

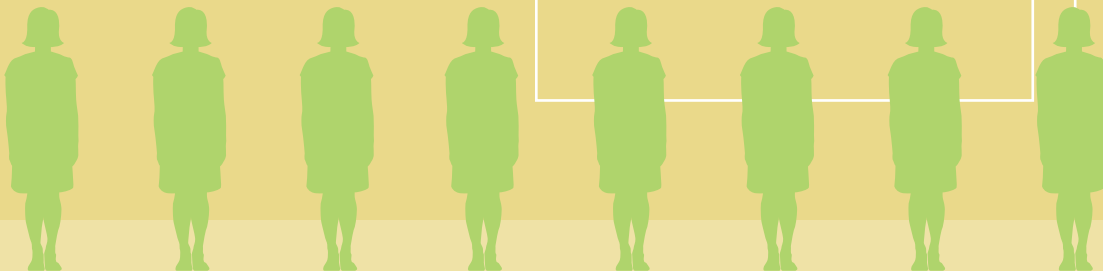
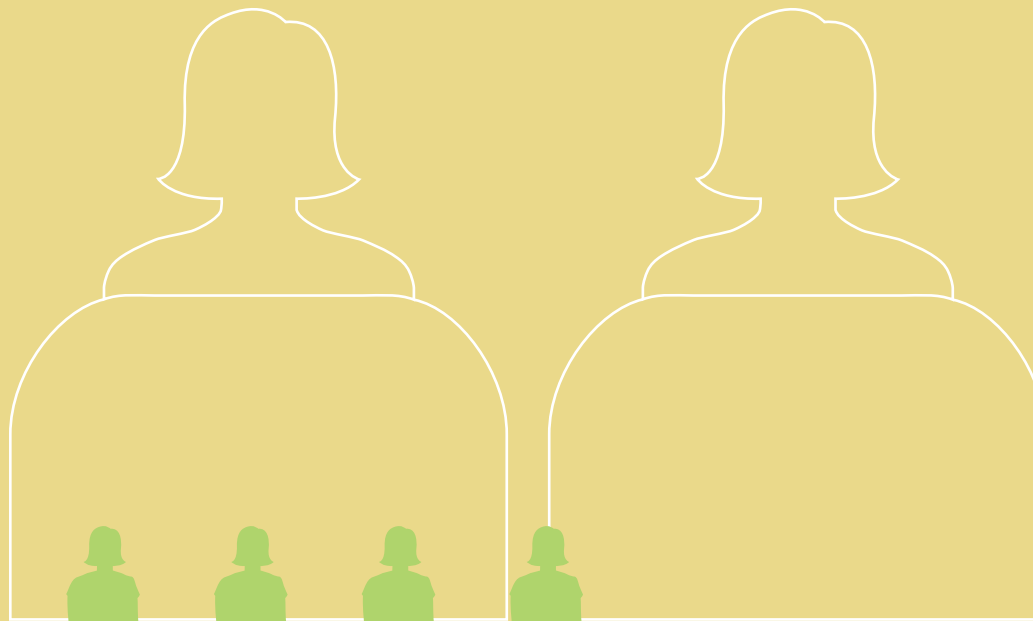


Linked in Friendship, Connected in Service



2014-
2017

Protocol Manual





Linked in Friendship, Connected in Service

“Nothing will work unless you do.”

– Maya Angelou

We are one body, *Linked in Friendship and Service*. To quote Maya Angelou, “I’ve learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel”. When we are together, we ALL want to “feel” we are Links bound in friendship and service.

In this spirit, it is an honor and privilege to present to you the 2014-2016 Protocol Manual for The Links, Incorporated. The Protocol Manual of The Links, Incorporated, reflects our past and embraces our future. On the evening of November 9, 1946, our founders, Sarah Strickland Scott and Margaret Roselle Hawkins, invited several of their friends to join them in creating a new organization. At that time, they only had a dream of what could happen. Today that dream has been realized in ways our founders could only have imagined. Their dream has evolved into the vast organization that is the modern day The Links, Incorporated and The Links Foundation. Our organization has 284 chapters and approximately 14,000 members. Since our founding in 1946, our organization, membership, fashions, and technology have all changed. As a result of these changes, over time, our sense of protocol must change as well. To remain relevant, we must reset and refresh.

