

Japanese **A**merican **C**itizens **L**eague

Chapter Presidents' Handbook



2019v5

Acknowledgments

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Table of Contents

I.	Introduction.....	4
	A. Purpose	4
II.	Background	5
	A. Mission Statement.....	5
	B. General Purpose	6
	C. History.....	7
	D. JACL Milestones	9
III.	Organizational Structure	11
	A. Organizational Chart and Structure	11
	B. Organizational Structure of National JACL	12
	i. National Headquarters	13
	ii. National Staff.....	13
	iii. Regional Offices	14
	iv. National Publication.....	14
	v. National Board.....	14
	C. Organizational Structure of JACL District Councils and Chapters.....	17
	i. District Councils and Chapters	17
IV.	Membership.....	20
	A. General Information for Members.....	20
	B. National Membership Department.....	21
	C. Membership Benefits.....	21
	D. National Membership Dues Structure	22
	E. National Supporting Members.....	23
	F. Corporate Members	23
IV.	Advocacy.....	24
	A. How Members can be Successful Advocates for JACL.....	24
	B. How Chapters and Members Can Write Effective Letters	25
	C. Meeting With a Member of Congress	26
	D. JACL Advocacy Programs	29
	E. Community Crisis Response to Hate Crime	31
V.	National JACL	31
	A. Constitution and Bylaws	31
	B. JACL Strategic Plan.....	31
	C. Resolution Procedures	35
	D. National Programs	38
	i. <i>Legacy Fund</i>	38

Japanese American Citizens League
 Chapter Presidents' Handbook

	ii. <i>Biennial National Awards and Recognitions</i>	39
a.	<i>Japanese American of the Biennium</i>	39
b.	<i>JACLER of the Biennium</i>	40
c.	<i>Edison Uno Memorial Civil Rights Award</i>	41
	d. <i>George J. Inagaki Chapter Citizenship Award</i>	41
	iii. <i>Special National JACL Citations</i>	42
a.	<i>JACL Diamond Pin</i>	42
	iv. <i>National JACL Pins and Specialized Personal Citations</i>	42
a.	<i>JACL Pearl Pin for Past Presidents</i>	42
b.	<i>Ruby Pin</i>	42
c.	<i>JACL Sapphire Pin</i>	42
d.	<i>JACL Silver Pin</i>	43
	v. <i>National JACL Pins and Specialized Personal Citations, Price List</i>	43
	vi. <i>JACL/OCA Washington, D.C. Leadership Conference</i>	43
	vii. <i>Internships and Fellowships</i>	44
	Norman Y. Mineta and Daniel K. Inouye Fellowships	44
	Mike M. Masaoka Congressional Fellowship	45
	John K. Moy/Southwest Internship.....	46
	viii. <i>Scholarship and Awards Programs</i>	46
	Program Background	46
	ix. <i>National Youth/Student Council</i>	46
VI.	District Council	47
	A. District Council Constitution and Bylaws	48
	B. District Budget.....	49
	C. District Committees	50
	D. District Programs	51
VII.	Chapter	52
	A. Chapter History.....	52
	B. Chapter Constitution and Bylaws	53
	C. Chapter Committees.....	54
	D. Chapter Programs.....	55
	E. Chapter Operations	56
	i. <i>Chapter Board Responsibilities & Duties</i>	56
	ii. <i>Chairperson Responsibilities</i>	57
	iii. <i>Preparing For Chapter Board and General Meetings</i>	60
	iv. <i>Parliamentary Procedure for Chapter Board and General Meetings</i>	63
	v. <i>Leading a Discussion</i>	65
	vi. <i>Conducting a Discussion</i>	66

Japanese American Citizens League
Chapter Presidents' Handbook

<i>vii. Suggestions for Taking Minutes</i>	67
<i>viii. Delegation of Responsibility</i>	68
<i>ix. Suggestions for Assimilation of Members</i>	69
<i>x. Installation of Newly Elected Officers</i>	73
<i>xi. Installation Oath for Newly Elected Officers</i>	74
<i>xii. Koden Policy</i>	74
<i>xiii. Chapter Newsletter</i>	76
F. Organizational Planning Calendar	78
G. Reimbursement for Authorized Expenses	79
H. Utilizing the Media	79
I. New Chapter Guidelines	80
J. Social Media Guide for Chapters.....	81
K. Advocacy Campaign Guide for Chapters (TBD)	85
L. Press Release Guide for Chapters (TBD)	86
M. Mailchimp/E-mail Listserv Maintenance Guide (TBD).....	87
N. RUBY PIN NOMINATION FORM	88
O. SAPPHIRE PIN NOMINATION FORM.....	89
P. SILVER PIN NOMINATION FORM.....	90

I. Introduction

A. Purpose

This handbook is designed to help chapter presidents administer their responsibilities and understand the chapter's role in relation to its district and National JACL. It also includes suggestions about fundamental chapter operations and practices.

The first handbook was the brainchild of Masao Satow. Later editions were updated by Harry Honda, Carole Hayashino, Ron Wakabayashi, Dr. Yoshio Nakashima, and Trisha Murakawa. As Dr. Nakashima wrote in 1987, this handbook is a “series of written materials about [the] Japanese American Citizens League – its purpose, ideals, and goals – that should assist you and the leadership of your chapter. It is a living document in that it is never complete and should be constantly expanded and revised.”

Updated in 1994 to a CD format.

Updated in 2007 by Emily Teruya. This handbook continues to undergo revision, and hopefully that will continue for a long time so that the information continues to be useful.

Updated in 2019 to an electronic online version by Chip Larouche and Janet Komoto with contributions from National Officers Haruka Roudebush and Sarah Baker.

Feel free to send suggestions, feedback, and comments to:

National Headquarters
Attn: Presidents' Handbook
1765 Sutter Street
San Francisco, CA 94115

II. Background

A. Mission Statement



JACL is a national organization whose ongoing mission is to secure and maintain the civil rights of Japanese Americans and all others who are victimized by injustice and prejudice. The leaders and members of JACL also work to promote cultural values and preserve the heritage and legacy of the Japanese American community.

B. General Purpose

The purpose of JACL is to:

- Protect the rights of Japanese Americans as its primary and continuing concern. It shall also strive to secure and uphold civil and human rights for all people;
- Preserve the culture and values of Japanese Americans in a multi-cultural society;
- Participate in the development of understanding between all social and ethnic groups; and,
- Promote, sponsor, and encourage programs, projects, and activities designed to further and encourage members to perform their duties and obligations faithfully to the United States of America. The organization and its members shall uphold the Constitution and the laws of the United States and the several states.

C. History

Founded in 1929 in California and incorporated in 1937 as a 501(c)3 non-profit organization, JACL is the oldest and largest Asian American organization.

JACL was established to address issues of discrimination targeted at persons of Japanese ancestry residing in the U.S. In California alone, where the majority of Japanese Americans resided, over 100 statutes limited their rights.

Though it was established to fight for the civil rights primarily of Japanese Americans, it also benefited Chinese Americans and other peoples of color. Although still a small, California-based organization, JACL was one of a few organizations in the 1920s and 1930s willing to challenge the racist policies of the state and federal governments. With limited resources and virtually no experience in state or federal politics, JACL set the course for civil rights for persons of Asian ancestry in the U.S.

The true test of JACL came some ten years after its inception when Japan attacked the U.S. Naval base at Pearl Harbor and launched America into World War II. Within hours after the attack, the FBI swooped down on all Japanese communities in the West Coast states and arrested any elders identified as leaders. Suddenly, a young JACL leadership was put in the difficult position of having to confront a hostile U.S. government whose intent was to exclude and imprison the entire Japanese American population.

Throughout the war, JACL continued its efforts to insure some measure of protection and comfort for Japanese Americans imprisoned in government detention camps. The organization argued for and won the right of Japanese Americans to serve in the U.S. military, resulting in the creation of a segregated unit, the famous 442nd Regimental Combat Team, which joined with the 100th Battalion from Hawaii and became the most highly decorated unit in U.S. military history despite having only served in combat for a little over a year in the European theater of the war.

Following the war, JACL began a long series of legislative efforts to win back the rights of Japanese Americans. In 1946, JACL embarked on a hard-fought campaign to repeal California's 1913 Alien Land Law which prohibited all Japanese aliens from purchasing and owning land in the state.

In 1948, JACL helped found the Leadership Conference on Civil Rights and, in the same year, succeeded in gaining passage of the Evacuation Claims Act, the first in a series of efforts to rectify the losses and injustices of the WWII internment. In 1949, JACL initiated efforts in the U.S. Congress to gain the right of Japanese immigrants to become naturalized citizens of the U.S., a right denied to them for over fifty years. The 1951 Walter-McCarren Act, which was essentially a JACL-initiated bill, included language that opened a back door that gave women in this country a foothold on broadening their rights of participation in the democratic process. Among

Japanese American Citizens League Chapter Presidents' Handbook

its major accomplishments, the organization committed its lobbying efforts for passage of the landmark 1964 Civil Rights Act, the culmination of the great civil rights movement of the 1960s.

At its 1970 biennial convention in Chicago, JACL passed a resolution calling for recognition of and reparations for the injustice of the WWII internment of Japanese Americans. It formalized the debate as a priority within the organization despite the Japanese American community's tepid response to the issue. In 1978, JACL launched a major campaign to seek redress from the U.S. government for the imprisonment and loss of freedom of Japanese Americans during WWII. JACL was determined to seek some measure of legislative guarantee that the violation of constitutional rights visited upon Japanese Americans would never again be brought upon any group in the United States.

Within two years of launching the campaign, a JACL-sponsored legislation to create a federal investigative commission was approved by Congress and signed by President Carter. The Commission on Wartime Relocation and Internment of Civilians was established to investigate the circumstances surrounding the WWII internment and provide its findings to Congress and the president. The commission's 1982 report found that the government's actions were unjustified and unconstitutional, and based on this substantiation of its claims and on the commission's recommendations for monetary redress, JACL sought legislation calling for monetary redress and a presidential apology.

The redress campaign culminated with the signing of the Civil Liberties Act of 1988, which provided monetary compensation and a formal apology to the victims of the WWII internment. After ten years of campaigning in Washington, D.C. and across the country through its chapters' grassroots efforts, JACL successfully brought to a close a final episode in one of the darkest chapters in the constitutional history of the nation.

D. JACL Milestones

1920s and 1930s: Advocated repeal of the Cable Act to restore citizenship to American women married to Japanese nationals; fought to strike down anti-miscegenation statutes in western states; and, fought school segregation ordinances in local municipalities in west coast areas.

1940s, The War Years: Exclusion and internment of all persons of Japanese ancestry residing in the west coast states; JACL thrust into role of liaison with a hostile U.S. government to negotiate, unsuccessfully, keeping Japanese Americans out of the government's detention camps; fought for the establishment of the 442nd/100th Regimental Combat Team, the all-Japanese American unit comprised of men from Hawaii and volunteers from the detention camps, which became the most highly decorated unit in U.S. military history; and, successfully opposed Colorado's anti-alien land law targeted at Japanese Americans.

1940s, The Post-War Years: Supported three U.S. Supreme Court cases challenging the internment; sought legislative remedies to compensate the loss of real property as a result of the government's orders to exclude and intern; successfully repealed the Alien Land Law in California; called for a national conference of minorities and the elimination of racial discrimination against all minorities in housing and employment; successfully amended Soldier Brides Act in Congress and included the language "irregardless of race" and thereby established a major breakthrough in racial attitude in Congress; defeated Utah's Alien Land Law; helped found the Leadership Conference on Civil Rights; fought to restore commercial fishing licenses to Japanese American fishermen; heavy involvement to help defeat Oregon's Alien Land Law.

1950s: Successful effort to enact federal legislation (Walter-McCarren Act, 1951), providing naturalization rights to Japanese immigrants, previously the only immigrant group in the U.S. prohibited naturalization rights – included a "backdoor" clause to broaden the rights of women by eliminating gender restrictions; successfully campaigned against Idaho's anti-miscegenation law; launched nationwide campaign to eliminate the official use of the term "Jap" as reference to persons of Japanese ancestry; lobbied Congress in support of Hawaii as the 50th state of the union.

1960s: One of the primary organizations to successfully lobby for enactment of the 1964 Civil Rights Act, symbolized by JACL leadership marching with Dr. Martin Luther King on the "March on Washington"; was a key lobbying organization in the 1965 Immigration Act; initiated campaign for the repeal of all anti-miscegenation laws throughout the country; lobbied for the establishment of fair housing policies for all peoples of color; was a founding member of the Leadership Conference on Civil Rights.

1970s: Joined effort to repeal Title II of the U.S. Code, forcing closure of all existing government WWII internment camps; formed Whale Committee in opposition to racist impact of boycott of Japanese products and Japanese American stores led by

Japanese American Citizens League Chapter Presidents' Handbook

American conservation groups; major organization to provide aid to first wave of refugees from Vietnam; opened its National Headquarters in San Francisco; successfully lobbied to rescind Executive Order 9066, the presidential order that resulted in the WWII internment of Japanese Americans; presented with “An American Promise,” an official apology from President Gerald Ford for the WWII internment; in 1970, established as a national priority, redress for Japanese Americans for the WWII internment; in 1978, at its biennial convention, approved historic guidelines for redress from the United States government for the internment; in 1978, a national redress campaign successfully launched after eight years of redress as the organization’s priority.

1980s: Passage of JACL-sponsored congressional legislation to establish a federal commission to investigate the circumstances leading to the WWII internment of Japanese Americans, with hearings conducted throughout the U.S.; the introduction of JACL-sponsored redress legislation seeking monetary compensation for the internment; passage of the Civil Liberties Act of 1988, landmark redress legislation.

1990s: Redress for Japanese Latin Americans (JLA), forced by the U.S. government to be removed from Latin American countries and imprisoned in the U.S. during WWII – a key role in providing for a settlement between JLAs and the U.S. government.

2000s: The Preservation of Historic Confinement Site Act of 2006 authorized a \$50 million grant program administered by the National Park Service to preserve the sites where Japanese Americans were detained during WWII. This program continues to be funded by the federal government and awards grants for preservation projects. On Oct. 5, 2010, the Congressional Gold Medal was awarded to members of the 442nd Regimental Combat Team, the 100th Infantry Battalion and the Military Intelligence Service, who served during WWII. The official award ceremonies were held over three days in Washington, D.C., in November 2011.

In 2011, the Department of Justice admitted in a “blog” that the Solicitor General withheld evidence from the Supreme Court in the Korematsu case that supported Fred Korematsu’s argument that there was no “military necessity” to justify EO 9066. The Supreme Court on June 26, 2018, overturned the Korematsu decision by holding that “Korematsu was gravely wrong the day it was decided, and . . . has no place in law under the Constitution.” In upholding the Trump travel ban, the Supreme Court rejected JACL’s Amicus Curiae argument that there are parallels between President Donald Trump’s travel ban and President Franklin D. Roosevelt’s EO 9066 by finding the travel ban to be a “facially neutral policy” and EO 9066 to be a “morally repugnant order.” Although JACL was unsuccessful in attacking the travel ban, it provided the foundation for the Supreme Court to overrule the Korematsu decision in *Trump v Hawaii*.

For a more expansive list of milestones in JACL’s history, see the national JACL website at: <https://jacl.org/about/history/>

III. Organizational Structure

A. Organizational Chart and Structure

To see the current JACL structure, go to: <https://jacl.org/about/districts-and-chapters/>

Each of the seven districts elects its own board and governor to represent its concerns as they affect and implement National JACL policy and programs.

The National Council, composed of two delegates from each JACL chapter who share one vote, is responsible for formulating National JACL policy and electing National officers.

Implementing the policy of the National Council is the function of the National Board, comprised of elected officers, district governors, youth representatives, the *Pacific Citizen* board chairperson, and legal counsel.

National officers are elected for terms of two years at each National Convention in even numbered years.

The elected chapter and district officers, National Council, and National Board members are volunteers who contribute their time and energy to JACL. They are men, women, and youth from all walks of life, who recognize the importance of JACL as a national organization.

JACL also maintains a full-time professional staff to administer and coordinate day-to-day activities in support of all National JACL programs and policies. In San Francisco, the National Headquarter staff is under the direction of the Executive Director.

The current Executive Director staffs our Washington, D.C. office. As our JACL representative in Washington, D.C., he works to promote the interests of the Japanese American community through White House visibility, legislative advocacy, and communications with the myriad of government agencies and advocacy organizations in Washington, D.C.

In addition, JACL maintains regional offices to facilitate the administration of national programs and to assist the chapters in developing their own programs. JACL regional directors serve as a vital communication link between the National Headquarters and local chapters.

B. Organizational Structure of National JACL

Comprised of two delegates from each chapter, the National Council convenes at an annual convention to conduct the business of the organization and elects the following National Board members every even numbered year:

- President
- Vice President of General Operations
- Vice President of Public Affairs
- Vice President of Planning and Development
- Vice President of Membership Services
- Secretary/Treasurer
- National Youth Chair*
- National Youth Representative†

The at-large board members consist of the seven district council governors, Legal Counsel‡, and *Pacific Citizen* Board Chair§.

The National Board members are charged with establishing policies and programs consistent with the JACL Strategic Plan, National Constitution, and representing the views and sentiments of the National JACL to the community at large. The Strategic Plan are goals and objectives for JACL as determined by the National JACL council.

The National Board meets quarterly or more frequently to discuss public policy, organizational programs, and concerns.

The Executive Committee, comprised of elected National officers, Governors' Caucus Chair, National Student/Youth Council Chair, and Legal Counsel is empowered to perform the functions of the National Board in its absence.

* Elected by the National Student/Youth Council and has one vote respectively plus one collective vote of the National Council.

† Elected by the National Student/Youth Council and has one vote respectively plus one collective vote of the National Council.

‡ Appointed by the National President as a non-voting board member.

§ Appointed by the National President as a non-voting board member.

i. National Headquarters

The National JACL headquarters is located in San Francisco, CA and serves as the center for the administration of the organization's policy, management, membership services, and regional offices.

ii. National Staff

The Executive Director and staff are employed by JACL and serve in an administrative capacity under the direction of the National Board and National Council.

The Executive Director is the chief executive officer and is responsible for providing the organizational leadership and fiscal management of a \$1+ million budget. The Executive Director must be familiar with the Japanese American and Asian American communities and have an understanding of JACL's past and recent history.

The Executive Director also serves as the spokesperson for and represents JACL, the Japanese American community, and the Asian American community in public forums and with the media. In addition to being responsible for fund source development with corporate and foundation funding sources, the Executive Director executes regional and national fund raising initiatives for the organization.

The Executive Director is expected to have some background in advocacy and civil rights work and be able to provide leadership with congressional efforts in Washington, D.C. as well as with specific state legislative bodies as needed. The Executive Director is responsible for managing personnel and board relations and reports to the National Board.

The Executive Director supervises and gives direction to the national staff in the implementation and administration of the organization's policies, programs, and the Strategic Plan.

iii. Regional Offices

National JACL has regional offices to support the national organization, district boards, and district councils. The offices are an extension of National JACL headquarters and are managed by National staff members.

iv. National Publication

The *Pacific Citizen (PC)* is the bi-weekly publication of JACL and serves as an independent informational forum for the organization's membership. Each JACL member receives a subscription to the *PC*, either digitally or hard copy by mail.

In addition to serving JACL members, *PC* readership includes organizations serving different ethnic groups, political offices, special interest groups, and others.

The JACL Weekly Digest is an online update of current activities and programs. It is sent to members electronically. All members are encouraged to sign up for it at: policy@jacl.org.

National Staff Roster

The current National Staff Roster can be found on the JACL website at this link:

<https://jacl.org/about/staff/>

v. National Board

The Current National Board can be found at this link:

<https://jacl.org/about/board/>

C. Organizational Structure of JACL District Councils and Chapters

JACL has approximately 9,000 members in its seven district councils and 100 chapters nationwide and in Japan.

At intervals specified in their Constitutions and bylaws, the chapter membership elects a president, vice president, secretary, treasurer, and board members at large. A membership chair, youth/advisor chair, JACL anti-hate network liaison, and chapter delegates are appointed by the president and approved by the board of directors.

The chapter is charged with the duties of providing policies, activities, and programs consistent with the chapter constitution, the National Strategic Plan, and representing the views and sentiments of the chapter to the district board and their local areas. The chapters maintain the membership of the organization.

i. District Councils and Chapters

Current Chapters within each District can be found on the JACL website at this link:

<https://jacl.org/about/districts-and-chapters/>

IV. Membership

A. General Information for Members

JACL is an educational, civil rights, and human rights organization. But, most importantly, it is an organization of people – people who care and respond to the concerns and aspirations of the Japanese American community and others.

A collective spirit and commitment to the ideals of justice and democracy motivated young Nisei to form the JACL in 1929. The motto, then and now is “Better Americans in a Greater America.”

In spite of prejudice and discrimination, JACL has worked to sustain this legacy for over 90 years. It was not done without emotion, without labor, without real people who struggled and sacrificed for the freedom and opportunity that is ours today.

Our Japanese American heritage can be characterized by courage, patience, and the will to prevail. There is much to be proud of and to learn from. The experiences of our past can serve to nourish our present efforts as we join together to meet the challenges of a new generation.

These people, the **membership**, are the heart and soul of JACL. Their energy and ideas give the national organization strength and vitality. JACL is simply the tool – the vehicle for shaping our own destiny and the future of our children.

Go to jacl.org/member to sign up for membership or renewals.

B. National Membership Department

The National JACL Membership Department is located at the JACL National Headquarters, 1765 Sutter Street, San Francisco, CA 94115. The Membership Department can assist you with your membership-related needs and inquiries.

There are two membership renewal options available to each chapter: 1.) Chapter-directed renewal, and 2.) Centralized Membership renewal. Each chapter is responsible for renewing its own members unless the chapter has decided to allow the Centralized Membership Program (CMP) to oversee the renewal.

If you are uncertain about the process used by your chapter or would like to inquire about joining CMP, please contact the Membership Department at JACL National Headquarters.

All membership applications and renewals should be sent to:

JACL Membership Department
PO Box 45397
San Francisco, CA 94145-0397

Please remember to forward your list of newly-elected officers to National Headquarters on an annual basis. This list is very important in order for National JACL to maintain current address rosters and to ensure that your chapter is kept informed of current activities, programs, and policies.

C. Membership Benefits

Pacific Citizen: A subscription to JACL's national newspaper covering current activities and issues affecting the greater Asian American and Pacific Islander community. It is published semi-monthly.

Scholarship Program: The National Scholarship and Awards Program was established in 1946 and offers over 30 awards, with an annual total of \$60,000 in scholarships to qualified students nationwide. The National Scholarship and Awards Program offers scholarships to entering freshman, undergraduate, law, financial need and creative & performing arts students. All scholarships are one-time awards.

JACL Credit Union: Membership, financial/banking services of a national credit union. [Click here for more information about the JACL Credit Union.](#)

Hertz Rental Car Discount: Upgrade or discount on weekly rentals.

Japanese American Citizens League
Chapter Presidents' Handbook

D. National Membership Dues Structure
(Effective January 1, 2017)

Category	Description	Annual Dues	Rebated to Chapter
Individual	Regular sustaining member.	\$65	set by chapter **
Couple/Family	Spouses, partners, and/or children residing in the same household.	\$110	set by chapter **
Student/Youth	Currently attending an institute of higher learning as a full-time student or is 25 years or younger.	\$30	set by chapter **
National Supporting Members			
Thousand Club	Exclusive category of members who make a larger annual contribution. Individual memberships only.	\$200	\$12
Century Club	Even more exclusive category of members who make a larger annual contribution. Individual memberships only.	\$350	\$25
Millennium Club	Designed for individuals who wish to significantly contribute to better assure that JACL continues to promote, sponsor, and encourage programs, projects, and activities of JACL. This is an annual membership category.	\$1,000	\$100
Spouse of Thousand Club or Century Club Member	Spouse or partner of a current 1000 Club/Century Club member.	\$32	set by chapter **
Millennium Club Spouse	Spouse or partner of a current Millennium Club member.	\$36	\$4
Lifetime Members			
1000 Club Life Membership	Lump sum paid to establish a lifetime membership. Principal is placed in an endowment fund to generate ongoing income.	\$2,000	Rebated annually
Century Life Membership	Same as 1000 Club Life Membership.	\$5,000	Rebated annually

NOTE: Chapter booster members are **NOT** National JACL Members. Information about booster members is not maintained by National Headquarters, and should not be sent to National.

** The amount rebated to the chapter is an amount above and beyond National dues.

E. National Supporting Members

A National supporting member is an individual who contributes in excess of the regular membership dues.

In 1950, Hito Okada and George Inagaki founded the principles behind Thousand Club: get 1,000 members to pay \$25 in annual dues. By doing so, JACL would be assured \$25,000 in annual revenue. Originally, Thousand Club members would become life members after 10 years and not have to pay annual dues, but that practice has since been discontinued.

Since then, other membership “clubs” have been formed including Century and Millennium Clubs. Millennium Club was the 2004 brainchild of Milo Yoshino and Frank Sakamoto. Currently, it is the most exclusive membership category at \$1,000 in annual dues.

F. Corporate Members

Corporate members are companies, professional and trade associations, and governmental agencies which deal with the use of standards. Our corporate support comes from businesses and business leaders who want to make an investment in JACL's future.

Corporate Memberships			
Category	Description	Annual Dues	Rebated to Chapter
Silver Corporate Club	Basic level.	\$250	\$50
Gold Corporate Club	Moderate level.	\$500	\$250
Diamond Corporate Club	Exclusive level.	\$1,000	\$500

IV. Advocacy

A. How Members can be Successful Advocates for JACL

Members, You Can Make a Difference

“What difference could I make in the capitol? I’m just one person!”

The truth is, you can make a big difference. Legislators are heavily influenced by the opinions of their constituents. Letters can and do affect how a legislator votes.

From time to time, you as a member of JACL may be called upon to contact your legislators regarding issues important to JACL, the Japanese American community, the Asian community, or the civil rights community. JACL members have and continue to affect the outcome of legislation crucial to our concerns.

Legislative offices keep records of all phone calls and letters received. Most legislators review these records before voting. If you present a particularly good argument, your legislators may use your letter when discussing the bill in committee or on the floor of the legislature or Congress. As a member of JACL, a small investment of your time can make a difference.

Helpful Hints

1. Find your representative(s): Call your local county registrar of voters or go to <https://www.house.gov/representatives/find-your-representative>
2. If you move or change your address: Re-register to vote. If you need a voter registration form, go to your public library, post office, or county registrar of voters and pick one up, or call any of your local elected officials’ office and they can send you one.
3. Speak directly with your legislator: Call your legislator and talk to him or her directly or schedule an appointment
4. Vote for the legislators that best represent you: Know current issues and events if you are going to ask your legislator to support or oppose a piece of legislation. You need to know how the legislation will affect you or the group for which you are advocating. Your representatives are making decisions every day that affect your life whether you realize it or not. Legislators institute beneficial programs and can take them away; they can appropriate tax dollars to programs that will be of no benefit as well. It is important that you know what your legislators are doing, the policies they are creating, and the way they are voting.

B. How Chapters and Members Can Write Effective Letters

1. Determine whether the letter must be in petition form or written by individual members.
2. Be sure your letter is timely. Write when the legislation is pending in committee or due for a floor vote.
3. Write to your own legislators and to those you know and support.
4. Keep your letters clear and short.
5. Identify legislation by title and number.
6. Be reasonable and constructive. Avoid threats; they don't work.
7. State the reasons for your position. Tell in simple terms how the issue would affect you, JACL, your community, the state, and the country.
8. Use your own words and your own stationery.
9. Always ask the legislator to let you know how he or she voted. If you are pleased with the legislator's vote, write and tell him or her.
10. E-mail or mail your letters directly to the capitol. Because letters mailed to a district office are usually forwarded to the capitol anyway, you lose valuable time mailing letters elsewhere.
11. Use the proper form of address. Example:

The Honorable John or Jane Doe
Name of legislative body (i.e., US Senate)
Address

C. Meeting With a Member of Congress

As a voter, it is your right to meet with your congressional representative. Members of Congress are therefore willing to meet with their constituents. A face-to-face meeting with your legislator is the best means of directly relating your concerns on an issue. Sometimes the legislator may be willing to meet and/or speak at a chapter function.

Begin by making an appointment

Call your representative's district office and ask for the appointment secretary. State what it is you want to meet about and identify the individuals who will be attending the meeting with you. Keep your group small.

Do your homework

Review the issues and the facts you are going to present. Be factual and never give incorrect information.

Organize your presentation

If more than one person is going to be involved in the meeting, decide beforehand who is going to make the initial presentation. Make sure you state why you're there and clearly express what you are seeking from your representative (i.e., support of an issue or bill).

Be on time for your appointment

Members of Congress are very busy and have tight schedules when they return to their home districts. Be prepared for your meeting to last only about fifteen minutes. The initial presentation should be approximately five minutes. This will allow time for some open discussion of the issue.

It's likely that a staff aide will sit in on the meeting

This most likely will be the aide in the district office who will handle the issue and who will be your future contact. The aide is important because he or she will have a major influence with the representative on the issue.

Your representative may raise questions

You should not automatically assume that he or she is opposed to the issue because the questions may reflect concerns that have been raised previously by other constituents.

Follow-up

Following the meeting, you should note the major aspects of the discussion.

All meetings with representatives and/or their staff should be followed up by a letter thanking them for the meeting. If your representative expressed support of the issue or legislation in the meeting, reiterate this in the letter by thanking him/her for the support.

Lobbying success requires repeated effort

Your representative may not wish to express a definite position at the initial meeting. This process may require several meetings. The basis for further meetings will be the

Japanese American Citizens League

Chapter Presidents' Handbook

friendly relations you establish during the first meeting, thus you must remain patient and exercise diplomacy at all times.

Voter Registration

A fundamental obligation of American citizenship is that every citizen register and vote.

A primary responsibility of every local JACL chapter is to see that every eligible citizen of Japanese ancestry in the community exercises this obligation and privilege, especially in important presidential and gubernatorial election years.

It is especially important that all Japanese Americans be registered to vote. Through active involvement in political issues, a political campaign and/or voter registration, Japanese Americans can become a recognized political force.

The following suggestions are made for a local chapter project. A registration campaign must not be confined to JACL chapter members, but to every eligible voter in your community. If your chapter undertakes the project, it should be a well-planned and aggressive campaign, not one in which someone gets up at poorly attended meetings and exhorts those present to register, nor where a poorly copied letter is sent out about voter registration and the chapter thinks it has done its job.

1. Get the facts about

- a. Who can register and who needs to re-register
- b. State, county, and city residence requirements for registration
- c. Where and how to register and exact hours when votes may register
- d. The voter registration deadlines to be eligible to vote in upcoming elections

2. Disseminate the facts

- a. Have a speaker tell your group about the importance of registering
- b. Since you will not draw all eligible voters to your JACL meeting, arrange to have qualified JACL members give short talks before other Japanese American organizations in your community
- c. Send circulars and well-written letters to every potential voter; emphasize the matter of registration in your chapter newsletters and newsletters
- d. Place posters in strategic places where Japanese Americans congregate, i.e., Japanese shops, eating places, etc. (Be sure to designate "JACL _____ chapter" somewhere on the poster so that the local people will know that your JACL Chapter is pushing the campaign.)
- e. Have JACL members call or e-mail their friends and others by urging them to register.

Japanese American Citizens League
Chapter Presidents' Handbook

3. Depending on the local, situation, explore the possibilities

- a. Invite a deputy registrar to come to your JACL meeting as well as other gatherings to register voters
- b. Encourage one of your own members to seek an appointment as a deputy registrar
- c. Have your JACL chapter work with other minority groups in your community to organize a voter registration campaign, secure cooperation of the local press, Japanese TV programs, etc.
- d. In some communities, non-Nikkei organizations or service groups, also conduct registration campaigns. Your chapter can benefit by cooperating with other organizations for a more effective campaign, increased public relations, and added strength.

D. JACL Advocacy Programs

Discrimination

JACL's founding principle was to challenge discrimination against Japanese Americans. Today, we continue our commitment to fight discrimination, whether manifested as anti-Asian violence, defamation, harassment, or other forms of prejudice and intolerance. Through our chapters and regional offices, JACL is a leading organization in the fight against discrimination.

Hate crimes

JACL has maintained a hate crimes program and has expanded it as a result of growing anti-Asian sentiment. JACL's hate crimes program continues with a proactive strategy to combat hate groups and ensure the well-being of all Asian Americans as well as other minority groups. Our broad-ranging program includes a series of anti-hate brochures, educational brochures, a network of chapters, digital hate conferences, chapter and community training, and legislative advocacy to push for stiffer hate crimes penalties.

Anti-defamation

The increase of the Asian population in the U.S. has brought a disturbing increase in overt expressions of racism. Whether a result of ignorance, bigotry, or both, derogatory epithets are hurtful and demeaning. JACL's anti-defamation effort is a continuation of the organization's commitment to fight discrimination and to challenge expressions of bigotry aimed at Asian Americans. Our initiative is aimed at educating the public about derogatory terms that demean Asian Americans.

Voter registration

As citizens, it is imperative for Asian Americans to register and vote. JACL works with coalition groups to ensure that our voice is heard through our votes. Voter registration is always one of JACL's major concerns.

Affirmative action

Affirmative action provides Asian Americans with a fair and equal opportunity in their careers. Though Asian Americans may compete successfully in college admissions, they may still face discrimination in the workplace. JACL is committed to Affirmative Action and will continue its efforts to insure equal opportunity for all Americans.

Workplace discrimination

Although major gains in equal opportunities in employment have been achieved, issues like discrimination in hiring and glass ceiling practices blocking advancement are still major concerns for our community. JACL continues to challenge employment discrimination issues at all levels, from employers to state and federal regulatory agencies, and in the courts.

Media

JACL continues to combat stereotyping and negative portrayals of Asian Americans in all aspects of media.

Japanese American Citizens League

Chapter Presidents' Handbook

Legislative initiatives

The JACL Washington, D.C. office continues to advocate legislation that insures the civil rights of Asian Americans and disadvantaged classes of Americans.

Community relations

Community relations is more than creating an image. JACL takes care of its communities by providing assistance, supporting programs that enhance cultural preservation, and challenging social injustice. With a professional staff, a network of chapters across the country, and a history of fighting for the rights and protections of Asian Americans, JACL ensures the well-being of Asian Americans.

E. Community Crisis Response to Hate Crime

Please click this link for a current resource by the International Association of Chiefs of Police that may be helpful:

<https://www.theiacp.org/resources/responding-to-hate-crimes-a-police-officers-guide-to-investigation-and-prevention>

V. National JACL

A. Constitution and Bylaws

The current Constitution and Bylaws are posted on the JACL website at this link:

<https://jacl.org/constitution-and-by-laws/>

B. JACL Strategic Plan

JAPANESE AMERICAN CITIZENS LEAGUE 2019-2020 JACL STRATEGIC PLAN

Introduction

The Strategic Plan sets the operational and program priorities for the JACL in each biennium. The ongoing effectiveness of the organization will be determined by the successful outcomes of these important initiatives.

Vision

As a national civil rights organization, JACL strives to secure equal treatment and social justice for all.

Mission

The Japanese American Citizens League is a national organization whose mission is to secure and safeguard the civil and human rights of Asian Americans and Pacific Islanders (AAPIs) and all communities who are affected by injustice and bigotry. The leaders and members of the JACL also work to promote and preserve the heritage and legacy of the Japanese American Community.

Japanese American Citizens League

Chapter Presidents' Handbook

Goal:

To build and support grassroots mobilizations and policy reforms for Asian Americans and Pacific Islanders (APIs), people of color communities, and other historically underserved communities at the national, state, and local levels that ensure the full attainment of civil liberties and equal access to the social, political, and economic resources in our society.

Objectives:

1. Advocate to expand civil rights protections and equal opportunity for all APIs while monitoring and addressing incidents of bias and discrimination that infringe the rights and limit the opportunities of APIs and other communities of color.
2. Continue to strengthen our institutional relationships with public officials, policy makers, civil rights organizations, and community leaders on the national, state, and local levels in order to collaborate more effectively on various social justice issues.
3. Work to eradicate negative stereotyping of APIs within the media and other institutions of society and continue to monitor and combat hate crimes, defamation, and racial/ethnic slurs.

LEADERSHIP

Goal:

To develop and continue to support new generations of leaders from within our communities who will strengthen JACL's ability to lead, advocate, build coalitions and sustain the core values of our organization.

Objectives:

1. Develop strategies to require scholarship recipients and encourage applicants to participate in and strengthen their local and district JACL chapters and participate in JACL youth sponsored activities.
2. Engage, educate, and encourage potential youth leaders from a variety of organizations such as business, community groups, and educational institutions to become fully engaged in JACL activities.
3. Provide opportunities to assist chapter, district, national officers, and staff to develop the necessary skill sets to lead their organizations and eventually assume national leadership positions in JACL as well as local, state, and national government and assist with developing succession planning strategies.

EDUCATION

Goal:

To tell the story of the Japanese American experience of incarceration and failure of political leadership during WWII as one example of how hysteria and fear can wrongfully victimize any marginalized community.

Objectives:

1. Promote distribution and use of the curriculum guide, terminology handbook (Power of Words), and other materials to teachers through the network of chapters.
2. Present workshops and events to educate and encourage integration of the Japanese American experience and the incarceration in the curriculum, and when appropriate connecting the JA community experience to Muslim Americans or other communities experiencing bigotry on a large scale.
3. Continue to advocate for the inclusion of AAPI history as part of the national social studies standards.
4. Educate youth and people of all ages about the culture of Japanese Americans.
5. Promote cultural education as a means to combat racism and xenophobic bigotry.

COMMUNICATIONS

Goal:

Utilize social media and other communications platforms to improve public visibility of JACL's activities and strengthen the JACL brand by engaging existing members and attracting new audiences with compelling content that is relevant to Japanese Americans, AAPIs, and all Americans interested in promoting social justice.

Objectives:

1. Improve communications between chapter and national to ensure the local members are aware of emerging policy statements and issue briefings.
2. Increase and maintain responsiveness to issues of national importance, particularly through the Pacific Citizen.
3. Interact with partner organizations with similar goals by sharing or retweeting relevant posts and incorporate existing JA, AAPI, and Japan related news sources into social media strategy.
4. Utilize video content in order to increase interest in issues and accessibility to information by promoting Asian American and Japanese media (film, television,

Japanese American Citizens League

Chapter Presidents' Handbook

web series, podcasts, etc.) and encouraging youth members to create original content.

5. Encourage chapters to utilize youth/young professional members' expertise to create their own social media pages to be maintained with timely and current information that can provide additional content for National JACL and provide basic social media training to designated chapter representatives.

STUDENTS AND YOUNG PROFESSIONALS

Goal:

To create outreach strategies and relevant programs or events for students and young professionals to increase membership, further integrate existing Youth and Student members into the organization.

Objectives:

1. Organize youth-oriented events and programs locally and nationally to recruit new members and serve existing members (e.g. youth conferences, film festivals, mentoring programs, professional development opportunities, and Japanese or Japanese American cultural activities).
2. Develop connections to JA, Shin Nikkei, AAPI, social justice, and cultural organizations at local colleges and universities.
3. Provide sponsorship opportunities to allow students, young adults, and young professionals to participate in local and national JACL events (e.g. National Convention).
4. Create youth leadership opportunities and incorporate youth into existing leadership positions at all levels of the organization, including the National Youth/Student Council, the JACL committees, and chapter and district board positions.
5. Work with NY/SC to transition members who are aging out of the Youth membership category into the Young Professionals Caucus to maintain their engagement in the JACL and strengthen the pipeline for leadership succession at all levels in the organization.

FINANCIAL DEVELOPMENT

Goal:

To diversify the financial base of JACL with less dependence on membership dues as the primary revenue source for JACL by increasing revenue from mission-oriented public and private funding sources.

Objectives:

Japanese American Citizens League Chapter Presidents' Handbook

1. Continue working through the Executive Director and Vice President of Planning and Development to develop and implement a plan for researching; identifying revenue sources such as grant, corporate funding sources, donors; and monitoring progress towards increasing revenue.
2. Continue working with the National Legacy Planning Committee Chair Coordinator to identify prospective planned giving sources at the District and Chapter levels.
3. Continue to optimize fiscal resources while maintaining fiscal integrity.

MEMBERSHIP

Goal:

To increase and diversify the membership base of the JACL.

Objectives:

1. Develop and implement a goal-oriented plan to both increase and retain existing membership.
2. Develop and implement a plan to attract new members that reflects the changing demographics of the Japanese American community.
3. Nurture relationships with existing partners outside of JA community.
4. Outreach to other communities in order to diversify JACL.
5. Create programs on the chapter and district levels that help members make an impact on and contribute to their communities such as panel discussions, film screenings, and community forums.
6. Empower the NY/SC and Young Professionals Caucus to develop strategies that will attract youth to be active in JACL.

C. Resolution Procedures

Introduction

Resolutions are formal declarations of an organization's opinion, policy or position in any subject area. They provide an opportunity for the "grass roots" to suggest the areas that the organization should address. Resolutions may be submitted for consideration by any chapter in good standing or by a District Youth/Student Representative. Every resolution that is adopted will imply that our organization, as well as its members, will implement the spirit and/or intent of the resolution.

Definition

Japanese American Citizens League

Chapter Presidents' Handbook

A resolution may be:

- statement of the policy of the organization;
- an expression of approval or disapproval of measures, issues or positions in which the organization has an interest;
- one that urges action by other bodies or individuals who are in a position to act on an issue, measure or position, or
- an extension of appreciation or recognition to an individual or group.

Its values are that:

- the process facilitates the refinement of the organization's position;
- it promotes public relations or intergroup relations;
- it is a means of educating the general public, a specific body or individual(s) on a specific measure or issue; and
- it is a means of lending organizational support to a specific measure or issue.

General Rules/Guidelines

Resolutions may be used to introduce new items of business, propose changes in positions adopted at the previous conventions or refer recommendations to the National Board in areas for which the Board has constitutional responsibility.

- New items of business may include additions to the policy or program direction of the national organization that do not duplicate past actions or recommendations already adopted in previous Programs for Action.
- Changes in positions are items that modify policies or program direction adopted at a previous convention, regarding which the National Board has not made recommendations through the Program for Action.
- Recommendations in areas for which the National Board has constitutional responsibilities include:
 1. proposed changes in National Board operations e.g. allocation of funds, appointment of staff or committees, location of headquarters, administration of convention, etc. These resolutions must state that they are recommended for referral to the National Board for consideration; and
 2. items which recommend amendments to the Constitution of the National JACL. Such resolutions may only be used to place a Bylaw amendment, Bylaw repeal, constitutional amendment, or Constitutional repeal on the written ballot. The resolution shall be referred to the Constitution and By law Committee for review. Upon review and acceptance, the resolution shall then be placed on the National Council ballot form in coordination with the Nominations and Elections Committee.

Submission Requirements

Japanese American Citizens League
Chapter Presidents' Handbook

1. Resolutions must be submitted to the Resolutions Committee Chair, c/o JACL National Headquarters in the prescribed format, postmarked no later than 60 days prior to the convention.
2. Resolutions submitted for an optional non-binding review must be submitted to the Resolutions Committee Chair, in care of JACL National Headquarters, no later than 90 days prior to convention. Resolutions submitted for non-binding review shall not be required to include signatures of approval. Facsimile transmissions and electronic mail transmissions to the Chair, in care of the JACL Headquarters, will be accepted only for the non-binding review process.
3. Any member chapter in good standing, upon approval of its Board of Directors or District Youth/Student Representative, may submit resolutions.
4. The original signature of the chapter president verifying the approval of the Board of Directors must accompany each submission. In addition, each submission by a chapter must have signed approval from their respective district council chair, or a signature from their respective District Governor, or his/her designee shall accompany each submission. Facsimile transmissions will not be accepted.
5. The original signed documents **and** an email with the text files saved in either Microsoft Word or WordPerfect must be submitted in the prescribed format as indicated on the Resolutions form.
6. Each resolution must be submitted on a separate official Resolution Form.
7. Resolutions must address positions that are national in scope and require concerted action by the national body for effectiveness.
8. The resolution must introduce a new position or statement. They may not duplicate, or be in conflict with, positions and/or statements that have been previously adopted by the National Council and/or Board of Directions in relation to the Program for Action. Resolutions amending or reversing previously adopted resolutions must clearly state the proposed changes.
9. Language in the resolution should be brief, clear, and precise.
10. No resolutions except emergency resolutions will be accepted after the submission deadline date.
11. All resolutions shall include a completed Fiscal Impact Statement in the prescribed format, describing and estimating the anticipated staff time and cash

Japanese American Citizens League
Chapter Presidents' Handbook

expenditure. Fiscal Impact Statements should be completed even if there are no anticipated staffing requirements or cash expenditures.

Emergency Resolutions, Guidelines

Emergency resolutions are new items (not escalated situations) which deal with unforeseen issues that could not have been known by the submission deadline, or that arise during convention. Emergency resolutions may not propose changes in positions, make recommendations to the National Board, or reintroduce rejected resolutions.

An emergency resolution must:

1. Meet all other stated requirements for regular resolutions, including signatures, with the exception of the submission deadline date. If the resolution is submitted after the National Council has convened, the signatures of five (5) delegates from five (5) different districts as endorsers, must also be included;
2. Document the fact that information for the proposed action could not have been known in time for the regular submission deadline; and
3. Include a Fiscal Impact Statement in the prescribed format, describing and estimating the anticipated staff time and cash expenditure.

D. National Programs

i. Legacy Fund

The Legacy Fund was established by the JACL National Council on June 20, 1990, at the JACL National Convention in San Diego. The fundraising goal was \$10,000,000. Approximately \$4,800,000 was donated to the fund. At that time, the revenue distribution was determined to be:

65%	To implement the organization's mission, its purposes, and its biennial Strategic Plan
20%	To chapters and districts
10%	To grants
5%	Retained in the fund (growth)

In 1994, the JACL National Council increased the retained amount from 5% to 10 %, decreasing the organization's funding to 60%.

In 1998, the JACL National Council inquired about the non-distribution of the capital gains from the Legacy Fund investments. A legal opinion ("The Silk-Adler Report") was obtained, and, basically, it was determined that interest, dividends and appreciation were income that needed to be distributed. In May

Japanese American Citizens League
Chapter Presidents' Handbook

1999, the JACL National Board established a committee to determine how to distribute the income. The committee recommended that the capital gains not be used until the Fund's corpus reached the original goals of \$10,000,000.

On July 1, 2000, at the JACL National Convention in Monterey, the JACL National Council voted to leave previously accrued capital gains in the Fund (setting the "historic value" of \$5,400,000) and henceforth distribute 50% of the capital gains pursuant to the 1994 amended formula.

Due to downward fluctuations in the investment market and the fact that the Legacy Fund's value had dropped below the "historic value," the National JACL Board for the 2002-2004 biennium approved a policy using a twenty-four month "moving average" of the Legacy Fund's value to determine whether there should be distributions. The "moving average" is determined at the first of each year.

ii. Biennial National Awards and Recognitions

a. Japanese American of the Biennium

The JACL recognizes and honors those Americans of Japanese ancestry whose outstanding achievements in different fields of endeavor have received regional, national and international recognition and whose contributions have added to the sum of human knowledge and/or enhanced the quality of life in our society.

As the highest public award of the National JACL, National has presented this recognition to an American of Japanese ancestry at each biennial National Convention since 1950. This honor will be awarded to at least one, and up to three individuals, in recognition of distinguished achievement or community leadership. The award includes an inscribed gold JACL medallion, special scroll citation, and expenses to National JACL Convention to receive the honor.

The winners shall be nominated and selected from the following six categories:

1. Arts/Literature/Communication: artists, writers, photographers, architects, musicians, performers, designers, etc.
2. Business/Industry/Technology: corporate executives, bankers, import/exporters, inventors, entrepreneurs, engineers, developers, astronauts, agriculturists, etc.
3. Education/Humanities: educators, humanists, community activists, clergy, etc.

Japanese American Citizens League Chapter Presidents' Handbook

4. Political/Public Affairs/Law: elected officials, government administrators, attorneys, diplomats, judges, community leaders, etc.
5. Medicine/Science: scientists, physicians, researchers, nurses, optometrists, etc.
6. Sports/All other fields: Olympic winners, champion athletes, etc., and unique professions and occupations.

Only one finalist will be named in any one of the fields, with key consideration given to the extent which the candidate's contributions or achievements have made an impact on society and/or influence an area of American life.

The Japanese American(s) of the Biennium will be announced and publicized prior to the convening of the National Convention with the presentation to be made at the Sayonara Banquet.

Nominations are to be made on the official forms available through JACL chapters, or regional and national JACL offices. Candidates need not be JACL members.

b. JACLER of the Biennium

The JACLER of the Biennium award is presented in memory of Randolph M. Sakada, a former National JACL President (1950-1952). To honor his dedicated service, this award recognizes a JACL member who has contributed the most to the strength and growth of the national organization during the immediate past biennium. The award is an inscribed JACL gold medallion and special scroll citation.

The National JACL Awards & Recognition Committee shall make the recommendation for the JACLER of the Biennium Award, with the final approval by the National JACL Board. Further, the National Board, with the exceptions listed below, is not precluded from nominating and selecting a candidate of its own choosing. It should also be clearly understood that length of service within the JACL is a consideration, but not a major factor, in determining who shall be the recipient of the JACLER of the Biennium Award.

Guidelines:

1. All nominations shall be submitted on a JACL nomination form, together with a supportive JACL sponsoring chapter recommendation and photo of the nominee.

Japanese American Citizens League
Chapter Presidents' Handbook

2. Nominees shall have made outstanding contributions to the strength and growth of the JACL during the biennium.
3. Such contributions at the National, district, and chapter levels are to be consistent with the purposes of the JACL.
4. Any JACL chapter may submit more than one nomination at the district level. Each district council may submit up to three (3) nominations together with their recommendations, in the order that they are ranked ("1" is the highest), to the National JACL Awards & Recognition Committee.
5. Nominations shall be open to all JACL members, except for members of the National JACL Executive Committee (National President, National Vice Presidents, Secretary/Treasurer, Governors' Caucus Chairperson, and the National Youth Council Chair).
6. Up to three (3) letters of recommendation may be submitted with the nomination. (Letters from JACL staff members are not allowed.)

c. *Edison Uno Memorial Civil Rights Award*

Edison Uno was a strong and vocal advocate of human and civil rights, and was one of the first to call for the government to redress Japanese Americans for the wartime incarceration. To honor Uno's legacy, this award recognizes organizations or individuals for outstanding activities and leadership in the field of civil rights.

Each JACL district council (with input from their chapters) may nominate one candidate.

d. *George J. Inagaki Chapter Citizenship Award*

This award is given in honor of George Inagaki, a past National JACL President, for his many years of unremitting efforts and outstanding dedication to the National organization. The award is for chapters promoting better citizenship. "Better citizenship" is defined as chapter participation in activities that may be social, civic, educational, environmental or legislative that result in the betterment of society as a whole.

Japanese American Citizens League
Chapter Presidents' Handbook

iii. Special National JACL Citations

Presented to individuals and organizations in recognition of special meritorious service to National JACL and/or outstanding contributions to the welfare of persons of Japanese ancestry in the United States. Recommendations and approval by the National Awards and Recognitions Committee with approval of the National Board.

a. JACL Diamond Pin

Presented to the JACL National President upon completion of term of office.

iv. National JACL Pins and Specialized Personal Citations

These pins may be ordered from National Headquarters, 1765 Sutter Street, San Francisco, CA 94115.

a. JACL Pearl Pin for Past Presidents

For presentation to past chapter presidents who have faithfully served their term of office. To be ordered by chapters from National Headquarters.

b. Ruby Pin

Presented by the JACL National Board to JACLers and certain others who have made unique and exceptional contributions to the organization entailing great personal sacrifice. This award is normally presented at the National Convention.

For Nomination Form, see section VII-N in this handbook.

c. JACL Sapphire Pin

To currently active JACLers who have maintained a minimum of ten consecutive years of active service to the JACL, at least five years of which have been on the district and/or National level, serving on Boards and Committees and other special responsibilities.

Recommendations must first be made by chapters and district councils and National Recognitions Committee, to be first approved by District Recognitions Committee.

Nominations to be submitted at least one month prior on official Sapphire Pin nomination form provided and accompanied by copy of citation to be read and presented to individual.

For Nomination Form, see section VII-O in this handbook.

Japanese American Citizens League
Chapter Presidents' Handbook

d. *JACL Silver Pin*

For currently active JACLers who have been given outstanding and exceptional services to their respective chapters for a minimum of ten consecutive years.

The nominee's complete service record to be submitted on Silver Pin nomination form provided to be submitted with copy of citation of District Recognitions Committee at least one month prior to presentation.

For Nomination Form, see section VII-P in this handbook.

v. **National JACL Pins and Specialized Personal Citations, Price List**

The following pins may be ordered from National Headquarters, 1765 Sutter Street, San Francisco, CA 94115.

Past President's Pin	\$40.00
Sapphire Pin	\$40.00
Silver Pin	\$30.00

vi. **JACL/OCA Washington, D.C. Leadership Conference**

This annual leadership summit is a joint program organized by the JACL which includes participants from the Organization of Chinese Americans (OCA). This three day conference provides an opportunity for thirty emerging leaders of the JACL and OCA to learn firsthand about current national public policy issues facing our communities.

Click the link below for the latest info on the current Leadership Summit.

<https://jacl.org/events/jacloca-leadership-summit/>

Japanese American Citizens League

Chapter Presidents' Handbook

vii. Internships and Fellowships

Norman Y. Mineta and Daniel K. Inouye Fellowships

The Norman Y. Mineta Fellowship was established in 2007 in honor of the American politician. Mineta served as U.S. Secretary of Transportation and Secretary of Commerce. Mineta also help found the Congressional Asian Pacific American Caucus.

The Daniel K. Inouye Fellowship is named for the late United States senator from Hawaii. The fellow will monitor key legislative initiatives of importance to the JACL mission, and design and implement JACL-sponsored programs among other tasks and duties.

The fellowships provide the opportunity to work on advocacy at a national level through the National JACL office based in Washington, D.C. As a fellow you will become a key component in the D.C. team. In this position you will be working with JACL staff, other fellows and the executive director, collectively working to mobilize and inform local chapters. As part of this D.C. branch of National JACL, fellows are integral in establishing a voice for JACL and its members within D.C and the various networks. This voice is critical when it comes to policy issues that affect our communities and collaborating with other organizations in order to establish a stronger collective voice.

This fellowship offers a chance to live in the nation's capital and gain experience observing and learning from top professionals in civil rights and other non-profits.

As a fellow, you become more familiar with congress and acquire the skills to correspond, collaborate, and maintain a working relationship with members of congress.

The Fellow assists the JACL National office in Washington, DC on a broad range of public policy issues important to the Asian American community.

This paid Fellowship is awarded to a qualified student or young professional who has completed at least an undergraduate degree and will last for a period of 12 months. The fellowship is sponsored through a grant from UPS.

The Mineta Fellow and the Inouye Fellow will work out of the JACL National office in Washington D.C. and be responsible for the following:

- Staff and monitor key legislative initiatives and issues relevant to the AAPI community.
- Work on a wide variety of projects, issues and programs.
- Conduct research and study topics assigned.
- Interact with other national AAPI and civil rights organizations in the DC area.
- Work with JACL and other organizations to organize programs and events.
- Serve on various civil rights and AAPI committees.
- Perform a wide variety of duties, and work directly with the Executive Director.

Japanese American Citizens League Chapter Presidents' Handbook

Candidates must be U.S. citizens, JACL members, and students or young professionals who have completed at least an undergraduate degree. Preference will be given to those who have demonstrated a commitment to Asian American issues, particularly those affecting the Japanese American community. Communication skills, especially in writing, are important.

[Please click here for the Inouye and Mineta Fellowship Application](#)

APPLICATIONS FOR THE INOUE FELLOWSHIP ARE DUE AROUND MAY 19 EACH YEAR. For most current information, click the link above to reach the JACL website.

Mike M. Masaoka Congressional Fellowship

The Mike M. Masaoka Fellowship Fund was established in 1988 to honor Mike M. Masaoka (1915-1991) for a lifetime of outstanding public service in promoting justice, civil rights and human dignity. The Masaoka Fellowship is designed to develop leaders for public service, particularly at the national level, and provides Fellows the unique opportunity to be placed in a Congressional office where they gain firsthand knowledge of policy creation. The Fellowship lasts for a minimum of 1 year and is housed in the D.C. office of a member of the U.S. Senate or the U.S. House of Representatives. The length of the Fellowship is decided upon by the selected Fellow and by the Congressional office. Specific duties in the office vary depending on the Congressional office and on the Fellow's experience and knowledge of Congressional functions.

Candidates must be U.S. citizens, JACL members, and students or young professionals who have completed at least an undergraduate degree. Preference will be given to those who have demonstrated a commitment to Asian American issues, particularly those affecting the Japanese American community. Communication skills, particularly in writing, are important. JACL is accepting applications for Masaoka Fellows on an ongoing basis for 2017. Applicants must submit a completed application form and one letter of reference.

APPLICATIONS FOR THE MASAOKA FELLOWSHIP ARE DUE AROUND MAY 19 EACH YEAR.

For more information on JACL Fellowship and Internship programs, please email policy@jacl.org or call us at 202-223-1240.

The JACL Internship and Fellowship programs are graciously made possible by [Southwest Airlines](#).

Japanese American Citizens League

Chapter Presidents' Handbook

John K. Moy/Southwest Internship

The John K. Moy/Southwest Internship Program provides an opportunity to a qualified young professional or college student to gain valuable experience through a three-month paid internship at the Washington, D.C. office of the JACL. Interns will work on a range of public policy issues, write a report, and attend the JACL National Convention. The fellowship is sponsored through a donation from John K. Moy and Southwest Airlines.

viii. Scholarship and Awards Programs

Program Background

The JACL has been helping students achieve their educational dreams with the National Scholarship and Awards Program since 1946. The program currently offers over 30 awards, with an annual total of over \$70,000 in scholarships to qualified students nationwide.

The National Scholarship and Awards Program offer scholarships to students who are entering freshman, undergraduate, graduate, law, in the creative & performing arts, and those with financial need. All scholarships are one-time awards. For more information on the National JACL Scholarship program, go to this link: <https://jacl.org/jacl-national-scholarship-program/>

ix. National Youth/Student Council

The National Youth/Student Council (NY/SC) is the means by which local youth and students members are represented at the national level. The NY/SC consists of a Chair, National Representative, and Youth/Student Representatives of the seven national JACL districts. The NY/SC Chair and National Youth Representative are voting members of the JACL National Board, and District Youth/Student Representatives are voting members of their respective district councils. District Youth/Student Representatives are the primary links between the NY/SC and youth in local JACL chapters and on college campuses.

To find out how to get involved with the NY/SC or for more information, contact the Youth Chair or Youth Representative via e-mail (see website for current board members).

VI. District Council

JACL is comprised of seven district councils. This space can be used to include information about your district council.

Japanese American Citizens League
Chapter Presidents' Handbook

A. District Council Constitution and Bylaws

This space can be used to include information about your district council's constitution and bylaws.

B. District Budget

This space can be used to include information about your district council's budget.

Japanese American Citizens League
Chapter Presidents' Handbook

C. District Committees

This space can be used to include information about your district council's committees.

D. District Programs

This space can be used to include information about your district council's programs.

VII. Chapter

A. Chapter History

This space can be used to include information about your chapter, especially your chapter's history.

B. Chapter Constitution and Bylaws

This space can be used to include your chapter's constitution and bylaws.

Japanese American Citizens League
Chapter Presidents' Handbook

C. Chapter Committees

This space can be used to include information about your chapter's committees.

D. Chapter Programs

This space can be used to include your chapter's constitution and bylaws.

E. Chapter Operations

i. Chapter Board Responsibilities & Duties

The responsibilities and duties of the Board of Director are to conduct the business of the chapter in a matter consistent with National JACL policies and procedures. Further, conduct day-to-day chapter business as follows:

1. Review and approve budgets to ensure financial solvency
2. Approve program plans and authorize implementation of new or modified programs
3. Develop short- and long-range plans
4. Develop and implement plans for fundraising
5. Evaluate the effectiveness of the organization in fulfilling its mission
6. Establish board objectives and monitor degree of achievement
7. Represent JACL to the public, including sources of financial support
8. Fulfill legal responsibilities by adhering to applicable federal, state, and local laws in governance of the JACL
9. Establish and update required policies
10. Actively serve on at least one committee and participate in decision making by attending board meetings
11. Nominate and elect new board members
12. Perform other duties as prescribed by the Chapter Constitution and Bylaws.

ii. Chairperson Responsibilities

The success of a discussion depends upon the chairperson. The chair should have some ideas on the matters discussed and the background of the issue as it affects the group. The chair should be neutral and should not participate directly in the discussion. It is helpful for the chairperson to prepare an outline of the general points along which the discussion is to be guided.

1. The chair gives attention to the physical and mechanical factors in a discussion. Members should:
 - a. feel at ease and relaxed for the best results
 - b. have a chance to look at other members of the group
 - c. participate in the discussion and be encouraged to break in whenever they wish to speak about the matter being discussed
2. The chair states the issue and indicates where the group should be at the end of the discussion.

During the discussion, it is the chair's job to keep matters clear by summarizing points made by members.

3. The chair stimulates participation by asking provocative questions, making stimulating comments, posing dilemmas before the group, sometimes making statements directly opposed to the trend of the discussion to be provocative, and, occasionally in question form, injects ideas which may have been missed.

Great care should be taken, however, that the chair does not monopolize the discussion. It is not necessary for the chair to make a comment after every contribution, nor is silence a signal to say something. Sometimes, a period of silence is necessary for the members of the group to think over what has been said or to organize their own thinking.

The chair must be objective. There is always the danger of the chair making comments to indicate one's own feeling or point of view.

Japanese American Citizens League Chapter Presidents' Handbook

4. The chair keeps the discussion moving by:
 - a. preparing a general outline for the discussion and by watching the time
 - b. summarizing after each major point and moving the discussion forward
 - c. assuring that the group remains on point
 - d. keeping the discussion in logical order

5. The chair discourages those who tend to speak too long and too frequently. Discussion differs from a speech. In a speech, a person tries to include everything one wishes to say on the subject, whereas a discussion is conducted bit by bit and point by point where each contribution is relatively brief and to the point. To conduct a productive discussion, the chair should try to limit the speech making by the discussion participants.

If one dominates a discussion, the chair might say, "This is a discussion where we all proceed together, so we don't want any long speeches."

The chair might begin the discussion by saying, "In order to give everyone a chance to express his or her views, we will limit participants to three minutes."

6. The chair keeps people happy. The chair recognizes good contributions. "That is a very good point you have brought out." "Thank you for bringing out that point." "So far we had failed to take that into consideration." "You seem to hit the nail on the head. I see most people nodding in agreement."

The chair can be helpful when the discussion becomes heated and tempers start rising by injecting a bit of humor at the right place to ease the situation.

7. The chair serves as a summarizer. From time to time, he/she summarizes what has been said thus far, especially when it seems that no new contributions are being made. An occasional summary serves to keep the group together and also keeps the discussion from going off on a tangent. "Let's see what we have said thus far."

Sometimes, when the group is large, the chair may appoint an individual to serve as a "summarizer."

If a blackboard is not used, the chair or summarizer should keep notes to aid with summarizing.

Japanese American Citizens League
Chapter Presidents' Handbook

A secretary should be appointed before the actual meeting begins to record the important points brought out, the recommendations and final decision.

8. The chair does not take part directly in the discussion itself. He/she is only the facilitator and the guide. If questions are directed to the chair, they should be redirected back to the group. In those instances where his/her own personal views are asked, or where he/she wishes to participate, the chair should relinquish the chair role temporarily to make personal comments.

iii. Preparing For Chapter Board and General Meetings

1. Plan Your Meetings

- A. The Board should set a general pattern of meetings for several months in advance. Although it is not always possible to do so, try to avoid conflicting dates with other events in the community. Many chapters meet on a regularly scheduled day of each month, i.e., first Wednesday of each month.
- B. Poor leadership blames poor attendance upon lack of interest. But good leadership asks, "What is the matter with us and our planning that we can't get our people to attend meetings?"
- C. Most of the poor meetings are the result of a lack of adequate planning or last-minute attempts to whip up something. Don't have a meeting unless you can justify having one.

2. Balance Your Meetings

A. The Business Part

- 1. The presiding chairperson should remain neutral on issues and advise the board by explaining issues, giving others a chance to speak, giving reports, making announcements, or presenting ideas. If a committee chair or group of individuals have done or are doing an especially good job, they should be given proper recognition before the chapter when they make their report.
- 2. Business should consist of: reviewing and, if necessary, correcting the previous meeting's minutes, summarizing, reports of the chapter board meetings, and committee reports. If you are expecting reports, confirm readiness by contacting the responsible parties before the meeting. If a responsible party is unable to attend, ask that an alternate be appointed or that a written report be disseminated.
- 3. There may be questions, explanations, and discussion on some items that are reported, but don't allow discussions to become too prolonged. If a discussion becomes drawn out without an immediate resolution:
 - a. refer the matter to a special committee, even if the committee has to adjourn immediately and come back later to report

Japanese American Citizens League
Chapter Presidents' Handbook

- b. determine if a member will propose a motion to solidify the issue
 - c. table the matter for further investigation and review, unless it has to be resolved immediately
4. In matters of new business, encourage members to submit ideas and suggestions in writing if they cannot attend a board meeting. The presiding officer should request notification of new issues prior to a chapter or district council meeting. The board can then discuss the best way to present the issue at a general meeting.
 5. There should be a place in the meeting for the dissemination of information which comes from National Headquarters.

B. The Educational Part of Your Meeting

1. Unless you have some special matters of business, try to have something special – an interesting speaker, a forum, a well-planned panel discussion, etc.
2. The topic for this special portion should be timely and of general interest.
3. Always be alert for suggestions from your membership for the meeting feature.
4. Attend meetings of other organizations in your community for suggestions, watch how they conduct their meetings, and draw upon the total resources of your community.

3. Promote Your Meetings

- A. Assuming that you have planned an interesting meeting, promote it for maximum attendance. Sending out a postcard or meeting notice is usually not enough, although you should see that every member receives a meeting notice.
- B. You might send a notice to people who attended your past meeting as “guests.” Your membership committee should always be on the lookout for eventual membership prospects and invite them to the meeting.
- C. Publicity from the local papers is always helpful to publicize the meeting, but it also serves to keep people aware of JACL activities.

4. Start Your Meetings On Time

- A. Don't get in the habit of starting meetings late. If you establish the habit of starting promptly, your members will appreciate it and your meetings will end earlier.
- B. Emphasize that board members have an obligation to be punctual.
- C. For those members who come early, have something for them to do – a newsletter to read, a display of books, or significant letters to read.
- D. Try to also form the habit of closing the meeting on time.

5. Follow Up After Your Meetings

Many times, what you do after the meeting means more than what you do before and during the meeting.

- A. Thank those that participated. From the main speaker to the person who performed the most routine job, each should be thanked after the meeting – a word or two of thanks, a short note, and a telephone call. Make every person feel their contribution was significant.

If you have a guest speaker, see to it that members of the board thank him/her for attending.

- B. Evaluate the meeting, have a discussion of what was successful and what was not successful.
- C. Write a summary of the meeting for your records.
- D. Follow up with the people who attended. Send notices to non-members so they can be recruited as members in your chapter.

iv. Parliamentary Procedure for Chapter Board and General Meetings

Parliamentary procedure is a time-tested method for conducting effective meetings. It is recommended that each chapter purchase a copy of the newly revised Robert's Rules of Order, the basic handbook of operation.

Organizations using parliamentary procedure usually follow a fixed order of business. The following agenda is an example:

- I. Call to Order
- II. Roll Call
- III. Approval of Minutes
- IV. Officers' Reports
- V. Committee Reports
- VI. Special Orders
- VII. Unfinished Business
- VIII. New Business
- IX. Announcements
- X. Adjournment

In parliamentary procedure, members are able to discuss business through presenting motions, seconding motions, giving opinions on the motion, and in voting upon the motion.

There are four types of motions:

1. **Main Motions:** Introduce subjects to the assembly for its consideration. They cannot be made when another motion is before the assembly. They yield to privileged, subsidiary, and incidental motions.
2. **Subsidiary Motions:** Change or affect how the main motion is handled or voted on before the main motion.
3. **Privileged Motions:** Are most urgent involving special or important matters not related to the pending business.
4. **Incidental Motions:** Are questions of procedure that arise out of other motions. These must be considered before other motions.

Some Questions Relating to Motions

Q: Is this motion in order?

A: Your motion must relate to the business at hand, and be presented at the right time. It must not be obstructive, frivolous, or against the bylaws.

Q: Do I need a second?

Japanese American Citizens League Chapter Presidents' Handbook

A: Usually, yes. A second indicates that another member would like to consider your motion. It prevents spending time on a question which interests only one person.

Q: May I interrupt the speaker?

A: Some motions are so important that the speaker may be interrupted to make them. The original speaker regains the floor after the interruption has been attended to.

Q: Is it debatable?

A: Parliamentary procedure guards the right to free and full debate on most motions. Some privileged and incidental motions are not debatable.

Q: Can it be amended?

A: Some motions can be re-debated and re-voted to give members a chance to change their minds. The move to reconsider must come from the winning side.

Q: How do I present a motion?

A: Follow these general guidelines:

1. Obtain the floor.
2. Make your motion by speaking clearly and concisely. State your motion affirmatively (e.g., "I move that we ... instead of" or "I move that we do not...")
3. Wait for a second. If no second, your motion is lost.
4. Chair states your motion (e.g., "It is moved and seconded that we...") After this debate your voting can occur. Your motion cannot be changed without the consent of the members.
5. Expand on your motion. Mover is allowed to speak first.
6. Vote. The Chair will call for the question. If there is no further discussion, a vote is taken. (Voting can be done by voice, show of hands, roll call, ballot, or general consent.)

v. Leading a Discussion

A “discussion” or “group thinking” is the method by which a group makes up its mind or it comes to a decision on a particular problem or situation. Although individuals contribute to the discussion, their opinions are molded and tempered by the group so that the final decision represents the entire group.

A discussion is also a learning process whereby people share ideas and opinions, learn to “give and take,” and better understand and appreciate one another.

Group Thinking Procedure Outline

1. The situation and its problem:
 - A. What is the specific question to be decided?
 - B. What factors in the situation are important and must be taken into consideration in the decision? Why?
2. What to do?
 - A. Examine of the possibilities:
 - i. To meet the situation as outlined, what are possible courses of action and the reason for each?
 - ii. What bonds seem to unite the group? Determine the points which the group has reached a consensus.
 - iii. What are the chief differences? Determine which matters must be resolved by the group.
 - B. Explore difference of fact and discussion of difference of point of view:
 - i. What are the data on the difference as to facts?
 - ii. What can be said on differences as to point of view?
 - C. Reach a conclusion
 - i. How to do it?
 1. What are the ways and means for putting the decision into effect?

vi. Conducting a Discussion

1. The problem or situation should be clearly stated and defined. Time should be taken so everyone in the group is clear and has agreed upon the basic issues to be decided. To be effective, a discussion must deal with an issue that is “alive” or “hot” and one which directly concerns members of the group, otherwise, the discussion becomes a “bull session” where people air their views with no special conclusions or decisions to be arrived at. Allow members of the group to define the problem as they see it or from various aspects. All the facts surrounding the problem or pertaining to it should be aired.
2. Once the problem or issue is defined, the question becomes, “What to do about the issues as defined?” The possible courses of action are listed with reasons for each, as well as the consequences of each, explored.

Differences of opinion should also be explored but not debated. The important point is to look for points of agreement.

All facts should be at hand. An undue amount of time is wasted in some discussions because people argue about matters where the proper information would save time, energy, and feelings of the participants.

In especially difficult matters, or where quite a bit of factual material is required, it is customary to have “resource people” or “experts” who sit in and help guide the discussion by giving facts when they are needed. Sometimes, the “resource” person is used to relate the experiences of another group facing similar circumstances for reference purpose.

3. Reaching a conclusion. A discussion, if properly conducted, must come to some conclusion or a decision to resolve the issue at hand. This conclusion is arrived at after the individuals together have considered all the facts presented and all the opinions expressed.

The discussion should end when the group searches for plans to carry out the discussion and actually make assignments or recommendations so that the decisions coming out of the discussion may take an actual form.

vii. Suggestions for Taking Minutes

Minutes should reflect what was *done*, not what was *said*, at a meeting. The common tendency is to report in too much detail. Minutes should contain:

- the date, place, time, and type of meeting (regular, special)
- the names of the presiding officer, the secretary and, in boards and committees, the names of those present
- action taken on the minutes of the previous meeting and corrections, if any
- exact wording of each motion, the name of the maker and the disposition
- the name and topic of guest speakers (their speeches need not be summarized)
- time of adjournment

viii. Delegation of Responsibility

To delegate responsibility, try to match a particular job with a particular person. This involves:

1. assessing the job - what does it demand, and what does it offer in potential satisfactions
2. assessing persons for the job – who has the required skills, experience, qualifications - why would it be satisfying to them specifically?

ix. Suggestions for Assimilation of Members

1. General Principles

- A. As an increasing number of members are recruited into your chapter, you are confronted with the problem of assimilating them. By “assimilation,” we mean bringing new members into active participation into the affairs of the chapter, helping them to understand and appreciate the JACL program through that participation, deepening their conviction of the job that needs to be done through JACL, developing a sense of belonging, of being an integral part of the organization, so that they speak of “we” doing this, “our JACL chapter,” “our National organization,” instead of “the JACL” and “they,” when referring to JACL.
- B. But assimilation comes only as we give people a chance to participate. As a new member shares in the program, they will be steadily attracted to and drawn toward the center of your chapter’s activities instead of being allowed to remain as spectators – inactive and on the periphery of the organization.
- C. The good executive is one who gets the work done in cooperation with a large number of people. He/she employs the total resources of personnel available and does not try to do everything him/herself. He/she challenges other people to share the work, encourages them through example, inspires them with a deep conviction and contagious enthusiasm, helps them find enjoyment and personal satisfactions while doing the job, sees that they have new experiences and contacts, and is ever alert to voice appreciation and give recognition for a job well done.

A good chapter is judged by the percentage of its total membership who are active participants in the program, not solely by how much work the president does alone. The chapter president who is active all by him/herself and puts in an undue amount of time doing the work instead of getting others to participate is making it tougher for the chapter the following year as well as the successor.

- D. If you have done a good job on your membership drive, if you have enlisted a majority of the Nikkei in your community as JACL members, or at least a good number, you have won half the battle of getting people to work actively. The majority of people are more inclined to take active part in a popular and ongoing enterprise.

Japanese American Citizens League

Chapter Presidents' Handbook

On the contrary, if your membership efforts have been feeble and your membership is proportionately small, it will be like pulling teeth to get members to give time and effort to your chapter.

E. At the same time, drawing people into active participation presupposes that your chapter has an interesting, constructive and worthwhile program of activities that are meaningful to the general membership as well as the community at large. Half-baked meetings, poor planning, disunity and lack of organization do not inspire people to pitch in and help.

- D. and E. are basic. Without these, do not expect much membership participation!

F. We cannot over-emphasize the demonstrated fact that taking responsibility, however small, is essential to a person's growth. Assuming responsibilities develops a person's initiative and abilities; they bring new and interesting experiences and associations; they enable a person to get along better with others in the community. Even the mistakes and discouragements can help to mellow and enrich a personality.

G. Encourage your members to attend district council meetings and National Conventions. By providing your chapter members with factual information regarding JACL and the opportunity to mingle with JACLers from other areas, members may be inspired and enthused toward JACL in a way which would otherwise be difficult.

2. Practical Methods

A. Capitalize upon the fact that most people become active on the basis of their interests and abilities. Get acquainted with your members – their backgrounds and contacts. Those who have a flair for writing may be induced to work on your newsletter; someone with legal background might serve on a legislative committee. We cannot make an exhaustive list here, but you get the general idea. Some of our most active JACLers first became interested through some specialized activity of their respective chapters.

B. There are some who, though able, cannot give time for committee meetings, but who can be used as individuals in certain issues or in specific situations.

Look around in your community for such people, some of whom may not be members of your chapter. You may be able to draw them into JACL membership by utilizing their special skills and contacts for your chapter.

Japanese American Citizens League
Chapter Presidents' Handbook

- C. Develop and encourage various interest groups within your chapter program as a means of member participation, but be sure you do not bite off more than you can chew.
- D. There are some who apparently do not seem to have special skills or contacts, but who can be invited to assist in various phases of the chapter work where membership involvement is needed. Seek continually to use many different people on such jobs as in the mechanics of putting out your newsletter or newsletter, stuffing and stamping envelopes for meeting notices, assistance in fundraisers, etc. Do not always ask the same people to do a job because they are handy, especially when others probably would be willing to do the job if asked.
- E. Do not load the same people down with all the responsibilities. Merely because some people are willing, and have always done it, is not excuse to impose upon their good nature. Spread the work around. We have seen too many cases of people who were continually asked to shoulder the responsibility, but after a period of time, they got “fed up” and asked to be relieved of all responsibilities.
- F. In asking people to assume a responsibility, it is important to outline clearly what the responsibility is, preferably in writing, the relation of the responsibility to the program of the chapter and its importance. No one is flattered in being told that “the responsibility is small; it won’t take much of your time.” Encourage the person by offering to assist him or mention some people who will be glad to help and introduce them, give the suggestions on where they can get some helpful material, and if you cannot make any suggestions, have them write directly to National Headquarters if they need help. Do not leave them high and dry, “holding the bag.” From time to time, inquire about the progress of their particular responsibility, and above all, be sure to give them proper public recognition for their work. Let them know that you, the board, and the rest of the membership appreciate their efforts.
- G. Many times, whether or not a person is willing to assume a responsibility, depends on how they are asked and by whom. Do not force people into taking a responsibility against their will. See that the proper person makes the approach. Sometimes for important responsibilities, it is effective to have two or three people do the asking together.

Japanese American Citizens League Chapter Presidents' Handbook

- H. Be loyal to your appointments. If a job assigned is not being done, inquire directly of the person in a friendly way. If the person cannot possibly do the job, get someone else. Do not go around criticizing that so-and-so is not doing the job – you are merely creating ill will that way.
- I. Remind committee chairs that they are just that – a chairperson of a committee. Try to avoid “one-person committees” where the chair gets the idea he or she that has to do all the work alone. Make suggestions for members of the committee and show the chair that the ability to interest others and how one handles them are a measure of a chairperson’s success.

Having committee members is one way of widening participation and developing other leadership. It is just as important for the health of your chapter to have an ever widening circle of members participate as it is to get the job done.

- J. We recommend to other chapters the plan of inviting a number of people from the general membership to the board meetings, especially those you are trying to cultivate for responsibilities in the chapter program. By attending meetings, members will take a wider interest and learn about the inner workings of the chapter.
- K. Keep people happy on the job. See that they have a good time while they work on a responsibility together.
- L. Whenever your chapter is asked to be represented at meetings of other organizations in the community, have a number of members go along with your representative instead of just one person.
- M. Observe how other organizations in your community utilize their membership in the assimilation of membership and the work of their organization. Find out how other JAACL chapters get larger membership participation.
- N. Check each month to see if an increasing number of members are participating in your activities. Beware if the number is decreasing.

x. Installation of Newly Elected Officers

The installation of new JACL chapter officers can be one of the real highlights of your chapter. Many chapters have recognized this and have had well-planned and well-promoted dinners and lunches for the occasion with dignified and impressive installation ceremonies.

Chapters should keep in mind that the installation of officers can be:

1. An enthusiastic send-off for the new officers as they take hold of the program for the next year.
2. A chance to give proper recognition to the past chapter officers and other deserving members in your local community.
3. A public relations event, especially directed toward the larger community.
4. An opportunity to get out the largest attendance of your membership. We find that this affair for some members may be the only meeting of general nature they attend during the year.

Start planning early for a well-balanced program and be sure to promote attendance. This means more than just a notice in the mail. The more people you have actually working in preparation for the event, the more likelihood of greater attendance. Other members should be contacted personally or should be telephoned by a promotions committee.

If you have a speaker, this does not necessarily mean it must be a JACL official, and this also goes for the administrator of the oath for the installation. Indeed, there is a real public relations value in having a local civic official, a judge, or an officer of another civil rights organization as the speaker or administrator of the oath.

It is the committee's responsibility to see that whoever is to administer the oath, particularly if it is someone not too familiar with our organization, receives a copy of the installation ceremony several days in advance so that he/she can look it over. The copy should be double-spaced so that it will be easy to read.

Also, it would be well to have copies for the new officers to look over, especially the portion where they repeat the oath of office.

Be sure to publicize the event to assure maximum attendance from the community.

Either before or after the installation of new officers, it will be proper to introduce and recognize the efforts of outgoing officers. The new president might do this as the first official duty. This would also be the proper time to present the outgoing president with the JACL President's Pin for a job well done. This pin is available from National Headquarters.

Japanese American Citizens League
Chapter Presidents' Handbook

xi. Installation Oath for Newly Elected Officers

Administrator of Oath: “Newly elected officers of the _____ Chapter of the Japanese American Citizens League, may I remind you of the purposes of our (your) organization as stated in our (your) constitution, purposes which you will seek to further during your tenure of office.

(If the administrator is not identified with JACL, he should refer to “your” organization and “your” constitution, instead of “our.”)

“This organization shall promote, sponsor, and encourage programs, projects, and activities which shall be designed to further and encourage every member to perform faithfully his duties and obligations to the United States and the laws of the land and the several states.

“I hereby charge you that you shall be true to the Stars and Stripes and of the Flag of our Nation, that you will uphold the Constitution of our (your) organization, and be true to the ideals of the Japanese American Citizens League as expressed in its motto – ‘Better Americans in a Greater America.’

“If you agree to these charges, answer by saying, ‘I do.’”

New Officers: “I do.”

Administrator of Oath: “It is well. Will you raise your right hand and repeat after me:

‘Aware of the responsibility / to which I have been elected / and conscious of the important role / which the Japanese American Citizens League must play / in the life of our community and our Nation, / I solemnly swear before my fellow citizens / that I will discharge the duties of my office / conscientiously / and to the best of my ability.

‘I will continually seek to further the purposes / of the Japanese American Citizens League / and to serve my fellow citizens / to the end we may be worthy of the privilege of citizenship / in this our Country / the United States of America.’”

“Thank you.”

Administrator of Oath: (Newly installed officers remain standing.) (To the audience): And now, may we all stand together and join with our (these) newly elected officers in pledging anew our allegiance to our Country by saluting our Flag.”

(All rise and repeat Pledge of Allegiance to the Flag.)

Japanese American Citizens League
Chapter Presidents' Handbook

“I pledge allegiance to the flag of the United States of America and to the Republic for which it stands, one Nation under God, indivisible, with liberty and justice for all.”

(After the completion of the pledge, the officers-elect will return to their seats and the Administrator of Oath may make some proper remarks or go into his/her speech for the event, or here may follow the recognitions of the outgoing officers if not done previously.

xii. Koden Policy

Each chapter may wish to formulate a Koden policy for themselves.

Japanese American Citizens League

Chapter Presidents' Handbook

xii. Chapter Newsletter

Here are the principles, techniques, and tips for an effective newsletter.

Editor's Role. Must have a firm conviction on the importance of a newsletter. They all aim toward keeping members and readers informed, hence, "power to influence" is tremendous. It is the editor's responsibility to review the presented materials for content and relevancy.

Editorial Policy

Objective: Knowing exactly what the newsletter intends to accomplish makes for a most effective newsletter. It usually consists of careful definition of the purposes of organization, description of people being reached, or knowing what reaction is being sought.

Selection of Material: Picking stories that reflect the nature of the organization, inner workings and operations of the chapter, the part a chapter plays in community (to show that the chapter newsletter is not self centered); awareness of new ideas, trends or facilities; about people in the chapter; straight-forward interest in supporters.

Tone: Style and look of the newsletter should reflect the attitude of the chapter. A straight-forward style of writing is the safest rule for a pleasing tone.

Public Relations Attitude: As a PR instrument, newsletters can work wonders for a chapter's relationship with its community and members. Publicizing the chapter news and services encourages full participation.

Contents

Variety: Keep the reader interested from cover to cover.

Headlines: Can be lively with catchy lines.

Continuity: Columns as well as installment-type stories sustain reader interest from issue to issue.

Writers: More writers add color.

Techniques

Identification: Present with deftness and economy of space.

Editor: Good editors make it a point to visit the scene of action rather than depending on reports.

Japanese American Citizens League
Chapter Presidents' Handbook

Writing: Be yourself, be specific, and be friendly. Rework copy to make each sentence meaningful. Try writing as if you're talking.

Appearance

Front Page: Attractive picture, spot of color, white space.

Format: Size of type, layout, quality of writing and content catch the reader's eye. Readers look at newsletters in that order, but the editor has exactly the reverse point of view.

Layout: One major attraction per page as focus, balance recommended.

Japanese American Citizens League
Chapter Presidents' Handbook

F. Organizational Planning Calendar

The chapter president, officers, or board of directors should maintain an organizational planning calendar which addresses the activities and important dates throughout the year.

G. Reimbursement for Authorized Expenses

Whenever chapter members incur expenses in conducting chapter business, reimbursement for those expenses should be made as soon as possible. Expenses must have been incurred in the furtherance of an authorized chapter activity. Verification of expenses should be provided.

H. Utilizing the Media

Newsrooms receive hundreds of press releases daily. Therefore, news releases should be kept short and to the point – one page and no more than two pages.

The first paragraph should state the **Who, What, Where, When, and Why**. The following paragraphs should expand upon your first paragraph. You can include as much background information as you think necessary to understand your story.

Typing it

Press releases should be typed, double spaced with ample left and right margins.

Identify yourself and organization

Include your name, address, telephone number at the upper left hand corner (in case the editor wants to question you further), the date of the release (or story) in the upper right hand corner.

Be a Copy Cat

Imitation can help greatly in developing skills and in presenting facts with a minimum of effort and training. Follow the style and construction of articles that have already appeared in your local paper. Notice the kinds of stories which go on the front page.

Write it While it's Hot

Editors of daily newspapers will want news no later than the day it happens. News is good only for one day. Take the time and opportunity to use it effectively and efficiently.

I. New Chapter Guidelines

<h3>GUIDELINES FOR NEW CHAPTER FORMATION</h3>

To charter (form a new) JACL chapter, please use the following guidelines:

- Step 1** Collect the names, signatures, addresses, and telephone numbers of at least 25 charter members. Have each charter members sign the [petition](#). Spouse members should be listed separately as it may help obtain the minimum number of charter members.
- Step 2** Collect membership dues from each charter member. The current membership rates are \$65 per individual member, \$110 per couple/family (counts as two members), or \$30 per student/youth. There are other membership options available for those interested in giving additional financial support.
- Step 3** Establish contact with the district governor in your area to request the district's endorsement.
- Step 4** Prepare your chapter's Constitution and Bylaws that are consistent with those of the national organization. Insert your chapter name and location in the spaces provided. For an example, please look at the [National Constitution and Bylaws](#).
- Step 5** Submit your draft Constitution and Bylaws for review. National Headquarters will review it and recommend revisions if necessary.
- Step 6** Elect a set of chapter officers, including a president who is at least 18 years of age. List the officers and contact information using the [generic roster](#). (In most cases, only the officer positions which are stipulated in your Constitution and Bylaws need be filled at the time of incorporation. The remaining offices can be filled as you progress in various chapter, district, and/or National programs.)
- Step 7** Indicate your chapter's dues for the membership categories listed on the bottom of the [generic roster](#).
- Step 8** Prepare and submit a final edited version of the Constitution and Bylaws.
- Step 9** Submit membership dues according to the fee schedule above in Step 2.
- Step 10** Submit chapter dues of \$25 and an initiation fee of \$10.

J. Social Media Guide for Chapters

Available as a standalone pdf file for download at: <http://bit.ly/jaclsocialmediaguide>

Introduction

The JACL Social Media Guide will focus on two platforms: Facebook and Twitter. Each platform will have its own recommended purpose and strategy for each chapter to follow for different goals. This guide will focus strictly on organic growth with no paid ads on social media, meaning you will not have to spend a single dollar on social media if you follow this guide.

The main goals of this guide are for individual JACL chapters to:

1. Continue engaging and educating their online community,
2. Build JACL's and your chapter's brand,
3. Recruit members for your chapter and programming, and
4. Fundraise (potentially).

Tips Before We Begin

Before we begin, here are some tips:

- **Figure out your followers on each platform and within your chapter.** If your followers on your social media pages are younger, you may want to create an account on both platforms. If your followers are a bit older, you may want to stick with the common platform they are on. It doesn't hurt to ask at a meeting which platforms the majority of your members are using so you can maintain a presence and keep them updated.
- **Follow JACL National on all social media.** Be sure that you personally and your chapter's page/account follows JACL National's [Facebook](#) and [Twitter](#) since National is the parent organization of all chapters.
 - **Follow other chapters and subgroups of JACL**, including the NY/SC.
 - **Optional:** follow the national board members, past presidents, and other people in the JACL community.
- **Facebook should be your primary social media platform**, unless another platform has a significant higher number of followers/likes.
- **Include your social media pages in your email signatures**, if you have an official JACL chapter email account.
 - **Example 1:** The logo images of each social media platform is included in the signature and will be hyperlinked (ctrl+K if on gmail).



- **Example 2:** Instead of a list, the social media website URLs are hyperlinked as the words of the platforms. You can use the vertical bar on your keyboard to include the platforms "Facebook | Twitter | Instagram" in the signature. (The key can be found above the enter key.)

Japanese American Citizens League Chapter Presidents' Handbook

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- **Determine a hashtag for your chapter.** It can be “#JACL[city]”. For example: #JACLNY.
 - **Determine a hashtag for your programming.** Programming includes events, programs, galas, etc. You can combine the chapter’s hashtag with the name of the program or you can make a separate one. Remember, the shorter the hashtag, the better. The goal of a hashtag is to help document your programming.
 - **Examples:**
 - If JACL NY were to have a gala: #JACLNY → #JACLNYGala2018 **OR** #JACLNY **and** #Gala2018
 - If JACL NY is having an annual meeting: #JACLNYAnnual
 - If JACL NY has a youth program that meets monthly: #JACLNYYouth
 - **Note:** It is recommended you also use #JACL in addition to your chapter’s hashtag because it is the parent organization.
- **Try to post as often as possible** but do not force posts just for the sake of posting. If you don’t have anything to post for the day or the week, that is okay. A quality post is better than a quantity post.

FACEBOOK

Facebook is probably the most popular social media network used among nonprofits and it should be your primary social media platform for your chapter.

Facebook’s Functions and Features

- **Posting:** You can easily post a text post on your page that can refer to general updates, upcoming events, an important notice, etc.
- **Event pages:** You can create event pages for your chapter’s events, which will include a description of the event, time and date, location, and optional: tickets. Facebook event pages are effective for visibility but **RSVPs are not guaranteed nor accurate**. To make sure people will come, you can:
 - a) message each RSVP as the chapter’s page to ask, or
 - b) include in the event description a contact’s name and email/phone number to confirm.
- **Sharing:** You can share posts from other pages or reshare a post from the chapter’s page.
- **Pin a post:** “Pinning” a post from your chapter’s page will stick that post to the top of your page. It will be the first post people see upon visiting your chapter page. This could be an upcoming event or a call to action.
- **Live:** You can livestream videos from your phone as the page. Once you go live, anyone can watch the video as it is livestreamed. This can be helpful if you’re having a gala, panel, or a similar event, but make sure your phone has enough battery and internet access (data or wifi).

Page Maintenance

- **Your chapter’s logo should be the page’s picture.** If your chapter does not have a unique logo, use the JACL National logo.
- **Make sure all information is up to date** (description, year founded, board members and titles, contact information, website, address, etc.).
- **Upload a cover photo to your page.** The cover photo is the wider photo on top of your page when viewers click onto your page. A friendly group picture of your chapter’s members will do.

Recommended Practices



- **Post as often as your chapter can.** Do not force a post just for the sake of making a post but if there is an update or announcement, make a post.
- **Have all board members who are on Facebook “like” the posts.** Any very supportive member you know well and are close with can be asked to “like” the posts, too. Liking posts will increase visibility compared to posts with no interaction at all.
- **Upload pictures from events and programming onto the page.** It shows that the chapter is active and that there are actually members in the chapter. Include a brief description of what the pictures are from and what it was about.
 - **Tag people in the photos if they allow you to.** Not everyone may be comfortable with having a picture of themselves on social media or being tagged.
- **Event recruitment:**
 - Create a Facebook event page to recruit attendees at least a few weeks before the event. If it is an annual event or the biggest event your chapter is having during the year, create a page much earlier.
 - Share that same event page on your chapter’s page every now and then to help remind people it is happening and have it act as an event teaser. Think of fun, creative countdown captions when sharing.
 - As the event nears, share the event page more often rather than periodically. You can also write reminders in the event page, such as, “The event is one week away! Did you RSVP yet? Let us know if we will see you there by emailing Daniel Inouye at Daniel@email.com.”
 - A few hours before the event, post a picture that will act as a teaser. This can include a chapter member doing putting the last touches on decorations or finalizing the guest list. A caption can read, “We’re excited to see everyone tonight as we finish the last bits of decorating! See you all at the [venue] at [time]!”
 - When the event is starting and people are arriving, you can take a quick picture with the venue filling up and upload it with a fun caption.
 - **Post event:**
 - **Create a thank you post** thanking everyone who came and supported (whether present at the event or not). If applicable, remind them that pictures will be available soon on Facebook.
 - **Upload pictures into an album on Facebook** with a sincere description and thank everyone for supporting.

###

TWITTER

Twitter is known for short posts and rapid response ability. Twitter is usually used as the “PR” social media network for organizations and people.

Twitter’s Functions and Features

- **Tweets are limited to 280 characters only**, so keep it brief. This character count includes text, hashtags, and usernames.
- **Replying to tweets:** you can reply to other user’s tweets by clicking reply (). You can also reply to your own tweets to start a connected thread.
- **Retweet:** you can repost something by clicking retweet (). You have the option to add your own comment when you retweet or to just reshare the tweet as it is without a comment.
- **Like:** you can “like” a tweet by clicking the heart. This means you agree with the tweet, like what was tweeted, etc.
- **Hashtags:** hashtags are always used to tweet about something trending or to document something.
 - Similar to the purpose of a hashtag in the Facebook section.
- **Trending Topics:** at any given moment, there will be ten words, phrases, or #hashtags trending. This means these ten topics are the most talked about on Twitter at the moment. You can include

Japanese American Citizens League

Chapter Presidents' Handbook

these hashtags in a tweet to increase visibility on your tweet but make sure your post is relevant to the organization and your own chapter, and not just random.

- **Direct Messages “DMs”:** DMs () on Twitter are private messages sent between users.

Page Maintenance

- **Create an account name relevant to your chapter.**
 - **Examples:** JACLNy, JACLArizona, JACLaz, JACLNewYork
 - Keep in mind that the character count includes your username's character count, so the longer your name, the less you can type.
- **Change your avatar/profile picture** to the chapter's logo or JACL's logo.
- **Include a cover photo reflective of your chapter.** See Facebook's bullet about cover photo under “Recommended Practices”.
- **Update the bio:** A brief sentence about your chapter.
 - Include the city, state your chapter is based in.
 - Include your chapter's website. If your chapter does not have a website, link your Facebook page.
- **Optional: Follow similar organizations**, either local or national.
- **Optional: Follow members**, board or members of your chapter.
- **Retweet JACL National's Tweets.**

Recommended Practices

- **Use Twitter as your press outlet.** If your chapter writes press releases and media advisories, you should post them here.
- **Twitter is used for breaking news and rapid response**, so you can retweet breaking news and call to actions the moment something happens.
- **Use hashtags in your tweets** to gain visibility. The more interaction you have with your tweets, the more likely you will get more followers.
- **Include pictures in your tweets.** You can have one picture for a tweet that will promote an upcoming event relevant to the event.
- **Shorten URLs** to save character count and for a cleaner look. You can use <https://bitly.com/> - it's free! But copy and paste the **exact** shortened link - **the link is case sensitive.**

###

Final Tips

- If someone you know has graphic design skills, they could help create graphics and images accompanying the social media posts.
- Hire someone part-time to keep a consistent social media presence and provide a stipend at minimum, if no one on the board can do this role actively.
- If it is too much to keep an ongoing social media presence, that is fine. Feel free to post whenever you can. It is recommended you post about major events at minimum.
- If there is a page you like on either Facebook or Twitter, follow their page as a model.
- When you're hosting an event or activity, inform your guests which hashtags to use. Roughly three hashtags per programming should be fine but at minimum, use the chapter's hashtag and #JACL always.
- Include your chapter's social media handles in whatever you can - a flyer about your chapter, flyer about an upcoming event, official letterheads, an event's sign in sheets, etc.

K. Advocacy Campaign Guide for Chapters (TBD)

**Japanese American Citizens League
Chapter Presidents' Handbook**

L. Press Release Guide for Chapters (TBD)

M. Mailchimp/E-mail Listserv Maintenance Guide (TBD)

Japanese American Citizens League
Chapter Presidents' Handbook

N. RUBY PIN NOMINATION FORM

Please type or print clearly

Nominee: _____
Last Name First Name Middle Name

Address: _____
Street Address City State Zip Code

Phone Number: () _____ () _____
Daytime Number Evening Number

Nominee's Chapter _____ Date of presentation**: _____

Please attach the following items for evaluation by the National Board:

1. Nominee's Personal Background (should demonstrate the nominee's personal sacrifice).
2. JACL Background/Resume (comprehensive listing, including dates whenever possible, of nominee's JACL history with positions held, activities, contributions and accomplishments).
3. Letters of Recommendations – Submit at least two letters, at least one of which must be form outside the nominating body (i.e., Chapter nominees may have a letter written by the nominating Chapter or one of the nominating Chapter's member, but at least one letter must be written form outside the nominee's chapter).
4. A copy of the citation/resolution that is to be read upon the pin presentation.

List years and responsibilities at Chapter level, including special projects and contributions to Chapter covering at least 10 years preceding:

Submitted by: _____ Date**: _____
Name Title Chapter

Phone Number: () _____ () _____
Daytime Number Evening Number

This completed Award Nomination Form and all the attachments must be received at National **at least one month prior to presentation date.

Forward to: ATTN: Awards Nominations
JACL National Headquarters
1765 Sutter Street
San Francisco, CA 94115

