

NSDAR

NATIONAL

CHAIRMAN'S

RESOURCE

GUIDE

NSDAR NATIONAL CHAIRMAN'S RESOURCE GUIDE

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INTRODUCTION

Congratulations on your appointment as a national chairman! For the next three years, you will be the captain of a team responsible for carrying out part of the work of our National Society. Your job is to foster teamwork and a “can do” attitude within your committee.

Each committee is a vital contributor to the mission of the National Society. The fresh ideas and initiatives emanating from committees propel the National Society to greater heights of achievement in promoting historic preservation, education, and patriotism. Indeed, some of the National Society’s great successes—Project Patriot, the Madonna of the Trail, the DAR Members’ Web Site—were sparked by the creative fires of its committees.

You are your committee’s number one cheerleader. Your enthusiasm will permeate all levels of your committee. Your energy and warmth will create an atmosphere of camaraderie and fun as the team promotes its initiatives.

A successful national chairman is one who is a “two-way” communicator. She communicates openly with those to whom she reports and with those who report to her. You will work closely with your Executive Liaison to develop creative new initiatives for your committee, to craft effective communications for the membership, and to prepare reports on your committee’s successes. You will encourage your vice chairmen, state chairmen, and chapter chairmen to “bubble up” innovative ideas to attain your committee’s goals.

A successful national chairman always has her eye on the future. She works with her team to plan meetings, events, and other activities well in advance. She also actively tracks the progress of the work of her committee and makes necessary adjustments as the team progresses toward its goals.

This guide was developed to provide you with valuable information and resources that are critical for success. At its heart is a timeline of activities which a national chairman should be doing each month. The timeline has links to sections that provide background information, helpful hints, and additional resources. You can navigate back to the timeline from these links. These individual sections can be read on a stand-alone basis too. Allow more than one session for absorbing this material because there is a lot of information in this guide! Refer back to this guide frequently throughout your tenure to be certain to stay on track.

Enjoy the opportunity to work with women from around the world to further the National Society’s objectives. And have fun!

GETTING STARTED

Now that you have accepted the President General’s invitation to serve as a national chairman, what comes next? Educate, formulate, and innovate!

Educate

Your first step is to educate yourself about your job as national chairman and your committee. A successful national chairman not only understands the basic facts about the scope and work of her committee, but she also understands the mission and governance structure of the National Society. She also must prepare herself to run her committee. She needs to gain an understanding about what the committee has done well in the past and what aspects of its work would benefit from improvements. She must also educate herself about how committee communications have been handled in the past and the effectiveness of those communications.

This checklist will help you get started. Work through the checklist using the materials in the [resource list](#). The questions on committee effectiveness and communications are best answered through discussions with the [women of wisdom](#) on the resource list.

General Background

- ☐ Review the [mission statement](#) of the National Society and its [governance structure](#).
- ☐ Review your job description.
- ☐ Review your committee's objectives, procedures, past projects, and reporting forms.
- ☐ Review the [reporting process](#) by which the national chairman receives reports on the activities of committee members.
- ☐ Review the [reports](#) which the national chairman prepares.
- ☐ Review the process of obtaining necessary [approvals](#) of official written correspondence and initiatives.
- ☐ Familiarize yourself with the timeline for your committee's activities, including reporting deadlines.
- ☐ Learn the legal requirements that pertain to your committee, such as the requirement to protect the privacy of personal information provided by scholarship applicants or the requirement to acquire the candidate's permission (or the parents in the case of a minor) before sending a news release about award winners.

Committee Effectiveness

- ☐ What has your committee done well?
- ☐ What can your committee do better?
- ☐ How can your committee's reporting forms be updated?

Committee Communications

- ☐ Review the [communications section](#) of this guide.
- ☐ What tools worked well for your committee in the past?
- ☐ What tools did not work as well?

Formulate

Now that you have acquired a good understanding of the basic facts about your committee's work as well as the effectiveness of that work and the committee's communications, the second step is to formulate three key deliverables: an activities plan for your committee, including

potential new initiatives or major changes to existing initiatives or programs of your committee; a communications plan; and a timeline with key milestones. As you think about what to retain, what to revamp, and what to stop, keep in mind that the approaches and work of the National Society have evolved over time and will continue to do so. Do not be afraid to consider new ways of doing things!

Activities Plan

The following questions may help you as you think outside the box to create innovative and effective activities or revamp existing ones.

- What are the key objectives for your committee?
- Should your committee continue to do the things that it has done well?
- Would small innovations make those activities even better?
- What enhancements could you make to the work of your committee?
- Are there projects or initiatives that should be substantially restructured or dropped?
- Are there new activities that your committee should undertake that are consistent with its mission?
- Do your committee's reporting forms need to be updated? Are they focused on the right information?
- At the end of your term, what do you want your committee to have accomplished?

Be sure to [discuss](#) potential changes, especially any new initiatives, with your Executive Liaison. When ready, seek her endorsement of your proposed changes and obtain required [approvals](#).

Return to [Immediately following Continental Congress](#).

Communication Plan

You are leading a team. You must stay connected to the team throughout the year and ensure that your committee members stay in touch with you. You must foster two-way communication to be successful. As you think about your communication plan, consider the following questions:

- How and when will I share information with my committee members?
- Will some communication tools work better for some members than others?
- How and when will I share information with my Executive Liaison?
- How and when will my committee members share information with me?

Communications among members of national committees and some special committees happen frequently throughout the year because of the need to coordinate work at the national, state, and chapter levels. Communication needs for administrative, standing, and some special committees tend to be dictated by the issues that the committee is considering. The key factor in determining the frequency and style of communications is what will help your committee function at its best.

As you think about your plan, consider the role of technology in that plan. Technology is a wonderful tool to facilitate communication, but keep in mind that not everyone on your team may have cutting edge technology or be conversant with some communication methods that you may take for granted. Whatever methods you decide to use initially, remember that you can, and probably will, adapt your communication plan over time as you spend more time with your committee and find the methods that work best.

When you have formulated your communication plan, be sure to [discuss](#) it with your Executive Liaison. She needs to be aware of your plans, and she must [approve](#) the content of certain communications.

Return to [Immediately following Continental Congress](#).

Your Timeline

Formulating a timeline with key milestones and deliverables is important for ensuring that your committee makes progress on achieving its objectives. You can use the timeline provided by your predecessor as a starting point. This guide also has a high-level timeline and suggested activities geared to the DAR calendar. Be sure to include key dates for your initiatives and other activities. Confirm reporting and other deadlines. It is also useful to include start dates for preparing reports or other materials to try to avoid a last minute rush about a forgotten deadline.

Return to [Immediately following Continental Congress](#)

Innovate

Now that you have educated yourself on your committee and formulated your activities, a communications plan, and timeline for your committee, it is time to carry out your plans to innovate! Your fresh ideas on how your committee's work can be accomplished will not only help your committee attain its goals but also help to advance the objectives of the National Society.

Return to [August](#).

HIGH-LEVEL TIMELINE

Prior to Taking Office (Winter/Early Spring)

- Educate, formulate, and innovate!
- The Candidate for the Office of President General will contact you to advise you when you may contact the outgoing national chairman of your committee. Your committee's Executive Liaison will also get in touch with you to provide more specific guidelines and a timetable for your committee's deliverables.

- Work with the outgoing national chairman and your Executive Liaison to:
 - Develop the information that will be included in the National Information Packet (NIP), which will be released in July shortly after the Executive Officers are installed at Continental Congress. Refer to the [NIP section](#) for hints on drafting an effective entry in the NIP.
 - Revise, as necessary the questions in the Master Questionnaire (MQ). The proposed questions are submitted at the same time that you submit your NIP information. Refer to the [Master Questionnaire](#) section for hints on drafting effective questions.
 - Review your [committee's web pages](#) on the DAR Members' Web Site and update them as necessary. The new pages will be loaded immediately following the installation of the new Executive Officers at Continental Congress.
 - Draft an article for the July/August issue of the [Daughters Newsletter](#) to create enthusiasm about your committee and highlight or reinforce any changes from the previous year.

While in Office

Immediately following Continental Congress

- Review and, if necessary, refresh your [activities plan](#), [communication plan](#), and personal [timeline](#).
- Prepare a draft of your annual communication to each of your committee members appointed by the President General. Refer to [annual communication to committee members](#) section for more details.
 - The Office of the President General will send you a list of these appointees shortly after they accept their appointment.
- Prepare a draft of your annual communication to each state chairman. Refer to the [annual communication to state chairman section](#) for more information.
 - The names of the state chairmen for your committee will be sent to you from national headquarters, usually from the Office of the Organizing Secretary General.
- Submit the draft information packet to your Executive Liaison for approval before the end of July and use the opportunity to discuss any issues. Refer to the approval section for more information on [approvals](#) and the section on [communicating with your Executive Liaison](#).
- Carry out activities on your committee's timeline for July.

August

- By mid-August, distribute the [annual communication to committee members](#) appointed by the President General, after receiving [approval](#) from your Executive Liaison.
- By mid-August, distribute the annual communication to the state chairmen after receiving approval from your Executive Liaison.
 - If the list of state chairmen and units overseas chapter regents is not complete, do not delay your communication. Send the communication to those whose names you have and send it to the others as their names become known.

- Supplement the annual communication with some form of personal contact, either before or after the annual communication is transmitted. Refer to the [informal communications section](#) for ideas.
- Begin preliminary planning for committee events at Continental Congress. Refer to the [committee events at Continental Congress section](#) for ideas on planning.
- In first year of the administration, draft an article for the [Daughters Newsletter](#) on key activities for your committee for the upcoming year, submit it to your Executive Liaison for [approval](#), and send to the DAR Magazine office before the September 1 deadline for the November/December issue.
- Carry out activities on your committee's time line for August.

September

- If you want to hold a meeting, workshop, or an event at Continental Congress to promote the work of your committee and its initiatives, submit before the stated deadline (usually around mid-September) the "[Request for Meeting, Exhibit, and Event Space](#)" form, which will be sent to you by the Office of the President General. This form will inform you about the procedures that you must follow to hold events, whether at the Congress hotel or the DAR buildings.
- [Communicate with your Executive Liaison](#) about any issues or concerns about your committee and any recommendations that should be brought forward for action by the Executive Committee.
- Prepare your presentation or other requested materials for the [National Chairman's Forum](#) in Washington, D.C. Obtain your Executive Liaison's [approval](#).
- Reply to invitations transmitted by the Office of the President General to attend luncheons, dinners, or other social events held during the week of the National Chairman's Forum and the October National Board of Management.
- Carry out activities on your committee's timeline for the month of September.

October

- Attend the [National Chairman's Forum](#).
 - The forum is held annually during the first week of October when the National Board of Management Meeting is held.
- Continue planning your committee's [events at Continental Congress](#).
- Ensure your [committee's web pages](#) are up to date.
- Consider drafting an article on your committee for the [Daughters Newsletter](#), particularly if you did not do so in August, and obtain the necessary [approval](#). The deadline for the January/February issue is November 1.
- Carry out activities on your committee's timeline for the month of October.

November

- [Discuss with your Executive Liaison](#) how the work of your committee is progressing, any issues or concerns, and any recommendations that should be brought forward for action by the Executive Committee in December.
- [Communicate informally](#) with members of your committee as needed.

- Finalize dates for Congress events and set prices for Congress social events.
- Submit “[Request for NSDAR Newsletter Insert Listing](#)” to Office of the Congress Planner before deadline (on or around December 1) to announce any Congress events.
- Carry out activities on your committee’s timeline for November.

December

- [Communicate informally](#) with members of your committee. Send holiday greetings.
- Consider whether any changes should be made to the Chapter Achievement Award (CAA) form for your committee. If so, [discuss with your Executive Liaison](#) before mid-December.
- Carry out activities on your committee’s timeline for December.

January

- Begin work on your committee’s entry for the [National Information Packet](#), which will be distributed in May (except in the last year of the administration).
 - If your committee awards a scholarship or other monetary award, check with the Treasurer General’s office to ensure that there is sufficient funding.
- Begin work on your committee’s questions for the [Master Questionnaire](#) (MQ) for the upcoming DAR reporting year (which begins March 1).
- [Discuss with your Executive Liaison](#) all of this material. Use the opportunity to talk about your committee’s progress on Continental Congress preparations, any issues or concerns, and any recommendations that should be brought forward for action by the Executive Committee in February.
 - Submit the NIP entry and questions for the MQ by the deadline to your Executive Liaison for [approval](#).
- Review progress on plans for Continental Congress by [communicating informally](#) with your national vice chairmen and others working on Congress activities or events.
- Contact your division vice chairmen and request that they contact state chairmen to remind them of April 1 deadlines for processing chapter responses on the Master Questionnaire and submitting their state reports to the division vice chairman. See section on [reporting process](#).
- Carry out activities on your committee’s timeline for January.

February

- Submit approved NIP entry and Master Questionnaire questions following instructions provided.
- In final year of administration, draft an article summarizing your committee’s accomplishments for [Daughters Newsletter](#). Obtain the [approval](#) of your Executive Liaison and submit the article to the DAR Magazine office before the March 1 deadline for the May/June issue.
- Carry out activities on your committee’s timeline for February.

March

- Continue planning your committee’s [Congress events](#).
- [Discuss with your Executive Liaison](#) any issues or concerns about your committee, progress on Congress planning, and any recommendations that should be brought forward for action by the Executive Committee in April.

- Carry out activities on your committee's timeline for March.

April

- [Touch base](#) with each of your teams working on [Congress events](#) and ensure that work is progressing well. If not, make necessary adjustments.
- Carry out activities on your committee's timeline for April.
- In final year of the administration,
 - Work with the incoming national chairman to develop the information that will be included in the [National Information Packet](#), which will be released in July shortly after the incoming Executive Officers are installed at Continental Congress.
 - Work with the incoming national chairman to develop the questions for the [Master Questionnaire](#).

May

- Receive reports from the division vice chairmen summarizing state and chapter activities for each state in their division. Refer to [reporting process](#) section for more information.
- [Contact](#) your national vice chairmen to obtain a summary of their activities. Use the opportunity to discuss progress on Congress events and obtain feedback on the functioning of the committee.
- [Touch base](#) with each of your teams working on [Congress events](#) and ensure that work is progressing well. If not, make necessary adjustments.
- Contact national award winners or have your national vice chairman do so, depending on the custom of your committee. Refer to section on [contests, scholarships, and awards](#).
- Begin work on your report for the *Annual Proceedings of the NSDAR* and your oral report to the Continental Congress. Refer to [reports of national chairman](#) section. Share drafts with your Executive Liaison.
- [Discuss with your Executive Liaison](#) any issues or concerns about your committee, progress on Congress planning including your preliminary thoughts on your reports, and any recommendations that should be brought forward for action by the Executive Committee.
- Submit before the stated deadline (usually around May 15) your committee's request for [certificates](#) to be presented at Continental Congress to the Office of Committees using the required spreadsheet.
- Carry out activities on your committee's timeline for May.

June and early July

- [Contact](#) each committee member to remind her about your committee's events or meetings at Congress and your expectations in early June. Use the opportunity to talk with her about what has gone well and not so well during the year. This feedback will allow you to make adjustments, if necessary, for the upcoming year.
- Follow up with each of your teams working on [Congress events](#) and ensure that work is progressing well. If not, make necessary adjustments.
- Prepare an article for publication in the [Congress Herald](#).
- Submit "Guidelines for Congress Awards" form with winner's information to the Office of the President General by the due date (on or around June 15).

- Remind your national vice chairmen of any rules for award presentations sent to you by the Office of the President General.
 - If a national vice chairman is presenting an award, you should review her remarks.
- Arrange for your committee members and the headquarters staff who have assisted your committee to sit in the President General's box during your report. See [recognizing service](#) section.
- Submit your report for the *Annual Proceedings of the NSDAR* before the date requested by the Office of the Recording Secretary General.
- Carry out activities on your committee's timeline for June.
- Attend Continental Congress. Refer to the [presentations at Continental Congress](#) section for information about protocol during Congress.

Throughout the Year

- Respond promptly to [invitations to attend state conferences](#) or social events.

Anytime during the Administration

- Purchase the national chairman's pin for your official ribbon from Hamilton Jewelers. Your pin will be authorized by the Organizing Secretary General's office.
- Respond in the affirmative to the invitation and pay the required dues to join the National Chairman's Association. The NCA often has an event in October during the week of the National Chairman's Forum and the National Board of Management meeting. It also holds a social event during Continental Congress.
 - The invitation to join will be sent to you shortly after the administration begins.

Immediately after leaving office

- Send records to your successor by the end of July. See section on [transition and retention of records](#).

RESOURCE LIST

This list describes important resources for National Chairmen. Review them as you get started as a national chairman and refer to them periodically during your tenure.

Written material

- [*DAR Handbook and National Bylaws*](#)

This resource provides information on the mission, organizational structure, and governance of the DAR. It also discusses the individual committees and Continental Congress as well as providing information for chapters and state organizations. It is available online at the DAR Members' Web Site or for purchase at the DAR Store.

- *Annual Proceedings of the NSDAR*

This book contains a record of the proceedings of the Continental Congress and the reports of the Executive Officers and national chairmen. It is presented each year to the Smithsonian Institution as required by the Act of Incorporation for the National Society.

- [National Information Packet](#)

Each year, the National Society distributes the National Information Packet (NIP) to each chapter regent and posts it to the DAR Members' Web Site. The NIP contains information about the initiatives of each national committee and many special committees. It may also include information on other committees as determined by the President General. Historically, two standing committees, Bylaws and Resolutions, have had information in the NIP.

- [Committee Web pages](#) on the DAR Members' Web Site (<http://members.dar.org>)

Each national and special committee has a set of web pages that provide an overview of the committee, its purpose, its initiatives, and other information about the committee, including its forms.

Return to [Prior to Taking Office](#).

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- Committee files

Your predecessor will give you the files for your committee. The files should contain a job description, time line, reporting forms, and the history of important initiatives.

- [Daughters Newsletter](#)

This newsletter accompanies the *American Spirit* magazine. Each issue has a "Committee Corner" that spotlights the work of the national and special committees.

- [The Congress Herald](#)

This newsletter is published daily during Continental Congress and is made available in paper form to all attendees at Congress and via the DAR Members' Web Site. It prints award winners and highlights major initiatives or accomplishments of committees.

- [Daughters Abroad](#)

This newsletter is published quarterly for the units overseas. Committee activities can be highlighted in the newsletter.

- *NSDAR Directory* (for contact information)

The directory provides the contact information for all members of the National Board of Management, state vice regents, national chairmen, national vice chairmen, division vice chairmen, and state chairmen.

Women of Wisdom

- Executive Liaison
- Committee advisor
- Past national chairmen
- Past members of the committee

Return to [Educate](#).

National Headquarters Resources

- Committee Services Section of the Reporter General's Office

Return to [Educate](#).

MISSION STATEMENT

The mission of the National Society Daughters of the American Revolution is to promote historic preservation, education, and patriotism.

Return to [General Background](#).

GOVERNANCE STRUCTURE

Overview

The National Board of Management (NBOM) is the governing body of the National Society. It consists of the elected Executive Officers, the Vice Presidents General, and the State Regents. The Executive Committee, comprised of the 12 Executive Officers, directs the activities of the National Society under the authority of the NBOM. The President General is the Chief Executive Officer of the National Society and is the official spokeswoman for the Society.

The work of the National Society is carried out through its numerous committees. Each committee has a specific area of responsibility. The membership of a committee will vary

depending on its responsibilities. This guide briefly summarizes the different types of committee members, the classification of committees, and the governing structure for committees. More detailed information can be found in the [*DAR Handbook and National Bylaws*](#).

To assist the committees with communication, reporting, and the judging of various contests, each state has been placed in a division, as shown below.

- Northeastern Division: Connecticut, Maine, Massachusetts, New Hampshire, New York, Rhode Island, Vermont
- Eastern Division: Delaware, District of Columbia, Maryland, New Jersey, Pennsylvania, Virginia, Units Overseas (including Australia, Austria, The Bahamas, Bermuda, Canada, France, Germany, Italy, Japan, Mexico, Spain, and the United Kingdom)
- Southeastern Division: Alabama, Florida, Georgia, Mississippi, North Carolina, South Carolina, Tennessee
- East Central Division: Indiana, Kentucky, Michigan, Ohio, West Virginia
- North Central Division: Illinois, Iowa, Minnesota, Nebraska, North Dakota, South Dakota, Wisconsin
- South Central Division: Arkansas, Kansas, Louisiana, Missouri, Oklahoma, Texas
- Northwestern Division: Alaska, Idaho, Montana, Oregon, Washington, Wyoming
- Southwestern Division: Arizona, California, Colorado, Hawaii, Nevada, New Mexico, Utah

Committee Membership

Committees can have all or only some of the members described here. All committees have a national chairman and an Executive Liaison.

National Chairman

The national chairman directs and supervises the activities of her committee. She communicates with her committee members using a variety of communication tools. She prepares reports for the Continental Congress, and she may report to the NBOM. With the consent of her committee's Executive Liaison, she makes recommendations for new initiatives for her committee. She is appointed by the President General and reports to the President General through the Executive Liaison.

Executive Liaison

The Executive Liaison is an Executive Officer who serves as a liaison between the national chairman and the Executive Committee and the President General. She is appointed by the

President General to this role. The Executive Liaison provides guidance from the President General and the Executive Committee, advocates for the committee's proposals, and serves as a conduit to the Executive Committee for any issues that may arise.

The Executive Liaison advises the national chairman. She reviews and approves any written materials that the national chairman wishes to distribute. She also reviews, approves, and carries forward ideas or proposed projects to the Executive Committee that need the approval of the Executive Committee or the NBOM. On behalf of the President General, she will also bring requests from the Executive Committee to the national chairman.

Advisor

The advisor is usually a past national chairman. Her role is to act as a resource for the national chairman. Advisors have many years of experience and can provide invaluable advice. The advisor is appointed by the President General.

National Vice Chairman

A national vice chairman is appointed by the President General and works under the direction of the national chairman. For some committees, each national vice chairman has a specific, predefined role. For example, she might be responsible for managing a contest, planning an event, or handling sales. For other committees, a national vice chairman may not have a predefined role, and she would support the national chairman as requested.

National Division Vice Chairman (Division Vice Chairman)

A national division vice chairman (usually referred to as division vice chairman) is responsible for contacting each state chairman in her division to advise that state chairman of her responsibilities and to provide information and resources on the work of the committee, requirements for reporting, and deadlines. For committees with state chairmen, she receives reports from the state chairmen in her division and summarizes those reports in her report to the national chairman. She is appointed by the President General and works under the direction of the national chairman.

State Chairman

The state chairman is the cheerleader for your committee in her state. She is responsible for disseminating information about the committee and deadlines to the chapters, promoting the committee within the state, and fielding questions from the chapters. She forwards questions that she cannot answer to the division vice chairman. She summarizes the activities of the chapters in her state in her report which is sent to her division vice chairman.

Chapter Chairman

The chapter chairman promotes the committee's work at chapter meetings, spearheads chapter activities in support of the committee's objectives, and reports to the state chairman on her chapter's activities using the Master Questionnaire.

Types of Committees

Administrative Committees and Standing Committees

Administrative committees and standing committees perform specialized functions specifically for the National Society. These functions include such activities as advising the President General, preparing the annual budget, developing fundraising programs, and reviewing the report of the independent auditor. While states and chapters may have committees that perform these functions, there is no link between the work of these committees at the national level and those at the state or chapter level. The membership of these committees, therefore, comprises only members who are appointed by the President General.

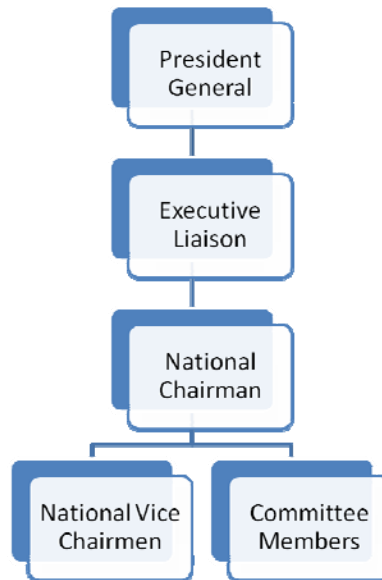
Governance Structure for Administrative Committees



Congressional Committees

Congressional committees help to ensure the smooth functioning of the annual Continental Congress. The President General appoints all members of congressional committees, usually based upon the recommendation of the State Regents.

Governance Structure for Standing Committees and Continental Congress Committees



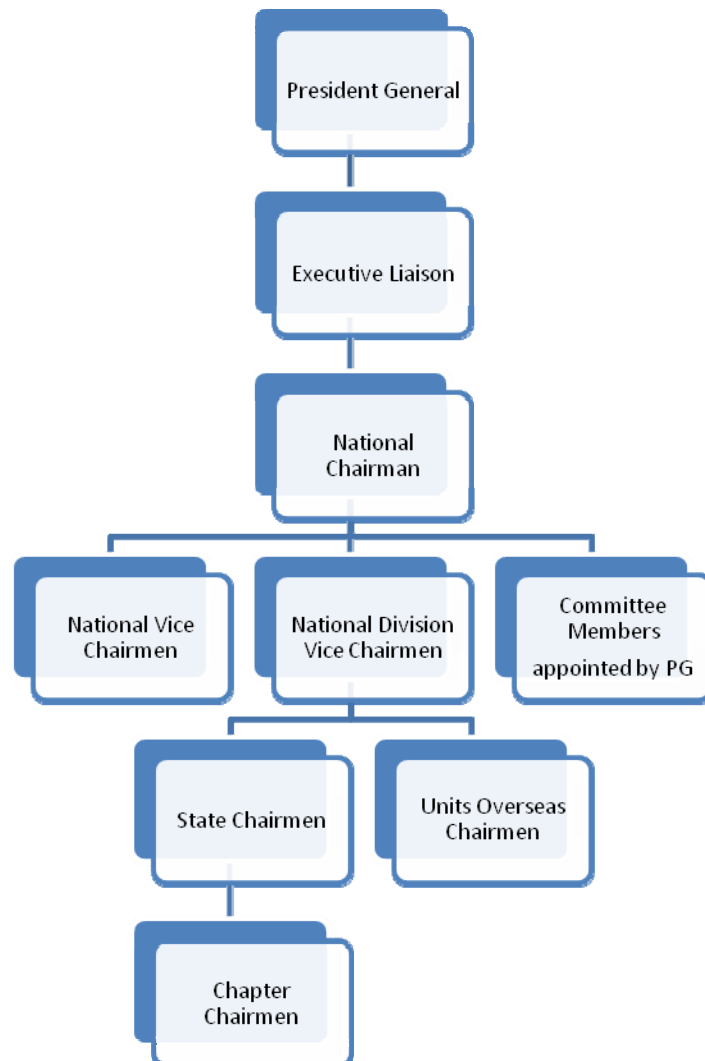
National Committees and Special Committees

National committees and special committees carry out the work of the National Society to promote historic preservation, education, and patriotism. All of these committees have members appointed by the President General. Most of them also have as members state chairmen and chapter chairmen, who are appointed by the State Regent and chapter regent, respectively.

Terms of Office

Members of a committee who are appointed by the President General have a three-year term corresponding to that of the Executive Officers, or until their successors are chosen. (The only exception is the Long-Range Planning Commission, whose members are appointed to nine-year terms.) State chairmen and chapter chairmen of national and special committees serve for the term of the state Executive Officers or chapter Executive Officers, respectively, or until their successors are chosen.

Governance Structure for NSDAR National and Special National Committees



Note: The advisor position is not shown. The “state chairmen” box represents chairmen appointed by State Regents, including the Mexico and France state societies. The “units overseas chairmen” box represents those chairmen named by units overseas that are not part of a state society. The units overseas chairmen report to the division vice chairman of the eastern division.

Return to [General Background](#).

REPORTING PROCESS

Each year, national and special committees include questions about the work of their committees in the Master Questionnaire (MQ). The MQ is used to gather data and information on chapter activities. The responses to the MQ are the principal information source for the [reports](#) of the national chairman of these committees.

Chapters have three methods for submitting the information requested on the MQ:

- Submit the MQ electronically using the eMQ application (accessed through e-membership or the DAR Members' Web Site (www.members.dar.org/MQ);
- Download a copy of the MQ from the DAR Members' Web Site, complete it, and e-mail it to the designated state contact; or.
- Fill out a paper copy and mail it to the state contact.

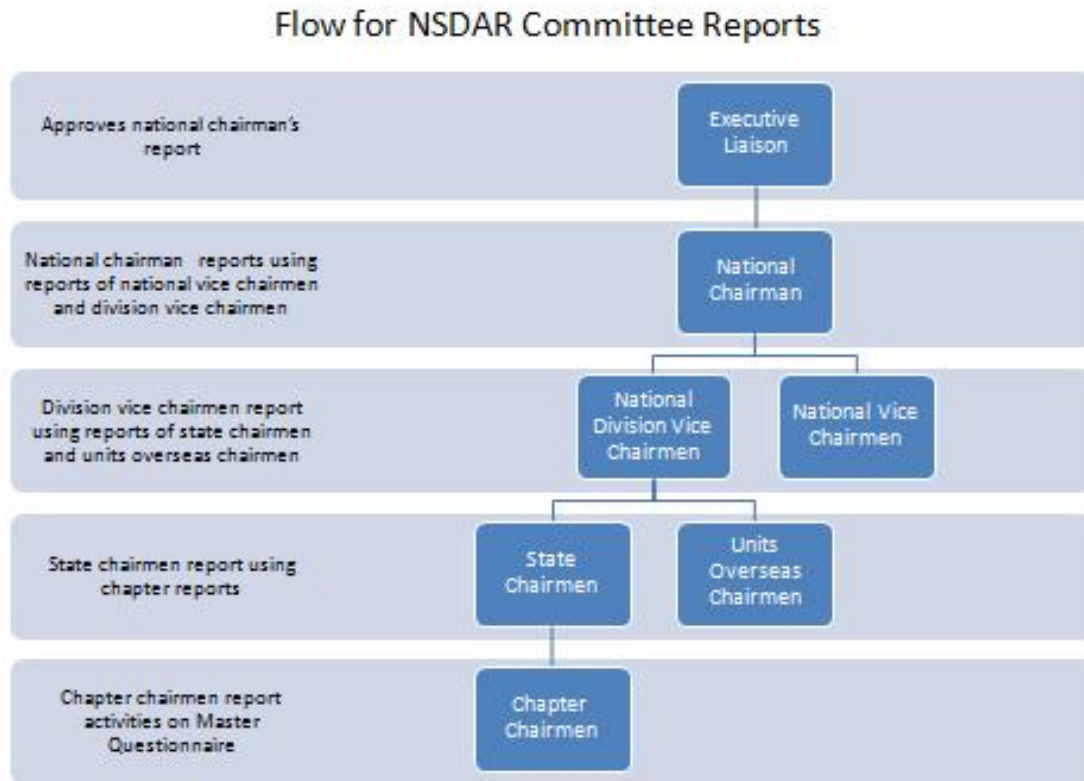
Where utilized, the state contact is named by the State Regent and varies from state to state.

Each state chairman compiles the results for the chapters in her state and reports on any state-level activities. She can access directly and export information from chapters that filed the MQ using the eMQ application. She also uses the paper and e-mailed copies sent to her by the state contact. She forwards her report for the state to the division vice chairman for her state before April 1.

The division vice chairmen, in turn, compile the results for the states in their divisions. The eastern division vice chairman includes in her report the information that she received directly from the unit overseas. Each division vice chairman sends her report to the national chairman by May 1.

The national chairman supplements the division reports with information from other sources when preparing her reports. You should contact your national vice chairmen, if your committee has them, and request reports of their activities. Some information can be obtained from e-membership as well. In addition, your Executive Liaison may have relevant information to add to your report.

Figure 4



Note: The “state chairmen” box represents chairmen appointed by State Regents, including the Mexico and France state societies. The “units overseas chairmen” box represents those chairmen named by units overseas that are not part of a state society. The units overseas chairmen report to the national division vice chairman of the eastern division.

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REPORTS OF THE NATIONAL CHAIRMAN

Presentation at the National Chairmen's Forum

The National Chairmen's Forum is held in October during the week that the National Board of Management meets. You will receive guidelines from the Office of the President General asking each national chairman to make a short presentation to the members of the NBOM. You should consider delivering your message with humor, handouts, question and answer format, or other presentation aides. Your presentation should highlight important initiatives of your committee, especially new ones, for your committee for the upcoming year and should be written to generate enthusiasm among the State Regents for these initiatives. Be certain to note any changes to the information in the National Information Packet, but do *not* repeat what is in it. Make your report lively and interesting. Don't forget to have fun mingling with other national chairmen while you are there.

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Oral Report at Continental Congress

Each national chairman gives a brief report during a business session at Continental Congress following the guidelines set by the President General. The report highlights the accomplishments of your committee during the past year. It is based on information drawn from the compiled MQ responses and other information sources, as discussed in the [reporting](#) section. Keep the report lively and informative. Do not include too many statistics because they make a report boring for the listener. (Your detailed written report, described below, can include important statistics.) If you will present a national award winner at a different time, do not include that information in this report, instead focus on the work of your committee, not award winners. Be sure to practice giving your report to ensure that you do not exceed your time limit. It is very embarrassing to be cut off for exceeding the limit. **The audience loves concise reports.**

It is recommended that your remarks be typed using a large font and consume only the top half of the page. This approach helps your eye track the text while you are speaking. Pay attention to page breaks so you do not have to turn the page in the middle of a sentence, and number the pages. Keep your eyes focused on the text and not on the monitor in front of you, which some have found distracting.

Written Report for *The Congress Herald*

[The Congress Herald](#) is also a good place to submit an article on a special accomplishment of your committee during the preceding year. You can also submit a list of award winners to *The Congress Herald*. You will be contacted by the editor with details for submitting an article and

the deadline, which is typically before Congress begins. You can also directly contact the editor before Congress.

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Written Report for the *Annual Proceedings of the NSDAR*

In addition to your oral report at Continental Congress, you will also prepare a written report summarizing the work of your committee. This report is printed in the *Annual Proceedings of the NSDAR*. This report is usually an extension of your oral report and can list all of your committee's awards or other appropriate statistics. The format to use for your report and the deadline, which is usually before Continental Congress, will be sent to you by the Office of the Recording Secretary General. See the [sample instructions](#). This report may be returned to that office by e-mail after it has been approved by your Executive Liaison.

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APPROVALS

Your Executive Liaison reviews and approves all of your official written communications. She also reviews the proposed initiatives of your committee and takes them forward to the appropriate approving body, which could be the President General or the Executive Committee, which might then take it to the National Board of Management or the Continental Congress.

Official Material

The following official material requires the approval of your Executive Liaison before its release:

- Your committee's web page (and any subsequent revisions)
- Questions on the Master Questionnaire
- Information in the NIP
- Correspondence of an official nature to members of your committee.

While these approvals may seem unnecessary, the Executive Liaison, who acts on behalf of the President General, will want to ensure that your message does not conflict with established NSDAR policy and additionally, the Executive Liaison may be aware of an upcoming issue or conflict, not yet resolved, that would affect your message.

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Initiatives

All potential initiatives for your committee must be approved before being implemented. When you are ready to seek approval, contact your Executive Liaison to request the change and provide her with a rationale. She will likely ask you questions and discuss the proposal with you further. If she concurs with your proposal, she may have you draft a concise memorandum discussing the proposed change and the rationale for the change. She will use this material when consulting with the President General. For some initiatives, the concurrence of the President General is the only approval necessary. Other initiatives may require obtaining additional levels of approval.

If your initiative requires review by the Executive Committee, you may need to expand the material provided in support of your proposal. Your Executive Liaison will guide you in this process. Your initiative may require the approval of the Executive Committee or it may require an official ruling of the Executive Committee. A ruling is generally required for requests to spend “Friends of” funds associated with your committee, to change essay topics, or to amend prior rulings of the Executive Committee.

Executive Board Rulings

If your change requires an Executive Committee ruling to be implemented, your Executive Liaison will work with you on the best wording for the motion and the short rationale for the motion. Upon approval, the motion becomes a ruling. Rulings can be simple or complex.

Here are some sample rulings:

- To approve the following topic for the 2009-2010 NSDAR American History Essay Contest: The Completion of the First Transcontinental Railroad. Describe how you felt on May 10, 1869, when the golden spike was driven at Promontory Summit, Utah, to celebrate the completion of the First Transcontinental Railroad. Pretend you are either a settler planning to use the train to travel to your new home in the West, an Irish or Chinese worker who helped build the line, or a Native American whose way of life was greatly affected by the railroad.
- To approve the payment of a one-time award in the amount of \$1000 to the following recipients of the American Indian Scholarship. Payment is to be sent to an accredited institution of higher learning. Availability of funds has been verified by the Office of the Treasurer General. Recipients: A list including each award recipient is incorporated into the ruling.

It may seem like a lot of effort to get initiatives approved, but do not be deterred! The approval process ensures a full vetting of the idea to ensure that your innovative ideas about your committee's work advance the mission of the National Society. Effective teamwork with your Executive Liaison and your committee will bring those innovative ideas to fruition.

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COMMUNICATIONS

A successful national chairman is a two-way communicator. She communicates openly with those to whom she reports and with those who report to her. Her communications are timely so that people have the information they need at the right time.

Communications Chain

The national chairman is a vital link in the communication chain. Information can flow from the top down to her—from the Executive Liaison to the national chairman, or it can flow from her to her committee members. Information can also flow from the bottom up to her—from the chapter chairman to the state chairman to the division vice chairman to the national chairman, or it can flow from her to her Executive Liaison.

A successful national chairman

- Provides information about the major initiatives and work of your committee to your committee members and the general membership.
- Stays in touch with her Executive Liaison to apprise her of the committee's progress on meeting its objectives and issues affecting the work of the committee and to provide feedback to her.
- Promptly disseminates information from the offices at headquarters to her committee members.
- Encourages her vice chairmen, state chairmen, and chapter chairmen to give feedback on the functioning of the committee and to bubble up new ideas to attain the committee's goals.

Your division vice chairmen are the channels through which you receive feedback and questions from the states and chapters. Chapter chairmen are expected to direct issues or suggestions about your committee to their state chairmen. The state chairman is expected to relay them to the division vice chairman (or the national vice chairman depending on the topic). This process ensures that the state chairmen and division vice chairmen are aware of issues in their respective states or divisions. In addition, it allows them to identify common themes that may warrant attention or clarification.

Communicating with Your Executive Liaison

It is important to communicate regularly and openly with your Executive Liaison. You report to the President General through her, and she needs to be aware of the issues affecting your committee and the things that you would like to change. She is also your mentor. She wants to

help you succeed. As an Executive Officer who is very knowledgeable about DAR, she is a treasure trove of advice and helpful insights.

Your Executive Liaison will contact you prior to each Executive Committee meeting. She will ask you what issues, concerns, or changes need to be brought forward for action by the Executive Committee. Generally, she will contact you about one month ahead of the scheduled meeting. For example, you would be contacted in late October or early November for the December meeting. The type of change that you want to make may dictate when you need to bring the change forward. For example, the Chapter Achievement Award (CAA) form is approved at the February NBOM meeting; which is the last such meeting prior to the printing and distribution of the CAA form and the NIP; therefore, materials proposing changes to this form must be received by your Executive Liaison in December.

You should contact your Executive Liaison, perhaps using the informal tools described below, whenever you believe that you have an issue that merits discussion. You do not need to wait for her to contact you. It is important to discuss matters with her to ensure that major changes or even minor tweaks are consistent with the direction set by the Executive Committee and consistent with the goals of the National Society.

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Communication Tools

A national chairman uses a number of tools to communicate with the chapters, her committee members, her Executive Liaison, and the general membership. Some of these tools are established methods of communicating. An established method is one that has been in use for some time, has a formal structure for approving content, and is in written form. Other tools facilitate informal communication. You must use all of the established methods of communication; however, a successful national chairman will supplement the established methods with informal ones, whether those described here or her own.

Established Tools

National Information Packet

The [National Information Packet](#) (NIP) contains information on the activities and initiatives of each national committee and many special committees. It is one of the most important vehicles for informing chapter chairmen, chapter regents, and the general membership about the work of your committee.

You will draft your committee's section of the NIP and submit it to your Executive Liaison for [approval](#). The following hints may be helpful for you in this process.

- Focus on the most important information the reader needs to know about your committee.
- Make your reader want to participate in the work of your committee. Energize her!
- Be concise and clearly explain the work and initiatives of your committee.
- Provide deadlines.
- Reference any necessary forms, but place most forms, especially contest forms, on the DAR Members' Web Site.
- Be judicious in your choice of material because the number of pages in the NIP affects the cost of mailing it, and expenses are tightly controlled.

Instructions for preparing and submitting material for the NIP, including due dates, will be transmitted by the Office of the President General or your Executive Liaison.

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Master Questionnaire

The [Master Questionnaire](#) is used for gathering data and information for the national chairman's report for all of the national and most special committees. This information is used to report to the Congress of the United States of America. The Master Questionnaire also influences the activities undertaken by the chapters.

You will draft your committee's questions on the Master Questionnaire. Your questions should be

- Relevant to the objectives of your committee;
- Clear and concise;
- Ask for information not found in e-Membership reports;
- Quantitative, rather than "yes/no", where applicable; and
- Straightforward.

Remember that each chapter (often just the chapter regent) expends a lot of effort to complete the MQ. Be considerate of the chapter's time. Clear, concise, and straightforward questions can be answered more easily than questions that are difficult to interpret or understand. If the information can be obtained elsewhere, such as from e-membership reports, do not ask for that

information on the MQ. You also should not feel obligated to include the full number of questions allowed by the President General. Ask only what you need to know.

You must send your draft questions to your Executive Liaison for her [approval](#) before submitting them to the Executive Officer overseeing the entire MQ. Be certain to adhere to all deadlines.

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Committee Web Pages

Your [committee's web pages](#) are a great way to energize the membership about the work of your committee. Highlight the objectives of your committee and its key initiatives. Place forms, essay contest descriptions, or other information about the work of your committee there. It is critically important that you review the content of the web pages frequently to ensure that all information is up to date. You will work with the national chairman of the Volunteer Information Specialists (VIS) Committee or her designee on your committee's web page. All content must be [approved](#) by your Executive Liaison before it is posted on the web site.

Some committees have content on the public DAR Web Site. You should review the material pertinent to your committee and ensure that it too is up to date.

Daughters Newsletter Articles

Each national chairman of a national committee or a special committee should write a brief summary of her committee's work for the *Daughters Newsletter* at the beginning of her tenure and at least annually thereafter. This summary may announce new initiatives or changes, highlight significant achievements for the committee, provide or solicit new ideas, extend kudos for exemplary work, or generate excitement about your committee's work. You will be contacted by the DAR Magazine staff before the deadlines for such articles. All articles must be approved by your Executive Liaison. Be certain to comply with all requirements and deadlines.

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Annual Communication to Committee Members Appointed by the President General

The purpose of this communication is to ensure that each committee member receives key information about your committee and its initiatives as well as contact information. There may be some repetitive material from year to year because turnover is inevitable and you will want to

ensure that all committee members have the information they need. This communication must be approved by your Executive Liaison. Written contact with your committee need not be limited to once each year; it should occur as often as necessary.

The annual communication should:

- Introduce yourself
- Express your pleasure and appreciation that the member is serving on the committee
- Explain the purpose of the committee
- Promote enthusiastically any special initiatives
- Describe the responsibilities of the member and their importance
- Send a list of each national committee member, her title (chairman, national vice chairman, division vice chairman, or member) and her contact information.
- Stress the importance of good communication
- Express your openness to hearing the member's ideas.

If your committee has division vice chairmen, the package for each of the division vice chairmen should also

- Include the names of the state chairmen in her division.
- Encourage her to foster good communications with those state chairmen.
- Remind the eastern division vice chairman that she is responsible for communicating with the units overseas, including those that are not part of a state society.

If the entire list of state chairmen is not available before you must transmit your annual communication to the division vice chairmen, do not delay your transmission. Send the names of the state chairmen later. The *NSDAR Directory* also lists state chairmen, although it is not generally available until the fall. The eastern division vice chairman can find information on the regents of the units overseas on the DAR Members' Web Site and in the *NSDAR Directory*. She can also contact the national chairman of the Units Overseas Committee for it.

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Annual Communication to State Chairmen

For NSDAR committees that have state chairmen, the national chairman sends the annual communication to each state chairman. The objective of the communication is to introduce the state chairmen to your committee, inform them of key initiatives and activities, and energize them about your committee's work.

Not all state chairmen have terms that coincide with the national administration. You will, therefore, need to repeat some information each year. This communication must be approved by your Executive Liaison each year.

In this communication, you should

- Introduce yourself;
- Express your pleasure and appreciation that the state chairman is on the committee;
- Explain the purpose of the committee;
- Promote enthusiastically any special initiatives;
- Cite important deadlines;
- Describe the responsibilities of the state chairman;
- Remind that state chairman that she is a cheerleader for your committee and that she should find ways to energize the chapters to undertake the work of the committee;
- Suggest that the state chairman discover the name of each chapter chairman in her state and communicate with those chapter chairmen directly;
- Encourage the state chairman to prepare information for state or district meetings and to have a web page with information about state activities and links to your committee's information on the DAR Members' Web Site;
- Relay your committee's openness to hearing the state chairman's ideas;
- Note that questions should be directed first to the division vice chairman; and
- Send a list of each national-level committee member, her title (chairman, national vice chairman, division vice chairman, or member), and her contact information.

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Annual Communication from the Division Vice Chairmen to State Chairmen

The division vice chairman is responsible for communicating in writing with each of the state chairmen in her division at the beginning of her tenure, preferably as soon as possible after Continental Congress, and at the beginning of each DAR service year. As national chairman, you are responsible for approving the content of this communication and ensuring that it occurs.

In this communication, the division vice chairman should

- Introduce herself;
- Give her contact information;
- Provide any division-specific deadlines, particularly for reporting or contests; and
- Include any other committee information that was not included in your communication.

The eastern division vice chairman also needs to establish communications with the committee chairman or chapter regent of each of the units overseas that is not part of a state society.

Informal Tools

A successful national chairman uses a variety of informal communication tools to stay in touch with her committee members and her Executive Liaison. These tools help her to monitor her committee's progress, to emphasize areas of focus or important milestones, to field questions, to receive feedback from committee members on the work of the committee, and to solicit ideas

about new or more efficient ways of carrying out the mission of the committee. Informal contact is also critically important to ensure that each member of the committee is carrying out her work in a timely fashion. At a minimum, such informal contact should occur about a month before a reporting deadline and a few weeks before an event-related deadline (such as the deadline for ordering supplies for Continental Congress or the deadline for providing headcount to the Congress hotel for an event.) Contact sufficiently far in advance of the deadline will allow time to make any necessary adjustments.

You should also encourage each division vice chairman to communicate informally with the state chairmen and her units overseas contacts, if she has them, throughout the year, particularly before reporting deadlines. Similarly, you should encourage your state chairmen to communicate with as many chapters in their states as possible.

In writing

Sending a written note or an e-mail message is a common tool for connecting with committee members. They are particularly useful tools for communicating if you want to retain a record of what you sent and when. (Be certain to photocopy that written note.) Sending an e-mail is the best informal tool for communicating with numerous state chairmen at one time.

Verbally

A telephone call can be particularly useful for connecting with members appointed by the President General. Communication that requires a dialogue, such as tackling a complicated issue, is often handled better via telephone than a series of e-mails.

Conference calls can be useful if your committee needs to meet, if you have a number of people involved in arranging an event or meeting, or if you want to have a brainstorming session. You can use a teleconference service for such calls. Sometimes, a committee member may be able to arrange calls.

You can get a good start on building a strong bond with the committee members appointed by the President General by supplementing the first annual communication with a telephone call or other personal contact. The contact can occur either before or after the communication is transmitted. Contact beforehand lets your committee member know that the communication is coming and provides an opportunity for you to introduce yourself in a more personal fashion. Contact afterward allows a more personal introduction as well as the opportunity to inquire whether she has any questions or any thoughts about the committee's work. Either approach can be effective.

Social Media

Social media is a growing method of communication for the National Society. Social media permits a group or community to interact, to exchange information, and to share pictures or videos. Social media websites can be used to discuss committee business, post notices, and communicate within the committee. National chairmen are encouraged to include social media

in their communications toolkit, with the consent of their Executive Liaison. That said, social media is not appropriate for all committees, so you will want to discuss with your Executive Liaison the applicability of a social media site for your committee. If it is determined that this type of communication would benefit your committee, you must follow the NSDAR Social Media Guidelines. If you have questions about social media, you should contact the National Vice Chairman, Social Media, Public Relations and Media Committee.

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CONTINENTAL CONGRESS

Committee Events at Continental Congress

Continental Congress is a great opportunity for committees to meet, both formally and informally. Some committees also have special events at Congress, like a breakfast, luncheon, tea, or supper. You must obtain approval each year to hold formal meetings and events at Congress. Discuss with your Executive Liaison your plans for any Congress events.

Scheduling Your Event

Planning for Congress begins right after the close of the preceding Congress, and you will need to work with the Congress Coordinator to get your event on the schedule. The Coordinator will be sending out forms and reminders leading up to Congress. The first form you will receive is an event request form, which should be completed and returned to the Congress Coordinator's office in the late summer/early fall. This form will get your event on the schedule to be approved by the President General. Once the schedule – and your event – has been approved, you will work with the Congress Coordinator to ensure that your event has [adequate space](#), that you have the [necessary supplies](#), and that your [event appears](#) on the Congress schedules in both the *Daughters Newsletter* and the Congress Program.

Planning a Meeting or Workshop

Many committees have a workshop or meeting during Continental Congress. Doing so provides an opportunity to review significant accomplishments over the past year and to look forward to changes or new initiatives for the upcoming year. These sessions should be informational and

informal. All interested DAR members are welcome to attend and should be so informed in your meeting announcements.

A committee meeting or workshop requires advance planning of meeting logistics and content. Remember, good planning obtains good results. The membership will learn more and be more engaged in the work of your committee if your meeting is well organized.

Make your workshop or meeting a team effort. Draw on the talents, creativity, and enthusiasm of your committee by having committee members, including state chairmen, assist with the planning or lead a portion of the event. Their participation will also attract interested members from their states or divisions.

As your team plans the event, consider the following questions:

- What is the purpose of this workshop or meeting?
- What should each person attending expect to get out of it?
- How will the committee's presentation encourage positive results going forward?
- How will I be able to evaluate workshop results?

Having a workshop only because other committees are doing so is not a good reason for having one.

Once you have settled on the objectives for your meeting or workshop and the key points that you want to convey, you and your team can develop a plan to deliver the content for the meeting or to shape the interactions at your workshop. When doing so, you may wish to consider the following suggestions.

- Provide a vision to participants of how the work of your committee relates to the mission of the National Society.
- Discuss your committee's goals and objectives and how they are being met.
- Provide key dates.
- Target material and discussions at the chapter, state, and division levels where possible to connect with as many attendees as possible.
- Have a get-acquainted activity at the beginning of the meeting to relax the atmosphere and create a collaborative, team-like effort for the rest of the workshop.
- Encourage attendees to make new acquaintances at the workshop by having them sit by someone or participate in a group with participants whom they do not know.
- Make each participant feel that her attendance is important by soliciting her participation or her ideas during discussions.
- Divide attendees into groups, if feasible, to address different aspects or projects of your committee because a focused discussion in smaller groups can be more effective than large group discussions. You can later bring the groups together to share information.
- Recognize areas of success as well as those of challenge.
- Use catchy phrases to attract attendees' attention. Use fun activities.
- Have a timekeeper so you do not get bogged down on any one topic, and, if a topic is not engaging the group, move on.

- Plan to have an open discussion period at the end.
- Assign someone to record ideas developed during the discussion so that they can be shared in future communications with your entire committee after Congress.

Meet with everyone who is leading a portion of the workshop or meeting well in advance of Congress and again at Congress. Before Congress, try to get the entire team together, perhaps via conference call, but if that is not feasible, be sure to touch base with each presenter at least once before the workshop. Be sure that everyone knows what each presenter is doing so they can support each other in their efforts.

Most committee meetings are scheduled one hour; however, you must allow travel time for attendees to get to their next committee meeting. Therefore, you should plan on ending your session 10 minutes prior to the posted ending time for your committee's meeting. It is crucial that your meeting or workshop be focused on your objective and key points. Do not use up valuable time with introductions or handing out a lot of certificates. Briefly introduce yourself, your national vice chairmen, and your division vice chairmen individually, but ask any state chairmen and chapter chairmen present to stand to be recognized as a group. It is important to highlight outstanding achievements, but participants quickly become bored if you hand out too many certificates.

On the day of the meeting or workshop, be flexible and maintain a sense of humor. Things may not turn out exactly as you planned, in which case laughter is sometimes the best response!

Special Event

If your committee has a special event, such as a tea, luncheon, or dinner, most of the work should be performed by the national vice chairman (and her committee, if she has one) for the event. You must [communicate informally](#) with the national vice chairman in charge of the event throughout the year to ensure success.

If you are presiding at the event, you should have a script with your remarks. Follow DAR protocol for seating at the head table and for introductions. (Refer to the *DAR Handbook and National Bylaws* for protocol information.) If you have a large number of attendees, you may recognize groups of distinguished Daughters (such as the Vice Presidents General and State Regents) together, but always introduce the Executive Committee members and Honorary Presidents General individually. Be sure to end your event sufficiently early so that attendees have enough travel time to get back to Constitution Hall for business or evening sessions.

Informal Committee Meeting

Some national chairmen meet with their national vice chairmen, division vice chairmen, and advisor prior to the committee's Congress events. The meeting can take place in the national chairman's room or some other convenient location, usually early in the week. Such a meeting is not essential, but it is a nice way to connect with these committee members, talk about the past year, prepare for your Congress events, and look forward to the coming year. Some chairmen present small gifts of appreciation to their committee members, but doing so is not necessary. A

personal note from you expressing your appreciation for a member's service is perfectly appropriate.

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Presentations at Continental Congress

Process for Delivering Your Oral Report during a Business Session

The President General's office will notify you of the business session during which your report will be presented. Before the beginning of that session, you should report to the President General's reception room in Constitution Hall. (Don't forget your report!) From there, you will be escorted to your seat on the platform (stage). Shortly before you give your report, a member of the platform committee will move you to a so-called jump seat. After the President General calls for your report, come forward to the podium briskly. When you arrive at the podium, address the President General, as "Madam President General," and deliver your report. The timer starts after you recognize the President General. When you finish your report, proceed back up the center aisle where you will be met by a member of the platform committee. At that point, you can either exit the platform or return to your seat on the platform for the remainder of the business session.

Recognizing Service During Your Oral Report

Some committees present awards or recognize service during their reports. You will receive specific guidelines for doing so from the Office of the President General. (Refer to Appendix F.) The award may recognize outstanding service by a chapter or individual member. It is also common practice to recognize your committee members and, especially, the staff members at national headquarters who have assisted your committee during the year. It is a courtesy to ask them to sit in the President General's box during your report so that they may be introduced. Be sure that your prepared remarks include the text to introduce them! You must make arrangements with the President General's office in advance in order to have committee or staff members seated in the President General's box during your report. Read and comply with all requirements.

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Award Presentations at an Evening Session

If you are presenting a national award winner during an evening session, be certain to report to the President General's Reception Room no later than one-half hour prior to the start of the

evening session. You should socialize with your award winner in the reception room prior to the two of you being escorted to your seats on the platform. Be sure that you have arranged with the state hostess whether she or you will escort the winner to the door when he or she departs for the evening.

The process for making your evening report is the same as for that during a business session. Shortly before you present the award winner, a member of the platform committee will move you and your winner to jump seats, unless you are seated in the first row on the platform. After the President General calls for your report, come forward to the podium briskly. When you arrive at the podium, address the President General, as “Madam President General,” and introduce your award winner. The President General presents the award to the award winner. Be sure to notify your award winner of the time limit for acceptance speeches. Following the award presentation, the convention photographer will take a photograph of the award winner with the President General, the award winner, and you, the national chairman. After the photo opportunity, you and your award winner will proceed back up the center aisle. If the award winner is staying for the rest of the evening, a member of the platform committee will escort both of you back to your seats. If the award winner is departing, inform a member of the platform committee and both of you will be escorted to the President General’s Reception Room. Whenever your award winner departs, be sure to escort him or her to the state hostess, as prearranged, or to the doors of Constitution Hall for departure.

Keep your introduction succinct! Comply with the time limit set by the President General’s office. Do *not* include any detailed information from your oral report. The focus is on the award winner’s achievements.

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Opportunities at Continental Congress

You may be invited to the President General’s reception after opening night. In addition, you may also receive invitations to state events at Continental Congress. Be sure to reply promptly to all invitations. Unless your roommate also received an invitation, she should not attend these functions with you.

There is reserved seating for national chairmen in Constitution Hall for all business and evening sessions. At registration, be sure to register as a national chairman and pick up your national chairman’s ribbon and seat ticket.

CONTESTS, SCHOLARSHIPS, AND AWARDS

Many committees present awards to recognize outstanding achievement in the areas of historic preservation, education, and patriotism. Some committees award scholarships. Other committees sponsor essay or other types of contests. Awards may be given to members and nonmembers of DAR. Essay contests typically involve school children, but may also involve DAR members.

Rules for Nonmembers

It is essential that you and your committee adhere to all legal requirements and other rules for making awards, granting scholarships, or holding essay contests that involve individuals who are not members of DAR. Such requirements include, but are not limited to, protecting the personal information of participating individuals, obtaining parental permission to publish information about children who win awards, and ensuring unbiased awarding of scholarship money. Judges for contests, scholarships, and awards for non-DAR members must not be a DAR member or related to the individual running the contest, handling the scholarship applications, or coordinating the award process. Be sure to discuss these rules with your predecessor and direct any questions to your Executive Liaison.

Award Notification

It is very important to notify the sponsoring chapter, the State Regent of the sponsoring chapter's state, and the respective division vice chairman of national award winners who are not DAR members. Prior to notifying these individuals, you should check with the Office of the Congress Planner to confirm what expenses, if any, will be paid by the National Society. You can then inform the chapter and state about those costs that will and will not be covered by the National Society. It is expected that the local chapter and the state will act as hostesses to the award winner while the winner is in Washington DC and provide some financial support to the winner to help defray unreimbursed costs that the winner incurs by traveling to Washington, DC to receive the award.

Monetary Awards

Before offering a scholarship or other monetary award, ensure that there is sufficient funding by contacting the Office of the Treasurer General. It is imperative that you do so before publicizing the availability of a scholarship or other monetary award.

All national scholarship winners receive a monetary award, which is paid directly to the college or university that the recipient attends in the name of the student. The recipient should be advised by you or the national vice chairman administering scholarships to notify one of you of his or her acceptance to his/her school of choice and the appropriate office at the school to which the funds should be sent. For recipients of multiyear awards, you or your national vice chairman should instruct the student where and when to send the necessary documentation for renewing the award.

For checks presented from the platform, be certain to request that the Treasurer General's office prepare the check for the presentation and allow no less than one month lead time for that preparation.

Recognizing Non-Winners

For contests, especially essay contests, you should ensure that someone on your committee at the appropriate level—chapter, state, division, or national—presents individuals who do not receive an award with a certificate of appreciation to recognize their participation in the contest. These certificates signify the DAR’s appreciation for the time and effort that the participant expended in preparing a contest entry. Alternatively, a letter can be sent to each contest entrant who did not win that expresses appreciation for the effort that the entrant took to participate in the contest and express regret that the entry was not selected as the winner. Never mark an entry “non-winner” and return it to the entrant!

Certificates

All national committees and most special committees recognize the outstanding work of state societies, chapters, or individual DAR members. The recognition is usually in the form of a certificate signed by the national chairman that is distributed at Continental Congress. The certificate should have the award winner’s name, the name of the award (such as “Most Flags Distributed”), and the date. Be sure to check, and double check, the spelling of every word on the certificate to ensure accuracy. It disappoints a recipient to receive a certificate on which her name or the name of the award is misspelled. You should make arrangements for your certificates to be delivered to the State Regent of the award winner. The certificates are prepared by the Office of Committees. It is essential that you provide the list of award winners in the required format, ensure accurate information, and adhere to the deadline established by that office.

Return to [May](#).

Return to [June](#).

OTHER INFORMATION

Invitations

You may also receive invitations to attend the state conferences of states other than your own, usually to make a presentation about your committee. Before you accept an invitation, be sure that you understand what is expected of you and what you can expect from the host state society. Typically, you will be expected to pay your own travel expenses. You may be a guest of the conference or you may be expected to pay for your own room and meals.

Return to [Throughout the Year](#).

Expenses

Most committees do not have expenses reimbursed by the National Society. Therefore, you will pay the expenses associated with your national chairmanship. You should consult your tax advisor to determine whether these expenses may be considered a charitable contribution for income tax purposes.

TRANSITION AND RETENTION OF RECORDS

All appointments of national committee chairmen and committee members appointed by the President General are concurrent with the term of the President General. The appointments end at the conclusion of the President General's administration, with the exception of the Long Range Planning Commission.

When instructed by the candidate for the Office of President General, the incoming national chairman should contact the outgoing national chairman of her committee to ensure continuity of the committee's activities. The outgoing chairman should be helpful to the incoming national chairman by providing comprehensive information to her successor in a timely fashion so the incoming national chairman understands what is expected of her. This information includes:

- A job description.
- A timeline for major activities, reports, and due dates.
- A description of all legal requirements pertaining to the committee's work, such as privacy rules and record retention guidelines.
- A list of all awards presented by your committee and a description of those awards.
- Copies of all official communications sent during the outgoing chairman's tenure. This communication would include the annual packet sent to the committee, including the state chairmen, as well as recommendations for executive board motions.
- Copies of the outgoing chairman's oral reports at Congress, reports in the *Annual Proceedings*, and any statistical data.
- If your committee sponsors contests, a copy of contest procedures and any winning contest entries that your committee is required to keep. These may be in the files of a national vice chairman, in which case you should remind her to transfer these records to her successor. For some awards, the documentation may be at National.
- Copies of all award winners' packets that were approved during that portion of the reporting year that precedes the change in administration (March 1 through the last day of Continental Congress).
- Descriptions of problems encountered during your tenure as national chairman and their resolution. These descriptions help subsequent chairmen know how various situations have been handled over the years. You should also inform the incoming national chairman of any pending issues or situations that may need to be addressed early in her term.

It is also extremely helpful if you can scan old documents to PDF files and pass electronic copies, either via e-mail or a thumb drive, onto your successor as well.

You will also be expected to help the new chairman with preparing the information for the NIP and her questions for the MQ. These documents are distributed almost immediately after the change in administration, so it is important to assist the incoming chairman with this work when requested since much of the work is completed prior to the installation of the new President General.

Return to [Leaving Office](#).

IMPORTANT INFORMATION FROM THE RECORDING SECRETARY GENERAL
INSTRUCTIONS FOR THE REPORTS FOR CONTINENTAL CONGRESS AND THE *ANNUAL PROCEEDINGS*

TO: NATIONAL CHAIRMEN

The following guidelines will assist you as you begin to compile your report for the [number] Continental Congress. Your cooperation in providing accurate material by the given deadline is crucial to the success of this office in preparing the *Annual Proceedings* on time. We thank you in advance for your understanding of this important deadline.

To eliminate the need for revisions, the deadline for submitting your documents is **due date**. Only written and statistical reports will be published in the *Annual Proceedings*. You do **not** need to send a copy of your oral report.

Oral Report to be Read at Continental Congress

TIME LIMIT: National chairmen oral reports must not exceed 3 minutes. Reports will be timed by the official Congress timer and must adhere strictly to these guidelines.

Reports to be Published in the Annual Proceedings

REPORTING PERIOD: March 1, [year] to February 28, [year]

INSTRUCTIONS:

- National chairmen reports are limited to 1,000 words maximum. A statistical report is not required.
- Include your name, committee name, and the date in the heading of your reports.
- Do not bold, italicize, underline, or use all capitals.
- Confine reports to accomplishments, omitting references to social activities and other details. Refrain from being extraneous.
- Round all figures to the nearest dollar or inch.
- If your report fails to meet these criteria, especially with regard to length and content, it will be edited before publication in the *Annual Proceedings*. Please see the attached Style Sheet for additional guidelines.
- Please attach a **complete list of awards** presented at the [number] Continental Congress so that the recipients may be properly acknowledged in the *Annual Proceedings*.
- **If your oral presentation includes speeches by guest speakers or award recipients, we must receive copies of these guests' speeches immediately following their comments. Please convey this to your recipients and guests ahead of time so they will be able to furnish you a typewritten version of their remarks. It will be solely your responsibility to obtain these documents and provide them to the office of the Recording Secretary General by the close of the [number] Continental Congress.**

SENDING REPORTS:

- Submit your written report via e-mail. To do so, save your document as a Microsoft Word attachment and send to recording@dar.org.
- If you prefer, you may also submit your report on a labeled diskette. To ensure that your document reaches the proper office, please clearly mark your package to the attention of [staff member] in the office of the Recording Secretary General.
- Due to scanner limitations, handwritten and faxed copies of reports **will not** be accepted.
- Please remember to keep a copy for your records.

DEADLINE: All reports **must** be in the office of the Recording Secretary General no later than **due date**.

Return to [Report for the Annual Proceedings](#).



National Society Daughters of the American Revolution

OFFICE OF THE PRESIDENT GENERAL

1776 D Street NW, Washington, DC 20006-5303 • Phone (202) 879-3267 • Fax (202) 347-4712

Dear National Chairmen,

The President General has asked that I send a few reminders and share with you the outline of our Continental Congress program so that you know when you will be giving reports and presenting awards.

REMINDERS:

1. Please keep in mind that it is especially important you remain within the 3-minute limit for your daytime report, using this time to give your report as well as introduce winners, guests, or recognize staff.
2. If you are recognizing staff or anyone else who is to be seated in the President General's Box during your daytime report and have not already done so, please send those names to me as soon as possible so that they are cleared to be seated. **Please make sure that you notify persons to be seated in the President General's Box during the session when you are scheduled to give your report. Members are rotated into the box for each national chairman, so please be sure to advise the people you wish to recognize that they will only be able to sit in the box during your report.**
3. When introducing an evening platform winner, please limit your introduction to 3 minutes. You will need to use this time to also introduce any guests who have accompanied platform winners to Congress. In order to standardize the President General's script, she will **NOT** introduce any of these guests.
4. Please inform winners that they **MUST** limit their acceptance remarks to 3 minutes and that you need to receive a printed copy of their remarks for the Proceedings.

As you send the information which was requested on the "Guidelines for [number] Congress Awards" form, I will finalize the information that will go in the President General's scripts. **Please complete and send the forms in as the information becomes available. They are due no later than due date.**

The awards that will be presented during the evening sessions are as follow:

Opening Night, Wednesday, [Date]

- * Medal of Honor
- * DAR Americanism Medal
- * Founders Medal for Education
- * Media Award

National Defense Night, Friday, [Date]

- * Patriot Award
- * Founders Medal for Patriotism
- * DAR Medal of Honor
- * Margaret Cochran Corbin Award
- * Anita Newcomb McGee / Army Nurse of the Year
- * Founders Medal for Youth
- * National Outstanding Veteran Patient
- * National Outstanding Youth Volunteer
- * National Outstanding DAR Volunteer for Veterans

Gala Awards Night, Saturday, [Date]

- * DAR Good Citizen Award
- * American History Scholarship Winner (Pittenger Award)
- * Outstanding Teacher of American History
- * Outstanding Community Service Award
- * DAR Conservation Award

- * Outstanding Junior Award

All national chairmen reports will be given at the following sessions:

Thursday morning, [Date]:

- * Welcome from Chairman, Continental Congress Committee
- * Credentials Committee - report every morning, Thursday through Sunday
- * Registration Committee - report every morning, Thursday through Sunday
- * Congress Program Committee
- * Greetings from Honorary Presidents General
- * Greetings from Honorary Vice Presidents General
- * Presentation of Candidates for National Office
- * Executive Officer Reports
- * Auditing Committee
- * Finance Committee
- * Executive Officer Reports Continued
- * Recommendations
- * President General's Project Committee
- * Presentation of President General's Project 100% Participation Certificates
- * Resolutions Committee (Distribution of Resolutions)

Friday morning, [Date]:

- * Protocol Committee
- * Development Committee
- * Property Beautification and Hospitality Committee
- * American Heritage Committee
- * American Indians Committee
- * Americanism Committee
- * Chapter Achievement Awards Committee
- * Community Service Awards Committee
- * Conservation Committee
- * Constitution Week Committee
- * DAR Magazine Committee
- * DAR Museum Committee
- * DAR Service for Veterans Committee
- * The Flag of the United States of America Committee

Friday afternoon, [Date]:

- * Genealogical Records Committee
- * Historic Preservation Committee
- * Junior Membership Committee
- * Lineage Research Committee
- * Membership Committee
- * National Defense Committee
- * Program Committee
- * Public Relations and Media Committee
- * Seimes Technology Center Committee
- * Volunteer Information Specialists Committee
- * Chapter Development and Revitalization Committee
- * Commemorative Events Committee
- * Continental Congress Committee
- * DAR Genealogy Preservation Committee
- * Bylaws Committee - official presentation and voting on the proposed amendments to the NSDAR Bylaws

Saturday morning, [Date]:

- * American History Committee
- * Children of the American Revolution Committee
- * DAR Good Citizens Committee
- * DAR Scholarship Committee
- * Junior American Citizens Committee
- * DAR School Committee
- * Resolutions Committee - official presentation and voting on resolutions for 2009

Saturday afternoon, [Date]:

- * DAR Project Patriot Committee
- * DAR Speakers Staff Committee
- * Friends of the Library Committee
- * Insignia Committee
- * Literacy Promotion Committee
- * Long Range Planning Commission
- * Special Projects and Events Committee
- * Units Overseas Committee
- * Volunteer Genealogists Committee
- * Women's Issues Committee

Please remember that daytime award winners should arrive at the President General's Reception Room no more than 15 minutes before your report. Since each report is 3 minutes long, if they arrive 4 to 5 reports before yours, the ladies in the reception room will have adequate time to prepare them for their turn on the platform.

Please do not hesitate to be in touch should you have any questions regarding this schedule and do get platform winners' information to me as soon as possible.

Thank you for all of your hard work!

Sincerely,

Executive Assistant
Office of the President General

**<Number> CONTINENTAL CONGRESS
SUPPLY REQUEST FORM**

ALL OFFICE SUPPLIES MUST BE PICKED UP IN THE OFFICE OF THE CONGRESS COORDINATOR, ROOM 221, 2ND FLOOR, ADMINISTRATION BUILDING. PLEASE CALL x238 BEFORE STOPPING BY TO ENSURE THAT SOMEONE WILL BE IN THE OFFICE TO ASSIST YOU.

COMPUTER EQUIPMENT AND FURNITURE WILL ALREADY BE SET UP IN THE ROOM YOU HAVE RESERVED.

PLEASE REMEMBER THAT THIS IS A REQUEST, AND COMPUTER EQUIPMENT AND SUPPLIES CANNOT BE GUARANTEED. WE WILL NOTIFY YOU IF THERE ARE ANY PROBLEMS IN ACQUIRING YOUR SUPPLIES.

Forum, Committee, or DAR Club Name:
Contact:
Telephone: Fax: E-mail:
Date/Day: Start Time – End Time: Location: Est. number attending:
SUPPLIES Furniture [i.e. tables, chairs, etc. (list and amount)]:
Office supplies (list and amount):
Computer equipment (specific list):
Please return to Office of the Congress Planner by [due date] 1776 D Street, NW Washington, DC 20006 Fax: (202) 879-3252
Approved:
Fee:

Return to [Advance Planning](#).

Request for Meeting, Exhibit, and Event Space
[Number] NSDAR Continental Congress – [Dates]
DUE BEFORE Due Date

Return to:

NSDAR, Office of the Congress Planner
1776 D Street NW, Washington, DC 20006-5303
Telephone: 202-879-3238 Fax: 202-879-3252 E-mail: congress@dar.org

For Your Information:

- The first National Board of Management meeting at the beginning of Congress will be held at 9 a.m. on Monday, [Date].
- Opening Night is Wednesday evening, [Date].
- **Social events should not interfere with the business sessions of Continental Congress.**
- Breakfasts should be concluded before 8:30 a.m.
- Luncheons should not be scheduled before noon and be concluded before 1:45 p.m.
- Teas and dinners should not be scheduled before 4:00 p.m. and be concluded by 6:45 p.m.
- **Due to the tight time constraints and many back-to-back events that are scheduled within Headquarters, in-house meetings now need to be concluded 10 minutes prior to the scheduled ending time so that the room may be cleared in order for the next committee event to begin on time.**
- The Platform Committee arranges the stage for the next session immediately following each session. Therefore all meetings scheduled in Constitution Hall will be conducted from the floor. Arrangements will be made for public address equipment when requested in advance.
- Refreshments can be served only in the Banquet Hall and the Pennsylvania Foyer. The requestor will be responsible for supplying and cleaning up after these items are served. Please contact the Congress Planner for approval in advance if you intend to have refreshments at your meeting.
- Meeting/Event rooms are available at JW Marriott. Please specify how many will attend as this determines the size of your room. Theater seating: Salons I, II, III, IV hold 300 each; Salons A, B, C, H, J, K hold 50 each; Salons D, E, F, G; hold 190 each; Russell, Hart, Cannon, State, Treasury, Commerce, Rayburn, Dirksen, Longworth hold 60 each.
Meeting rooms at the JW Marriott will have water and glasses available.
- The President General must approve all Food and Beverage events. A schedule of these events will be forwarded to the JW Marriott with the name, address, phone & email of your event chairman. The Marriott will contact your event chairman to discuss your menu and charges.
- States will be responsible for their Food & Beverage contracts and billing of their events.
- NSDAR Clubs and Association's events: once your event is planned with the JW Marriott, they will forward the contracts to the Office of the President General for her signature for your tax exemption. You will be billed for full payment of your event by the NSDAR. All checks for tickets to your event should be made payable to your club or association.
- National Officers and National Committee events: once your event is planned with the JW Marriott, they will forward the contracts to the Office of the President General for her signature for your tax exemption. You must make sure that you charge an adequate amount for your tickets to cover the cost of your audio equipment, etc. All checks for tickets to your event should be made payable to the Treasurer General, NSDAR.
- **This is a request form. There is no guarantee that you will get the exact space that you request but you will have space for your meeting and or event. We will confirm your space, date and time soon after the form due date.**
- A form must be filled out for each event/meeting that will take place during Congress [year].

Rooms available for meetings at NSDAR:

<u>Approximate Seating Capacity</u>	
Banquet Hall	100
Museum Conference Room	12
Connecticut Board Room	90
Constitution Hall Auditorium	3,700+
National Officers Club Assembly Room	150
President General's Assembly Room	75

(Congressional Committee meetings may be held in the location assigned for the week.)

Event Request and Notification Form
Continental Congress – [Dates]

DUE BEFORE [due date]

Return to:

NSDAR Headquarters

Office of the Congress Planner

1776 D Street NW, Washington, DC 20006-5303

Telephone: 202-879-3238 / Fax: 202-879-3252 / E-mail: congress@dar.org

State / Committee / Club or Event Name: _____

Type of Event (*check one*):

Breakfast: _____

Luncheon: _____

Tea: _____

Dinner: _____

Meeting: _____

Other (*specify*): _____

Date of Event: _____ Day of the week: _____

Time of Event: (*from*) _____ a.m./p.m. (*to*) _____ a.m./p.m.

Estimated number of persons expected: _____

Requested location for event/meeting (*check one*):

DAR Headquarters: _____ Room Name: _____

JW Marriott: _____ Room Name: _____

Other (*specify*): _____

Event Chairman: _____

Address: _____

Telephone: _____ Fax: _____

E-mail address: _____

Requestor's name and title: _____

Address: _____

Telephone: _____ Fax: _____

Email address: _____

Today's Date: _____

Return to [September](#).

Return to [Scheduling Your Event](#).

REQUEST FOR NSDAR NEWSLETTER INSERT LISTING

[Number] Continental Congress

[Congress Dates]

DUE BEFORE [due date]

Return To:

Office of the Congress Planner
1776 D Street NW, Washington, DC 20006-5303
Telephone: (202)-879-3238 Fax: (202) 879-3252
Email: congress@dar.org

Name of the State/Event/Club: *How would like your listing to appear*

Ticket Price: \$

Before Congress: *Contact for Tickets/Reservations*

Name:

Address:

Email and/or Phone:

Checks Made Payable To:

Refund Policy:

Deadline for Reservations:

Other Information:

Will tickets be available during Congress? _____

During Congress: *Contact for Tickets*

Name:

Address:

Checks Made Payable To:

Refund Policy:

Deadline for Reservations:

Today's Date: _____

Return to [November](#).

Return to [Advance Planning](#).

From: Office of Committee Services
Sent: [Date] [Time]
Subject: Congress Certificates Information

This email has been sent to all National Chairmen

Greetings!

The [number] Continental Congress is almost here, and with that comes our annual petition for your Congress certificate requests.

Attached is a copy of the same spreadsheet that was used for your submissions last year. Please use this form for submitting your certificate requests and return it to congress.certificates@dar.org. Also attached you will find a sample template that will assist you in filling out your spreadsheet, as you can use it as a model for filling out your individual requests. **The deadline to submit your completed spreadsheets is [due date].**

Remember that all requests for certificates **must** be made by the National Chairman. Carefully list the recipient's name, chapter and state, where the recipient placed, and what the certificate is for (if applicable) on the spreadsheet under the correct column title. Any mistakes (spelling or otherwise) made on the spreadsheet will be reflected on the final certificates.

Here are a few helpful hints for receiving error free certificates:

- Do not include titles, such as Mrs., Ms., Regent, etc.
- Pre and subtitles such as Ph.D, Dr., Major, General, etc. are acceptable.
- Be sure to spell the name of the recipient the way you want it to appear on the certificate.
- Do not abbreviate the division and state names.

-Proof all work before submitting the spreadsheet to ensure the information is being provided error-free.

It is strongly recommended that National Chairmen not devote a great deal of the meeting time to the issuance of certificates. It is far better to use the allotted time to impart information about your committee and allow dialogue as appropriate. If, however, you would still like certificates made available to you (even if only a few for key/special award winners) for presentation at your meeting, you must notify the Committee Services office when returning the Congress certificates request. Committee Services will have these certificates printed separately and ready for pick-up by National Chairmen during Congress. Please note that any certificates picked up by you for your committee become your responsibility and must be awarded during Congress or passed on by you to the appropriate State Regent. They cannot be returned to Committee Services for re-distribution. State Regents will be responsible for picking up all other certificates (those not picked up by National Chairmen) from the Committee Services office.

If you have any questions regarding Congress certificates, please contact Manager, in the Committee Services office at 202-879-3292. She may also be reached at congress.certificates@dar.org. Thanks so much!

Best,

Office of Committee Services
National Society Daughters of the American Revolution
1776 D St NW, Washington, DC 20006
202-879-3292

Return to [May](#).