As our internal system of rules and procedures, the Protocol Manual sets forth the conduct, processes and procedures we should follow in our observances and traditions. It reflects our sense of sisterhood, and it informs our conduct when we come together. These guidelines strive to be inclusive of all members when we experience each other at the national, area and chapter levels. The Protocol Manual sets forth how we engage during our cherished rituals and traditions. Moreover, the Protocol Manual is our tool to ensure that the national, area and chapter levels are aligned in their goals and objectives. To the extent we can bring alignment to our processes and procedures as Links members, the Protocol Manual should be the starting point of our research. Please consult it first and often. When in doubt, please do not hesitate to contact your area or national protocol member, as appropriate.

National Protocol Committee: 2014 - 2016

Marsha C. Peterson, Chair, Protocol, Oakland Bay Area (CA) Chapter

Beverly Thornton, Co-Chair, Protocol, Reston (VA) Chapter

Crystal Barton, Eastern Area Chair, Protocol, Niagara Falls (NY) Chapter

Cynthia Hightower-Jenkins, Southern Area Chair, Protocol, Shreveport (LA) Chapter

Trudy Redus, Central Area Chair, Protocol, Pine Bluff (AR) Chapter

Deborah Staten, Western Area Chair, Protocol, Denver (CO) Chapter

Joann Brown, Missouri City (TX) Chapter

Larnell Burks-Bagley, Indianapolis (IN) Chapter

Valerie Wardlaw, Harbor Area (CA) Chapter

This manual was revised during the administration of Glenda Newell-Harris, 16th National President.



Linked in Friendship, Connected in Service

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General Protocol For The Links, Incorporated

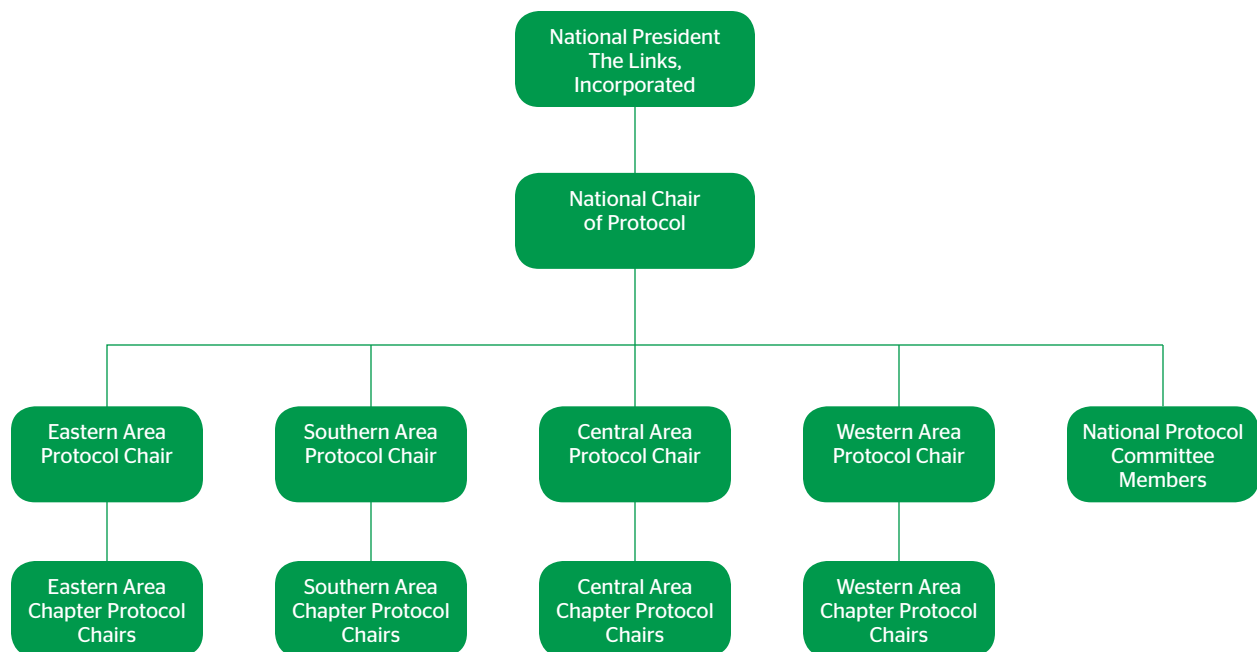
The Protocol mission is a team initiative at all levels from the national level down through the area and chapter levels and up from the chapter level to the area level to the national level. If questions arise at the chapter level, the chapter protocol chair should seek clarification from their area protocol chair. Similarly, questions that arise at the area level should be elevated to the national level. To ensure uniformity and alignment, chairs at all levels are to encourage adherence to the manual guidelines and discourage deviations from the guidelines.

Protocol chairs at the national, area and chapter levels are appointed by the national president, area director and chapter president, respectively. The national, area and chapter chairs should ensure all levels are kept abreast of issues impacting Links protocol and all levels remain in communication with each other through written communications, conference calls, and exchange/sharing of information related to Area Conferences and National Assemblies. Each chair is encouraged to contact her respective area protocol chair; likewise, the area chairs should contact the national chair, all serve as resources on protocol matters.

The protocol mission is a team initiative at all levels...

All first time chapter presidents and protocol chairs are required to review the entire Protocol Manual and to go through a detailed training on the protocols of the organization when elected to office. This training will be offered via a live webinar session, which is open to all members as well.

The Links, Incorporated Protocol Organizational Structure



The Links, Incorporated Symbols

The appropriate organizational symbols should be used in all ceremonies, events and publications of The Links, Incorporated.

Name: The Links, Incorporated

Color: green (emerald, PMS 347) and white

Flower: white rose

Emblem: a world globe encircled by a chain



National Governance Documents

The primary documents for effective governance of The Links, Incorporated are the Constitution and Bylaws, the Manual of Procedures, the Membership, Ethics and Standards, Rituals and Protocol Manuals and The Links, Incorporated history.

The National Pledge and Song

The National Pledge and Song of The Links, Incorporated should begin all closed (Links only) meetings, such as chapter meetings and national and area plenary sessions. The Links Pledge and Song are not used in public or social events (e.g., Civic Luncheons or award luncheons, White Rose Banquet, chapter fundraisers) where non-Links are present. Meditations or “Linkspirations” have been customarily used in The Links, Incorporated public or social events.

The National Pledge

**I do solemnly pledge myself to all the ideals, purposes and true meaning
of the word ‘friendship’ as embodied in the name ‘Links.’**

**I shall earnestly endeavor to uphold these standards and do my share
toward serving my community and my chapter to the best of my ability
and this I promise.**

– Sarah S. Scott

The National Song

**We strive to do some good each year
For those who need our aid;
It binds us close and brings us joy,
And so we feel repaid.**

**We’re each a link in friendship’s chain
And loyal to our creed
Of doing good through work and play
Together we’ll succeed.**

– Lyrics by: Frances Atkinson Music by: Marietta Hall Cephas

Membership, Organization and Structure

Founders, Present and Past Officers, Chapter Organizer(s) and Charter Members

We honor our co-founders, present and past officers, chapter organizer(s) and charter members for their contributions to the organization.

- The names of our founders should be listed on all Founders Day programs.
- When present at National Assemblies, past national presidents are introduced by year of seniority. Past area directors are not introduced at National Assemblies.
- At Area Conferences, past national presidents AND past area directors are introduced by year of seniority.
- When introducing the dais, the national president is the last one introduced at national functions. When the national president is formally introduced at a National Assembly, Area Conference or chapter event (e.g., chapter anniversaries, fundraisers, opening ceremonies, public luncheons, banquets, etc.) the membership stands.
- The area director is the last one introduced at chapter events in her area and at area functions. When the area director is formally introduced at a chapter event in her area or at her Area Conference (e.g., chapter anniversaries, fundraisers, opening ceremonies, public luncheons, banquets, etc.) the membership stands.
- If the national president is present at an area event, she is introduced before the area director. All members must stand when the national president is introduced and should remain standing until the area director is introduced.
- The chapter organizer(s) and charter members should be introduced at chapter functions.

Platinum Members

A Platinum Member is an active or Alumna Member who has reached 80 years of age or older and who has given 30 years of service. Platinum status is the highest honor accorded a member on recommendation of a chapter and approved by the national Executive Council. Recognition should be extended to them at Links functions.

A Platinum Member may be granted early or reserved seating at all functions.

At area and national meetings, a chapter may designate a companion to accompany the Platinum Member. A companion pass may be provided to the Platinum Member for use by the companion to facilitate Platinum participation at meetings. If there is a special admission fee associated with the function or event, the assigned companion should ensure she/he has purchased her/his own admission to the event. Notwithstanding, only registered Links may attend Links-only functions; non-Links may only attend functions that are open to the public.

Alumna Members

Alumna status will be granted to a member in good standing who has 30 years of service; or is age 70 with 10 years of service.

Alumna Members are held in high esteem for their exemplary years of service to Linkdom. The Links, Incorporated extends this status to them because of their outstanding contributions to the organization. Recognition should be extended to them at Links functions.

An Alumna Member may be granted early or reserved seating at all functions.

At area and national meetings, a chapter may designate a companion to accompany the Alumna Member. A companion pass may be provided to the Alumna Member for use by the companion to facilitate the Alumna Member's participation at a meetings or an event. If there is a special admission fee associated with the function or event, the assigned companion should ensure she/he has purchased her/his own admission to the event. Notwithstanding, only registered Links may attend Links-only functions; non-Links may only attend functions that are open to the public.

Honorary Members

Honorary Members are held in high esteem. The Links, Incorporated extends this status to them because of their outstanding contributions to humankind. Recognition should be extended to them at all Links functions. At area and national meetings, a chapter may designate a companion to accompany the Honorary Member. A companion pass may be provided to the Honorary Member for use by the companion to facilitate the Honorary Member's participation at an event. If there is a special admission fee associated with the function or event, the assigned companion should ensure she/he has purchased her/his own admission to the event.

Reserved Seating for Invited Guest and Corporate Sponsors

The Invited Guest Committee works under the direction of the chair of the national Invited Guest Committee. This committee is tasked with ensuring all invited guests, corporate sponsors, and program participants are warmly welcomed, receive all necessary information and are directed to the proper place at the proper time. These invited guests are provided reserved seating in coordination with the national chair of protocol.

Escorts of VIPs, Invited Guests, Corporate Sponsors, Platinum Members (special guests)

When escorting special guests to events requiring separate specially purchased tickets, the escort must have her own specially purchased ticket in order to attend the event once she has escorted the special guests. The escort is NOT allowed to attend the event without her own specially purchased ticket.

Organization Governance Rank and Structure

The Links, Incorporated, is a national organization with a membership that is dependent upon elected officers and appointed chairs to perform specific gratis services.

Procedures have been established to facilitate the governance of the organization:

1. **Problem Resolution** – Guidelines and procedures are provided in the Constitution and Bylaws, Manual of Procedures, and the Ethics and Standards Manual.
2. **Program Ideas** – With chapter approval, program ideas are first referred to the area level and then may be forwarded to the national director of programs, with copy to the national president and national vice president.
3. **Membership Issues** – Referred first to the area level and then may be forwarded to the national vice president with a copy to the national president.
4. **Constitution and Bylaws Issues** – Referred first to the area level and then may be forwarded to the national parliamentarian with a copy to the national president.

Transition of Officers

Proper protocol dictates open communication, sharing of pertinent information, and the timely transfer of materials during transition. Accordingly, a meeting of the outgoing and incoming Executive Council members, Leadership Council members, area officers and chapter officers ensures facilitation of this concept. A meeting of the respective outgoing and incoming Executive Council members, Leadership Council members, area officers and chapter officers shall take place in an appropriate forum (electronically or personally, as appropriate), within 30 days. Simultaneously, transition materials to aid in the continuity of the office should be prepared for and provided during the transition as well.

Officers and Chair Rank

Officer and chairman rankings are used primarily for the purposes of processions and the introduction of officers at National Assemblies, Area Conferences, and at other Links events.

Rankings are aligned at the national and area levels.

Precedence is established consistent with Roberts Rules of Order and with consideration given to the special status of past national presidents.

Past National Presidents

Past national presidents are afforded a special status in The Links, Incorporated. They are ranked and introduced by year of seniority. Past national presidents are placed at the dais/head table or in reserved seating at national, area and chapter events. Past national presidents may lead the procession at National Assemblies, as a tribute to their service.

1st National President	*Sarah Strickland Scott	Philadelphia (PA) Chapter
2nd National President	*Margaret Roselle Hawkins	Philadelphia (PA) Chapter
3rd National President	Pauline Weeden Maloney	Lynchburg (VA)
4th National President	*Vivian J. Beamon	Cincinnati (OH)
5th National President	*Helen Gray Edmonds	Durham (NC) Chapter
6th National President	Pauline A. Ellison	Arlington (VA) Chapter
7th National President	*Julia Brogdon Purnell	Baton Rouge (LA) Chapter
8th National President	Dolly Desselle Adams	Atlanta (GA) Chapter
9th National President	Regina Jollivette Frazier	Greater Miami (FL) Chapter
10th National President	*Marion Schultz Sutherland	Greater Seattle (WA) Chapter
11th National President	Patricia Russell -McCloud	Dogwood City (GA) Chapter
12th National President	*Barbara Dixon Simpkins	Prince Georges County (MD) Chapter
13th National President	Gladys Gary Vaughn	Potomac (VA) Chapter
14th National President	Gwendolyn B. Lee	South Suburban Chicago (IL) Chapter
15th National President	Margot James Copeland	Cleveland (OH) Chapter

*Deceased

National Assemblies

1	National President
2	National Vice President
3	National Recording Secretary
4	National Treasurer
5	National Parliamentarian
6	Eastern Area Director
7	Southern Area Director
8	Central Area Director
9	Western Area Director
10	National Chair, Nominating Committee
11	Immediate Past National presidents
12	Executive Director, The Links, Incorporated, The Links Foundation, Incorporated
13	National Director, National Programs
14	National Co-Director, National Programs
15	National Director, Services to Youth
16	National Director, The Arts
17	National Director, National Trends and Services
18	National Director, International Trends and Services
19	National Director, Health and Human Services
20	National Chair, Women's Issues and Economic Empowerment
21	National Chair, Education Across The Miles
22	Non-Government Organization (NGO) Representative to the United Nations
23	National Chair, Legislative Issues and Public Affairs
24	National Chair HBCU Initiative
25	National Chair, HIV/Hepatitis C Initiative
26	National Chair, Mental Health Initiative
27	National Chair, Philanthropy
28	National Chair, Fund Development
29	National Chair, Grants and Grants in Aid
30	National Chair, Strategic Partnership
31	National Chair, Chapter Establishment
32	National Chair, Communications
33	National Chair, Legal Affairs & General Counsel
34	National Chair, Human Resources Committee

35	National Chair, Ethics and Standards
36	National Chair, Archives & History
37	National Chair, Strategic Planning
38	National Chair, Organizational Development
39	National Chair, Rituals
40	National Chair, Protocol
41	National Chair, Assembly, Conference and Event Planning
42	National Chair, Corporate Linkages
43	National Chair, Awards and Recognitions
44	National Chair, Technology
45	National Chair, Mind, Body and Spirit & Chaplain
46	National Chair, Elections Committee
47	National Chair, Evaluations
48	National Chair, Buildings and Properties
49	National Chair of Marketing and Branding
50	National Chair of Strategies
51	National Chair of Next Generation
52	National Chair of Mentoring
53	Area Representatives to The Links Foundation, Incorporated
54	Host Chapter President(s)

Past Area Directors

Past area directors are afforded a special status at Area Conferences in their area. They are ranked and introduced by year of seniority. Past area directors are placed at the dais/head table or in reserved seating at area and chapter events in their respective areas. Past area directors and past national presidents may lead the processional at Area Conferences, as a tribute to their service.

Area Conferences

1	Area Director
2	National President
3	Area Vice Director
4	National Vice President
5	Area Recording Secretary
6	Area Treasurer
7	Area Parliamentarian
8	Area Chair, Nominating Committee
9	Immediate Past Area Director
10	Past National Presidents
11	Area Program Director
12	Area Chair, National Trends and Services
13	Area Chair, International Trends and Services
14	Area Chair, Services to Youth
15	Area Chair, The Arts
16	Area Chair, Education Linkage
17	Area Chair, Health Linkage
18	Area Chair, Legislative Issues and Public Affairs
19	Area Chair, Communications and Public Relations
20	Area Chair, Ethics and Standards
21	Area Chair, Archives & History
22	Area Chair, Rituals
23	Area Chair, Protocol
24	Area Chair, Conference and Event Planning
25	Area Chair, Awards and Recognitions
26	Area Chair, Technology Task Force
27	Area Chair, Fund Development
28	Area Representative to The Links Foundation, Incorporated
29	Host Chapter President(s)
30	National Officers
31	Executive Director, The Links, Incorporated and The Links Foundation, Incorporated
32	Others as designated by the Area Director

Rituals & Ceremonies

Rituals

The ritual ceremonies of The Links, Incorporated are a commitment to our bond of friendship and service.

1. The official rituals of The Links, Incorporated must be used as printed in the Rituals Manual. All instructions and reading must be used as printed in their entirety. They must be followed in the manner in which they are written.
2. The chair of rituals (national, area, and chapter) and committee members are expected to be knowledgeable of The Links, Incorporated ritual procedures. The c, area or national rituals chair will address rituals questions.
3. Participants in ritual ceremonies should rehearse using official properties prior to the ceremony. This rehearsal should be coordinated with the presiding Links officer.
4. Written materials should be available to ensure the full participation of the membership in the ritualistic ceremony.
5. All Links may attend the rituals and ceremonies of The Links, Incorporated. When ceremonies begin, all entrances will be closed and opened only at the end of the ceremonies. Only Links who are properly attired are allowed to participate in rituals where uninterrupted white is required.

Installation Services

The highest officer present shall install officers at the national, area, and chapter levels. There are only five officers on the national level (national president, national vice president, national recording secretary, national treasurer and national parliamentarian) and five officers on the area level (area director, area vice director, area recording secretary, area treasurer and area parliamentarian). Elected chairs at the national or area level are not officers. The presiding officer must be one of the aforementioned in order to be the highest ranking officer present. Otherwise, the chapter president is the highest ranking officer and presides. If only past officers are present, the most recent officer shall perform the installation ceremony.

- Installation of officers at the **chapter level** is at the direction of the chapter president.
- Installation of officers at the **area level** is at the direction of the national president.
- Installation of officers at the **national level** is at the direction of the incoming national president.

Links Attire

Proper attire of uninterrupted white is a requirement of Links members' admittance into inductions, chartering and memorial services on the national, area and chapter levels.

Uninterrupted white is all white attire (dresses, suits or pants) and includes footwear. An all white dress shoe of any type is appropriate. However, casual shoes, such as beach wear type shoes, thongs, or flip-flops of any type whether fancy, embellished or not, are inappropriate. White accessories, e.g., purses, pearls, headgear are acceptable. Please remove Links pins during ceremonies. Hosiery is optional; however, if hosiery is worn, flesh or white colored hosiery are the acceptable choices. Do not wear accessories or clothing with colored embellishments, including colored buttons, pins, or exposed colored zippers that interfere with the concept of "uninterrupted white".

Ceremony	Attendance	Attire
Induction – New Members	Links Only	Uninterrupted White
Induction – New Chapter	Links Only	Uninterrupted White
Induction – Honorary Members	Links Only	Uninterrupted White
Installation of Officers	Links and Non-Links	
Memorial Service – National Assembly/ Area Conference		Uninterrupted White
Memorial Service – Chapter	Links, Connecting Links, Heir-O-Links	Uninterrupted White
Memorial Service	National Officers Current and Past	Uninterrupted White
Ceremony of Friendship		No Specific Requirements
Closing Ceremony and Candle Light Service		No Specific Requirements
Founder's Day Ceremony	Confirm with Rituals	
White Rose Ceremony	Confirm with Rituals	
Ceremony Alumna	Confirm with Rituals	

Communications & Public Relations

Guidelines and procedures for The Links, Incorporated communications and public relations can be found in the Communications and Public Relations Handbook.

Who Speaks for The Links

1. The national president, the highest elected official of The Links, Incorporated, speaks for the organization.
2. Individuals other than the official spokesperson should not respond to inquiries on statements of policy to the public for the organization.
3. The national president may designate individuals to represent her for specific events or to represent the organization before other bodies or the media.
4. The area director speaks for the area. The area director may designate individuals to represent her for specific events or to represent the organization at the area level before other bodies or the media.
5. The chapter president speaks for the chapter – only on chapter issues. The chapter president may designate individuals to represent her for specific events or to represent the organization at the chapter level before other bodies or the media.
6. When in doubt, refer to your respective manuals (e.g., Protocol, Communications/Public Relations) or contact your respective chapter, area or national committee chairs.

Media Relations

1. Press releases on The Links, Incorporated are prepared by national headquarters staff under the direction of the executive director or the national chair, communications. Final approval by the national president is necessary prior to its release.
2. The area director must approve press releases for the area.
3. The chapter president must approve press releases for the chapter.
4. It is important for the national president, area director, and chapter president to be apprised of important events and situations prior to their occurrence.

Logo

The Links, Incorporated logo is trademarked and may be copied and used for Links activities. The Links, Incorporated's logo is always respected, never altered, and appropriately displayed. To determine the appropriate use of the logo, consult: The Links, Incorporated Visual Identity Guidelines; the general counsel and chair, legal affairs; and/or national chair, communications.

Chapter Listing

The area/chapter name should precede the organizational name, The Links, Incorporated in spoken and written word. The proper way to identify the chapter on programs and other documents is as follows: XYZ Chapter of The Links, Incorporated. If graphically depicted (e.g., chapter letterhead) the chapter name may be placed over the organizational name.

Name Badges

Distinctive colors and ribbons should be used to denote position in The Links, Incorporated. Large print should be used on badges at National Assemblies, Area Conferences, and other events where badges are used. Black ink should be used. Badges must be worn at ALL National Assemblies and Area Conferences.

The Links, Incorporated Stationery

For continuity and clarity, national, area and chapter stationery should have the same format. In preparation for Area Conferences or National Assemblies, chapters may design stationery consistent with The Links, Incorporated with the approval of the national president or area director. The official printing color (green) of The Links, Incorporated, is PMS 347. Consult the national chair, communications and the national Communications Manual to ensure consistency.

Chapters may also design stationery consistent with The Links, Incorporated for use in conducting chapter business. Such stationery should adhere to the correct logo usage and printing color.

Invitations

Designs on invitations to Links events should reflect the image and culture of the organization.

Official Correspondence to the National President

All official correspondence to the national president should be sent to:

Office of National president
The Links, Incorporated
1200 Massachusetts Avenue, NW
Washington, DC 20005-4501

Letters of Appreciation

It is incumbent upon the national president, area director or chapter president to write letters of appreciation to:

- Visiting program participants
- Local, state and national dignitaries who participated on the program
- Companies or firms for gratuities
- Special individuals who render contributions though they were not listed on the program

Printed Programs & Correspondence

Chapter charter members should be recognized in printed chapter programs / correspondence:

- The establishing group of the chapter shall be known as **charter members**.
- The coordinator of a chartering chapter shall be known as the **organizer**.
- The term **founders** may be used only for the founders: Margaret R. Hawkins and Sarah S. Scott.

An envelope addressed to a Link should use non-Link titles, for example, Mrs., Ms., Dr., as the written communication will pass through the public domain.

Event programs for public events (where non-Links are in attendance) should not use the title Link, as the program will be used in a public setting.

The Links, Incorporated letterhead should use non-Link titles, incorporating the proper practices for designated degrees. It is not proper protocol to combine a Link and non-Link title, such as “Dr. Link” or “Link Dr.”

Special Event Souvenir Journal

Printed programs used for special events, such as luncheons, anniversaries and fundraisers, may have letters of congratulations/welcome from Links officers and governmental officials. These letters, when placed in a printed program or souvenir journal, should be ordered by precedence based on The Links, Incorporated and governmental officer rankings. General guidelines are included in **Attachment A**.

Special Event Program

Chapters may choose to invite the national president and area director as guests to participate in special occasions such as community events, chapter anniversaries, and fundraisers. In these instances, program remarks are often provided by the visiting officers. Within the chapter’s program, remarks should be given first by the area director, followed by remarks from the national president.

Introductions of special guests should come early in the program, as should the Invocation, so that guests will not begin the meal prior to the Invocation.

Charter members can be designated within printed programs by the placement of an asterisk by their names or by separately listing the names of the chapter organizer(s) and charter members. A sample special event program is included in **Attachment A**.

Photography

Photography should be designed and organized in advance with a written photography shot list and in consultation with the appropriate Protocol chairs and committee members in attendance. When photographing national and area officers at chapter, area or national events, consideration should be to officer rank. At national events, the national protocol chair should direct the placement of participants in photos in accordance with the guidance provided in **Attachment B**.

Recognizing that The Links, Incorporated, is a national organization with a membership that is dependent upon elected officers and appointed directors and chairs, the schematics at “Attachment B” are based on the ranking of elected officers, elected chairs and then appointed directors and chairs. The schematic does not and cannot address all photo opportunities at Links events. Often additional guests, non-Links and dignitaries are invited creating additional photo opportunities. Although someone’s office is not pictured in the schematic, it does not mean she cannot be in the photo. Protocol chairs are in charge and should use their best judgment, should be patient, sisterly and inclusive.

Technology

Technology is the preferred practice to disseminate protocol information and foster awareness and utilization of proper protocol practices and procedures. It is preferred practice to use electronic mail in correspondence with national and area officers.

Social Media

Social media is defined as forms of electronic communication (websites for social networking and micro-blogging), through which users create online communities to share information, ideas, personal messages, and other content, e.g., Facebook, Twitter, Pinterest, Instagram, Snapchat, YouTube, Vimeo, Flickr, etc. During The Links, Incorporated chapter meetings, “uninterrupted white” rituals and ceremonies, e.g., inductions, charterings and memorials, no photographs, audio, video or broadcasting is allowed for public viewing or consumption. At the beginning of the ritual service or ceremony an announcement shall be made directing the audience to silence phones and that no photographs, audio, video or broadcasting is allowed.

Promotions of Products or Services

The Links, Incorporated, national, area and chapter publications shall not advertise or promote specific products or services without special permission of the national office. Please refer to the Ethics & Standards Manual regarding further guidelines on promotional activities.

Officers & Dignitaries (as guest)

Event Notification Versus Invitation

- **An event notification** is provided to the national president or area director for informative purposes. This should be specified in the forwarded notification communication.
- **An event invitation** is a formal request for national president, area director or past national presidents attendance as GUEST of the area or chapter.
- **A Guest Appearance Questionnaire Form and Check List** (Attachment C) have been designed to assist in planning for national president or area director attendance at an area or chapter event.

National President (as guest)

Area or Chapter Invitation Visit

1. When the national president is invited to attend an event (area or chapter), formal communication (letter) requesting attendance/program participation should be sent at least three (3) to six (6) months prior to the event to the national office of the president.
2. Complete and email the Guest Appearance Questionnaire (Attachment C) three (3) to six (6) months prior to the event to the deputy executive director, The Links, Incorporated and the national chair, Protocol, The Links, Incorporated The following information may be requested, if needed:
 - Letter/President's message
 - Biographical Profile
 - