers for Toast-masters International having been found unsatisfactory, it was voted that the nominating committee hereafter shall consist of three past presidents and four members at large, to be designated by the President, with the approval of the Board of Directors. A resolution to provide for the use of a ballot box in our convention sessions to eliminate the time-killing process of election as now followed was not adopted.

The Directors were directed to take steps to provide for adequate financing of the annual convention through suitable regis-

tration fees to be paid by clubs or delegates.

A number of these changes will require amendment of the bylaws, and so it will be necessary for the committee on by-laws to send out the necessary amendments for approval and a mail vote by the local clubs. This will be done as soon as possible.

The Exemplary Meeting

The noon luncheon for men was held at the Women's Club Building. As usual, it took the form of a typical Toastmasters meeting, with Oscar L. Myers, of Hollywood, presiding, and Olin H. Price, of Huntington Park, serving as toastmaster. The table topic was "Relief," which was worked over by half a dozen two-minute speakers, from as many angles.

For the regular speaking program, four speakers from widely separated clubs were heard in speeches of exceptional merit. R. H. Cornelius, of the Ocatillo Club, of Phoenix, Arizona, led off with a talk on "Twenty-four Miles to the Moon," a discussion of the new telescope to be mounted on Palomar Mountain. He was followed by H. G. "Air Express" Jones, of Spokane, who presented "The Eighth Wonder of the World." It took some temerity to challenge a Los Angeles audience with the statement that the new Grand Coulee Dam project is the greatest work of its kind in all the world, but Toastmaster Jones did it in a forceful speech.

"Eloquence" was the theme of a clever talk by Clarence H. Bailey, of Seattle, a speech which held the closest attention and won an outburst of spontaneous applause for its originality and wit. George White, of the Golden Gate Chapter of San Francisco, gave a "Toast to Toastmasters" which was a gem as an after-dinner speech, and which brought the forensic display to a fitting close. Then Sheldon Hayden, of Santa Monica, gave a general criticism of the meeting and the program which was something for all critics to hear. He made a further contribution by presenting mimeographed sheets of criticism forms and suggestions to speakers which would be a help to any member who can obtain a copy.

The Afternoon

Convening at two o'clock in the Chamber of Commerce hall, the delegates and visitors spent the whole afternoon in choosing officers and directors, completely eliminating a fine program of educational and inspirational work which had been prepared. They finally succeeded in electing a group of good men to head the movement for the year, and then struggled off to get ready for the evening dinner. The length of time devoted to the simple matter of electing officers emphasized the need for instituting a better method of conducting our elections.

A Big Dinner Meeting

More than five hundred men and women assembled in the Masonic Temple for the convention banquet. President Gil Ellingson, of Hollywood Toastmasters, had charge, and President William A. Dunlap acted as toastmaster. The hall proved to be a difficult place for speakers to be heard, and with the delays in serving and the resultant confusion, the program as presented suffered much. Some musicians and dancers did their best to provide entertainment. Heenan Elliott, a Hollywood entertainer with

stentorian voice, was heard by all, and with pleasure. The promised introduction of motion picture stars did not materialize, but we had plenty of our own stars, so they were not much missed. The attendance prize went to Tucson Toastmasters, for the second year. A beautiful trophy, presented by the J. A. Myers Company of Los Angeles, official jewelers of Toastmasters, was carried away by Dunipace, Guthrie and their company.

President W. O. Mendenhall, of Whittier College, was heard in a stirring address on "Discipline and Democracy," which was a model of logical arrangement of speech material and of challenging application. His conclusion, in which he called Toastmasters to the task of helping America to discipline herself rather than have some dictator force his disciplinary measures on her, should lead to a new type of speech among those who heard him.

Following the adoption of a resolution of appreciation for the good work of Hollywood in entertaining the convention, presented by Robert Switzler, of San Diego, the meeting adjourned and the floor was cleared for dancing.

The Ladies

A luncheon for the ladies was held at the Hollywood-Roosevelt Hotel at noon, with various notables on the program. Considerable disappointment was expressed at the failure of the plans for a luncheon in one of the motion picture studios, but the ladies made the best of it and had a delightful time as it was. In the afternoon representatives of Toastmistress Clubs assembled and made plans for some sort of federation of their units.

A Good Convention

It was a good convention, and it accomplished a great deal of important work. However, it demonstrated the necessity for improved methods in future gatherings. Better financing of local convention arrangements is imperative. More efficient election methods must be provided. A better balanced program is desirable. Since our organization has grown to such large numbers it has become impossible to accommodate the convention in any city of medium size, and the problem of adequate handling is one which will demand closer study and work in the years just ahead. Our new Board of Directors will give earnest consideration to the matter in the effort to provide for a still better meeting next year.

Tucson Invites Us

Tucson wants the convention to come to Arizona next year and it appeared that most of our delegates favored accepting the invitation so cordially given. The final decision is with the Board of Directors, but if Tucson Toastmasters can guarantee the weather it seems likely that we shall go there for our 1938 assembly, with San Francisco as the probable meeting place in 1939.

We Shall Grow

With an increase of almost fifty percent in the number of our clubs during the year since we met at Santa Barbara it seems reasonable to set a goal of 150 clubs by convention time next year. If each club now functioning will make a definite effort to promote one more club, this goal will be reached and passed. Santa Barbara's "Noventa" Toastmasters Club got its charter application in just in time to be counted at the convention. "Noventa" is merely the Spanish word for ninety, which is the charter number of the new group. It will not be long now until some club will claim Charter 100, and call itself the "Century" Club.

500

SPEECH TRAINING IN THE C.M.T.C.

REV. EDWARD L. R. ELSON, D.D. 1st Lt. Chaplain, 976th Coast Artillery

One of the most impressive characteristics of the Citizen's Military Training Camps is its emphasis upon military education as distinguished from militarism. Although organized on a military basis and conducted upon military principles, these camps nevertheless are avowedly Citizens' Camps. A lad who spends a season in such a camp should return to his community a higher type of patriot, and a superlative citizen. Courses of instruction in citizenship are presented as a major element in the training schedule, and these courses are supplemented with lectures by competent speakers. Good citizenship is practiced in camp life, and a much coveted prize is the medal awarded the enrollee who displays throughout the training period the best citizenship. But the enrollee himself has opportunity to contribute to this educational function through the oratorical contest in "Good Citizenship."

The attractive prizes offered in this contest at the camp at Fort MacArthur, California, prompted twenty-one men out of an

abbreviated battalion of one hundred and twenty-three, to enter the competition. It was called an extemporaneous form of address, the contestants designating their own topics and allowed the liberty of forethought, but without benefit of research, manuscript, or notes, and without warning as to when they might be called upon to speak. Among the miscellaneous themes proposed were: "Why I Want to Vote," "Law and Order," "Plea for Exercise of the Ballot," "Citizenship and National Defense," "Making Peace," "C.M.T.C. and Better Citizenship."

The speakers always had the inspiration of a large audience, because the attendance of all men was required. The simple rules were published in a camp memorandum. There were four contests, three preliminary contests, and a final one. Seven men spoke at each preliminary session, and the seven receiving the highest grades were presented in the final. The speakers were allowed five minutes, the timekeeper giving a warning signal at the end of four minutes.

The Toastmasters' Critique Sheet was used as the basis of grading. At each contest were three judges who graded in percentages each speaker. The average grade of the three judges became the completed grade of the speaker, and the seven receiving the highest grades spoke in the final contest for placement.

The adaptability of the Critique Sheet was seen in the manner of its use in this contest. A possible score of ten was allowed for each of the ten items usually considered, namely: (1) Platform Deportment; (2) Voice; (3) Enthusiasm; (4) Opening; (5) Diction; (6) Organization; (7) Originality; (8) Mastery of Subject; (9) Did the Speaker Accomplish His Purpose? (10) Did He Arouse and Hold Interest?

It was interesting to observe that although the judges were different individuals at each assembly, there was actually very little difference in their appraisals. When the competition is great, the quality of address high, and the grades likely to be close, this method of evaluation proves to be efficient. Thanks to the editor of the TOASTMASTER, we had a generous supply of Critique Sheets. Why not encourage the use of these sheets at C.M.T. Camps? Better still, do that, and offer some more prizes to lure more contestants and extend citizenship education.

MEET OUR NEW OFFICERS



President. WILLIAM A. DUNLAP, 1234 South Saltair Avenue, West Los Angeles, California. At present, he is giving his full time as an organizer and "trouble shooter" for Kiwanis, a work which takes him to various parts of the country and gives him a wonderful opportunity to spread the news of Toastmasters. He is a member of Westwood Village Club, Los Angeles, and was Vice-President of Toastmasters International last year. In the absence of President Jean Bordeaux, he presided over the Hollywood Convention in a masterly manner, and he starts the new vear as President with every promise of progressive administration of club affairs.

Vice-President, L. Edward Hed, 1338 Exchange Building, Seattle, Washington, has been a Toastmaster for years. He was instrumental in getting Toastmasters started in the Pacific Northwest, and he has rendered splendid service in the movement from the beginning. He is a member of Seattle Chapter Number One, which holds Charter 10. With the growing interest in our movement in the Northwest he will find opportunities for much good work as vice-president.

Treasurer, WILLIAM J. HOBBA, a long time member of the Gavel Club, of Long Beach, has had extensive acquaintance with the work of Toastmasters International, serving for the past two years as a member of the Budget Committee and in other capacities. He understands the problems of club finances, and will work with the present Budget Committee to keep our affairs on a sound and solvent basis.

Secretary, RALPH C. SMEDLEY, of Santa Ana, California, was drafted into service in order to provide an office in which the various departments can be centralized. As founder of the organization and as its honorary president he has become well known to most Toastmasters as one who has the best interests of the movement at heart. He is general secretary of the Santa Ana Y.M.C.A., and through the generous support of the directors of that Association, many of whom are Toastmasters, he has been permitted to add the new responsibilities as secretary of Toastmasters International.

Directors will be given their introduction in the December issue of the magazine.

9

THE TOASTMISTRESS CLUB

A meeting of member of Toastmistress Clubs, together with others interested in forming such clubs, was held at Hollywood in connection with the convention of Toastmasters International. Rose E Krier, president of Alpha Toastmistress Club of Huntington Park, presided. Representatives were present from San Francisco, Salinas, Tucson, Glendale, Huntington Park, and Ventura Toastmistress Clubs, while Orlando, Florida, Phoenix, Miami, Prescott and Ajo, Arizona, clubs were reported as interested although not represented.

Discussion resulted in a decision to negotiate with all clubs with the purpose of forming a permanent, independent organization of women's speech clubs, and a committee was named to study the matter further. This committee includes Mrs. George B. White of San Francisco, Miss Edna Thorne of Salinas, Mrs. Esther M. Dunipace of Tucson, Mrs. Ardesta Murdock of Glendale and Mrs. Lutie D. Woodfill of Huntington Park.

It is suggested that ladies interested in the project, either of forming new clubs or affiliating present clubs with the movement, may communicate with Mrs. George B. White, 1920 Jefferson Street, San Francisco, who will be glad to serve with information as to the progress of the work.

TOASTMASTERS' SUPPLIES

Order from Toastmasters International, Santa Ana, California. Prices quoted include delivery charges. Remittance should accompany order.

- 3. Treasurer's Receipt Book. 250 receipts, with duplicates, in pad punched for 3-ring binder. (Sample on request.) Price........1.00

Toastmasters International Constitution and By-Laws, mimeographed and stapled for filing in 3-ring binder. (One copy to each club, free.) Price ______ Each... .25

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- Constructive Criticism A Manual for All Critics. Mimeographed, 16 pages of vital information. Price Each..... 25
- 8. Critique Sheets. Two forms are available, both very good.
- (b) The High School Public Speaking Contest Form, useful in criticizing all speeches.

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53. Trophies, Rings, Awards:

We have an arrangement with J. A. Meyers & Co., Inc., of 1031 West 7th St., Los Angeles, Calif., whereby we may furnish almost any article ordinarily required by a Toastmasters Club or Junior T. M. Club at very attractive prices. If ordering direct, please mention TOASTMASTERS MAGAZINE. Cost of packing and mailing Pins and Emblems will be added to the prices uoted.

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The following supplies are furnished to Clubs, in reasonable quantities, free of charge:

- 75. Application for Club Membership in Toastmasters International, for use in organizing new clubs.
- 76. Application for Membership in Local Club, for use by individual members; a printed card $4x6\frac{1}{2}$ inches, in the standard form recommended by T.M.I.
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- 78. "The Toastmaster"—Extra copies of the TOASTMASTER Magazine may be secured in very limited numbers for use in publicity and propaganda by local clubs.



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ARIZONA

- 73. Miami, Copper Gavel Chapter-Thursday, 7:30 P.M., Y.M.C.A. Secretary, Clyde H. Gardner, Y.M.C.A. Deputy Governor, Herman A. Bell, P. O. Box 1386
- 87. Phoenix, Maricopa Chapter-Monday, 6:15 P.M., Y.M.C.A. Secretary, Wm. A. Pursley, care Arizona "Republic"
- Phoenix, Ocatillo Chapter-Tuesday, 6:15 P.M., Y.M.C.A. Secretary, Cecil Knudson, 317 W. Lynwood Deputy Governor, A. H. Weber, Y.M.C.A
- 74. Tucson, Old Pueblo Chapter-Saturday Noon, Pioneer Hotel Secretary, Roy Confer, care Arizona Trust Co. Deputy Governor, Albert Gibson, care Tucson Trust Co.
- 16. Tucson, Sahuaro Chapter-Tuesday Noon, Pioneer Hotel Secretary, L. P. Hardwicke, 603 S Fourth Ave. Deputy Governor, Dr. T. D. Fridena, 196 North Stone
- 32. Tucson Toastmasters-Thursday, 7:30 P.M., Y.M.C.A. Secretary, Gerald Houck, Roskruge Junior High School Deputy Governor, L. C. Bailey, Safford Junior High School

CALIFORNIA

- 34. Alhambra-Thursday, 6:30 P.M., Elks Club Secretary, Bruce Gorsuch, 524 N. Hidalgo Deputy Governor, Ray Marchand, 216 S. Cordova
- 2. Anaheim-Tuesday, 6:30 P.M., Marigold Cafe Secretary, George W. Sloop, Jr., 201 Ellsworth Deputy Governor, W. M. Kohlenberger, 531 S. Ohio St.
- 69. Azusa-Wednesday, 6:45 A.M., Dick's Cafe Secretary, Stanley D. McCauslin, Azusa, California Deputy Governor,
- 43. Beverly Hills-Wednesday, 6:15 P.M., Sheetz Cafe, 422 N. Canon Dr. Secretary, Franklin Goodspeed, 9039 Ashcroft, Beverly Hills Deputy Governor, Dr. K. D. Lacy, 9433 Brighton Way, Beverly Hills
- 36. Burbank-Monday, 6:30 P.M., Airway Cafe, 144 West San Fernando Secretary, A. S. Ricketts, 939 N. Olive Deputy Governor, Cecil M. Shilling, 626 N. Olive
- Burlingame-Wednesday, 6 P.M., Howard Ave. School Secretary, Geo. V. White, 1285 Oak Grove Ave.
- Coronado-Wednesday, 6:30 P.M., 735 Orange Ave. Secretary, Adam H. Messek, 857 Orange Ave.
- Deputy Governor, Hilding Weisgerber, 828 D. Avenue 76. Covina—Tuesday, 6:00 P.M., Longworth's Cafe Secretary, C. Willard White, 515 Orange St. Deputy Governor, Porter T. Kerckhoff, 1506 E. Covina Blvd.
- 54. Escondido-Wednesday, 6:00 P.M., Jordan's Cafe Secretary, Charles W. Dove, 153 E. Grand
- Deputy Governor, William Hawkes, 130 W. Grand Fullerton—Monday, 6:30 P.M., Kibel's Cafe, 108 S. Spadra Secretary, Gale R. Kewish, 215 N. Lincoln
- Deputy Governor, Homer Bemis, 324 N. Adams Glendale No. 1-Tuesday, 6:15 P.M., Y.M.C.A. Secretary, Chester Bryan, 2111 Glen Ivy Deputy Governor, Dwight Davis, 1353 Justin
- 29. Glendale "Jewel City"-Thursday, 6:15 P.M., Sunshine Corner Secretary, R. I. Sturm, 115 S. Brand
- Deputy Governor, Carroll Evans, 5266 Eagledale, Eagle Rock Gonzales "Y.M.C.A. Toastmasters"—Tuesday, 6:45 P.M., Roma Hotel Secretary, F. M. Shannon, Box 128, Gonzales, California
- Hollywood-Tuesday, 6:15 P.M., Sunset Arbor, 6700 Sunset Blvd. Secretary, E. O. Snider, 1049 S. Hill Deputy Governor, Oscar L. Myers, 1717 N. Vine St.

Charter No.

- 14. Huntington Park No. 1-Wednesday, 6:30 P.M., Cole's Cafeteria. 6514 Pacifie Secretary, R. K. Robertson, 3329 Flower St. Deputy Governor, Alfred M Witham, 6502 Pacific Blvd.
- 18. Huntington Park "Progressive"-Tuesday, 6:15 P.M., Cole's Cafeteria Secretary, Paul F. Mekeal, 925 Big Dalton Ave., Baldwin Park, Calif. Deputy Governor, Wm. Bryce, 6101 Santa Fe Avenue.
- 62. Laguna Beach-Monday, 6:15 P.M., Brass Rail Cafe Secretary, Orville Goodrich, 345 Second St. Deputy Governor, W. R. Hoover, 271 High Drive
- 22. La Jolla-Thursday, 6:15 P.M., Windansea Hotel Secretary, Truman A. Parker, 6663 Neptune Place Deputy Governor, Capt. T. H. Messer, Box 1
- La Verne- Wednesday, 6:30 P.M., American Legion Hall Secretary, William E. Jensen, Muirlands Drive Deputy Governor, John E. Larimer, 2217 Fourth St.
- 11. Long Beach "Gavel"-Monday, 6:00 P.M., Masonic Temple, 835 Locust Secretary, Carl Broesamle, 720 Belmont Ave. Deputy Governor, O. R. Cordray, 5352 Long Beach Boulevard,
- Long Beach "Toastmaster"-Thursday, 7:30 P.M., 814 Heartwell Bldg. Secretary, James W. Cuff, 2869 Eucalyptus Deputy Governor, Von K. Wagner, 911 Heartwell Bldg.
- 3. Los Angeles-Tuesday, 6:30 P.M., Y.M.C.A. Secretary, Dr. R. M. Hippach, 7228 S. Main St. Deputy Governor, J. Gustav White, 715 S. Hope
- 50. Los Angeles "Angeles Mesa"-Tues., 6 P.M., Merlen's Cafe, Crenshaw & 43rd St. Secretary, Leroy Van Velzer, 1048 West 53rd Deputy Governor, Dr. P. A. Foster, 4730 Angeles Vista
- 85. Los Angeles, "Highland Park"-Friday, 6:15 P.M., 5320 N. Figueroa St. Secretary, Lewis P. Reiterman, 5601 N. Figueroa St.
- 48. Los Angeles "Noonday"-Mondays, 12:15 P.M., University Club, 614 S. Hope Secretary, Cecil Underwood, 416 West 8th Deputy Governor, Irwin C. Louis, 907 Van Nuys Bldg.
- 44. Los Angeles "Southwest"-Monday, 6:30 P.M., Beck's Cafe, 81st & Vermont Secretary, Howard D. Markle, 523 Queen St., Inglewood, Calif. Deputy Governor, Lloyd E. Hopper, 2125 West 81st St.
- Montebello-Wednesday, 6:30 P.M., Palm Grove Cafe Secretary, M. L. Lamb, 833 Bluff Road Deputy Governor, Harry Ostrom, Chevrolet Agency
- Oakland-Secretary, Laurence E. Dayton, care Court House
- Oceanside-Tuesday, 6:15 P.M., Oceanic Cafe Secretary, W. S. Adamson, Box 225 Deputy Governor, Pharris Swearingen
- Orange-Thursday, 6:15 P.M., Sunshine Broiler Secretary, A. E. Sipherd, 180 N. Waverly St. Deputy Governor, Carl Bosch
- Pacific Beach-Monday, 6:15 P.M., Casa Buena Vista, 5512 La Jolla Blvd. Secretary, Geo. W. Adams, 1511 Beryl St. Deputy Governor, Verne O. Gehringer, 2010 Beryl St., Pacific Beach
- Palo Alto-Thursday, 6:00 P.M., President Hotel
- Secretary, R. C. Coppock, Jr., 1862 Waverl ySt. Pasadena—Tuesday, 6:15 P.M., Y.M.C.A. Secretary, E. W. Weigel, 161 S. Chester, South Pasadena Deputy Governor, H. M. Parker, 2240 Homet Read
- Pomona-Monday, 6:00 P.M., St. Charles Grill Secretary, Clement Neibel, Claremont, California Deputy Governor, O. T. Patterson, 555 W. Alvarado St.
- Redwood City-Monday, 6:00 P.M., First Methodist Church
- Secretary, L. A. McAtee, 47 Turnsworth Ave. Salinas—Wednesday, 12:05 P.M., Jeffrey Hotel Secretary, Chase Holaday, 345 Main St.

Charter No.

- 7. San Diego-Monday, 6:00 P.M., Cuyamaca Club Secretary, Stanley A. Foushee, 50 22nd St. Deputy Governor, Stanley A. Foushee, 50 22nd St.
- 56. San Francisco "Golden Gate" Chapter-Wednesday, 6:15 P.M., Y.M.C.A. Secretary, Jules Brashear, 1320 California St.
- 65. San Francisco "Downtown Chapter" Tuesday, 6:15 P.M., Richelieu Hotel Secretary, Thomas W. Thompson, 417 Montgomery St.
- 83. San Luis Obispo-Friday, 6:30 P.M., Gold Dragon Secretary, Richard L. Willett, 711 Marsh St.
- 1. Santa Ana "Smedley Chapter No. 1"-Wednesday, 6:15 P.M., Daniger's Cafe Secretary, D. H. Tibbals, Y.M.C.A. Deputy Governor, LeRay Quick, 2464 Heliotrope Drive
- 15. Santa Ana "El Camino" Thursday, 6:15 P.M., Daniger's Cafe Secretary, T. D. McBird, R. D. 1, Orange, Calif. Deputy Governor, Fred H. McCandless, 206 N. Main, Santa Ana

Santa Barbara-Thursday, 6:30 P.M., El Cortejo Secretary, Everett Hellwegen, 218 Nogales St. Deputy Governor, A. H. Blanding, 1402 N. Garnsey

- Santa Barbara "Noventa"—
 Santa Maria, "Seminar" Toastmasters, Wednesday, 6:30 P.M., Frances Cafe Secretary, Everett A. Rinehardt, 226 E. Tunnell Street Deputy Governor, Ralph Phelps
- Santa Monica—Wednesday, 6:15 P.M., Carmel Hotel Secretary, G. W. Hovey, 465 22nd St. Deputy Governor, George B. Cooper, 1437 4th St.
- Santa Monica "Crescent Bay"—
 Secretary, Harry Aroniff, 1610 Washington Ave.
 Stockton—Thursday, 6:15 P.M., Y.M.C.A.
- Secretary, Ellsworth Lewis, Y.M.C.A.
- Stockton "Delta"—Thursday, 6:15 P.M., Y.M.C.A. Secretary, R. M. Pedersen, Y.M.C.A.
- Ventura—Thursday, 6:15 P.M., Sunset Grill Secretary, Harold R. Brown, P. O. Box 288 Deputy Governor, John H. Dunshee, R. D. 1
- Walnut Park-Tuesday, 6:30 P.M., 2563 Clarendon Ave., Huntington Park Secretary, Glenn H. Welsh, 358 Roosevelt Bldg., Los Angeles Deputy Governor, Robert Causey, 10733 San Jose St., Lynwood
- Westwood Village—Monday, 6:30 P.M., Mrs. Gray's Drive-Inn
 Secretary, W. J. Hamrick, 8327½ Wilshire Bivd., Beverly Hills
 Deputy Governor, W. P. Debley, 5268 Saturn Ave., Los Angeles
 Whittier "Quakertowne" Chapter—Thursday, 6:15 P.M., Dinner Bell Ranch
 Secretary, R. G. Peele, 437 Haviland Ave. Deputy Governor, Carl Cobbs, 1205 S. Central

FLORIDA

28. Orlando-Wednesday, 6:00 P.M., Duck Inn Secretary, Thos. F. Davis, Jr., 45 N. Main St.

IDAHO

61. Boise—Wednesday, 6:00 P.M., Hotel Boise Secretary, Willis C. Moffatt, Idaho Bldg. Deputy Governor, Leonard Wood, 912 Main St.

ILLINOIS

- 51. Springfield "Lincoln Douglas" Chapter-Thursday, 6:00 F.M., Y.M.C.A. Secretary, D. W. McKenney, Box 153 Deputy Governor, Robert Williamson, 900 South 5th INDIANA
- 39. Columbus-Wednesday, 6:30 P.M., Columbus Tea Room Secretary, J. M. Jewell, 727 LaFayette Ave.
- Indianapolis No. 1-Thursday, 6:00 P.M., Y.M.C.A. Secretary, Harry Steinmetz, 5467 N. Keystone Deputy Governor, Harold Hollingsworth, 4121 E. Washington

42. Indianapolis No. 2-1st & 3rd Thursdays, 6:00 P.M., Y.M.C.A. Secretary, F. R. Jones, 339 W. 30th St.

MINNESOTA

- Minneapolis Toastmasters Club-Thursday, 6:15 P.M., Y.M.C.A. Secretary, Leif R. Larson, 30 S. Ninth St.
- Minneapolis Russell H. Conwell Chapter-Wednesday, 6:00 P.M., Y.M.C.A. Secretary, Sheldon M. Ostroot, Y.M.C.A.

- Baker-Monday, 6:15 P.M., The Nook Cafe Secretary, Kenneth Robb, 1829 Main Deputy Governor, Harold Plum, Pacific Tel. & Tel.
- Medford-Monday, 6:15 P.M., Holland Hotel Secretary, Dr. F. J. Moffatt, 416 Medford Bldg.
- Portland-Monday, 6:00 P.M., Kelly's Restaurant, Broadway & Wash. Secretary, W. Glenn Field, 502 American Bank Building

WASHINGTON

- Aberdeen-
- Secretary, Joel Wolff, P. O. Box 1020 Bellingham—Monday, 6:00 P.M., Bellingham Hotel Secretary, C. F. Oldenburg, 2112 Victoria St. Deputy Governor, Russell Millhours, R. D. 2
- 63. Bremerton—Tuesday, 6:30 P.M., Calico Cat Cafe Secretary, Lieut. O. M. Browne, 145 Lafayette St.
- Deputy Governor, Buel Gossett, 1111 Cogean St. Olympia No. 1—Tuesday, 6:00 P.M., Governor Hotel Secretary, Laurence Booth, Jr., Box 705
- Deputy Governor, R. C. Gruhlke, 1st Natl. Bank Bldg.
 Olympia No. 2—Tuesday, 6:00 P.M., Crane's Cafe
 Secretary, J. Lee Flynn, 1816 State St.
- Seattle No. 1-Monday, 6:00 P.M., Washington Athletic Club
- Secretary, Truman Cragin, 932 First Avenue S. Deputy Governor, Alfred Godsave, Pacific Nat. Bank
- 23. Seattle No. 2-Tuesday, 6:00 P.M., Pine Tree Tea Room Secretary, C. S. Fuller, 1021 Pine St. Deputy Governor, Armour McDougall, 423 Terry Ave.
- 41. Seattle No. 3—Monday, 6:00 P.M., College Club Secretary, George D. Anderson, 1209 Alaska Bldg. Deputy Governor, W. Harold Hutchinson, 218 McDowell Bldg.
- Seattle No. 4—Thursday, 6:00 P.M., Elks Club Secretary, C. J. (Chief) Wilson, Elks Club Deputy Governor, Dr. Robert Carroll, Shafer Bldg.
- 71. Seattle No. 5—Tuesday, 5:30 P.M., Helen Swope's Tea Room, 3rd & Pike Secretary, D. L. Cook, 217 Pine St. Deputy Governor,
- Spokane-Monday, 6:30 P.M., Antone's Restaurant Secretary, Andy Simchuck, 10 Howard St.
- Deputy Governor, Gilbert R. Bean, 124 W. Mansfield Tacoma—Monday, 6:00 P.M., Walker Hotel Secretary, G. L. Beck, 901 E. 56th St.
- Deputy Governor, Walla Walla-
- Secretary, C. Wayne Swegle, 708 Baker Building Yakima-Monday, 6:15 P.M., Donnelly Hotel Secretary, Roscoe L. Williams, 7021 S. 16th Ave. Deputy Governor, Ray Darling, Sylvia Apartments

CANADA

- Vancouver, B.C.—Monday, 6:15 P.M., Pacific Athletic Club Secretary, F. R. Hall, c/o Shell Oil Co., Ltd. Deputy Governor, W. Butchart, care Dale & Co., Marine Bldg. Victoria, B. C.—Wednesday, 6:15 P.M.
- Secretary, A. G. Slocomb, 2730 Forbes St. Deputy Governor, Frank Paulding, Y.M.C.A.

ENGLAND

45. Southport—Wednesday, 8:00 P.M., Kardomah Cafe, Lord St. Secretary, George H. Newton. 22 Lethbridge Road

SCOTLAND

Glasgow—Wednesday, 6:00 P.M.
 Secretary, W. Goldie, 120 Union, Glasgow, Scotland

DISTRICTS AND AREAS

DISTRICT NO. 1—Dr. Gordon R. Howard. District Governor, 3906 Gage Ave., Bell, California. (Includes all California south of the Tehachapi Mountains)

Area 1—Walter Taylor, Lieutenant Governor, 609 S. Dickel St., Anaheim, Calif. Includes Anaheim, Fullerton, Santa Ana No. 1, Santa Ana El Camino, Orange and Laguna Beach.

Area 2—Lou Kilgore, Lieutenant Governor, 9607 Denker St., Los Angeles, Calif.
Includes Noonday Club, Southwest Club, Angeles Mesa Club and Los Angeles
Club.

Area 3—Leo Coombs, Lieutenant Governor, 1118 S. Rexford Drive, Los Angeles, Calif.
Includes Hollywood, Beverly Hills, Westwood Village and Santa Monica.

Area 4—Ray Marchand, Lieutenant Governor, 216 S. Cordova, Alhambra, Calif. Includes Pasadena, Alhambra, La Verne, Pomona, Azusa and Covina.

Area 5—Dr. J. K. Gilkerson, Lieutenant Governor, 131 N. Orange, Glendale, Calif.
Includes Glendale No. 1, Jewel City, Burbank.

Area 6—Louis Hamilton, Lieutenant Governor, 2909 Olive, Huntington Park, Calif.
Includes Huntington Park No. 1, Progressive, Walnut Park, Montebello,
Long Beach Gavel, Long Beach Toastmaster, Quakertowne, Whittier.

Area 7—Robert M. Switzler, Lieut. Governor, San Diego Trust Bldg, San Diego, Cailf.
Includes San Diego, La Jolla, Coronado, Escondido, Pacific Beach.

Area 8—Greydon C. Howell, Lieutenant Governor, 1809 Loma St., Santa Barbara, Calif. Includes Santa Barbara and Ventura.

DISTRICT NO. 2—Ray C. Gruhlke, District Governor, 1st Natl. Bank Bldg., Olympia, Washington.

Area 1—Alfred L. Godsave, Lieutenant Governor, Pacific Nat. Bank, Seattle, Wash-Includes Seattle Clubs Nos. 1, 2, 3, 4 and 5.

Area 2—Elbert Baker, Lieutenant Governor, News Tribune, Tacoma, Wash. Includes Tacoma, Bremerton, Olympia No. 1 and Olympia No. 2.

Area 3—William Butchart, Lieutenant Governor, 1006 Marine Bldg., Vancouver.
Includes Victoria, Vancouver and Bellingham.

Area 4-Lieutenant Governor,

Includes Spokane, Yakima and Okanogan.

Area 5—A. E. Kuhnkausen, Lieutenant Governor, 820 S. W. Yamhill, Portland, Ore.
Includes Portland, Baker and Medford.

DISTRICT NO. 3—E. E. Morrison, District Governor, 16 Colter St., Phoenix, Arizona.
A. H. Weber, Secretary, Y.M.C.A., Phoenix, Arizona.

Southern Arizona Area—Dr. T. D. Fridena, Lieut. Governor, 194 North Stone, Tucson. Includes Sahuaro Club. Tucson, Tucson Toastmasters, and the Old Pueblo

Central Arizona Area—J. G. Langham, Lieut, Governor, Miami, Arizona, Includes Miami Copper Gayel Club, and Phoenix Ocatillo

JUNIOR TOASTMASTERS CLUBS

2. Anaheim Junior Toastmasters—Tuesday, 12:15 P.M., Room 14. High School

Building; Secretary, Robert Larson, 610 S. Indiana St.

1. Pomona Junior Toastmasters—1st and 3rd Tuesday, 6:00 P.M., Crystal Cafe Secretary, Ruth Aird, 442 Palm Place

 State College Junior Toastmasters, San Diego—Tuesday 6 P.M., Vincent's Dining Room. Secretary, C. G. Selleck, Jr., 2968 B Street

 Spokane Junior Toastmasters— Secretary, Milton De Armand, Y.M.C.A., Spokane, Wash.

NOTE: Please notify the Editors of the TOASTMASTER promptly when any changes or corrections are to be made in the listings on The Rendezvous pages.

TOASTMASTERS' EMBLEMS - GAVELS AWARDS - MEDALS

OFFICIAL EMBLEM

10K Gold

14K Gold

JUNIOR EMBLEM

1 to 6

7 to 12

1 to 6 7 to 12

Gold Filled \$1.25 ea. \$1.15 ea. Gold Plated

2.50 ea. 2.25 ea.

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Gold Plated \$.60 ea. \$.50 ea. Gold Filled .70 ea. .60 ea.

Made with screw button or safety catch pin back—state which is desired.

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Bronze	\$1.75 ea.
Silver Plated	2.00 ea.
Sterling Silver	2.75 ea.
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Mounted on ribbon and in presentation box. Medal engraved with Club name and year no additional cost. Toastmaster emblem applied in relief in center of medal.

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THE FAMOUS FOURTEEN POINTS

Toastmasters International, Inc., is Organized and Promoted for the Following Reasons:

- TO PROMOTE the growth and establishment of Toastmasters Clubs throughout the world.
- TO SPONSOR the publication of THE TOASTMASTER, offical organ of our Federation, and disseminator of the latest and best ideas on toastmastering.
- 3. TO PROVIDE literature and other assistance to make possible the establishment of Toastmasters Clubs.
- 4. TO PROTECT the name Toastmasters Club in order to confine its use to clubs conforming to the standards and regulations established by the majority group through Toastmasters International.
- TO STANDARDIZE and maintain as nearly uniform as practical the procedure and ideals of Toastmasters Clubs.
- TO UPHOLD before all the latest and best principles of public speaking and related conduct and procedure.
- TO ACT as a medium of exchange tending toward the improvement of Toastmastering.
- TO ASSIST individual clubs in solving and overcoming problems and difficulties which may arise in the organization and functioning of such clubs.
- TO PROMOTE friendship among Toastmasters Clubs and Toastmasters.
- TO SPONSOR friendly competition in public speaking among the member clubs of Toastmasters International.
- TO SPONSOR contests in public speaking among organizations outside the Toastmasters Clubs, such as the High School Public Speaking Contest.
- 12. TO PROMOTE the technique of tactfully giving and gracefully taking criticism and profiting thereby.
- TO MAKE the name Toastmaster a mark of distinction and of recognized ability in public speaking.
- TO ESTABLISH the place of the Toastmasters Club in the life and work of the community.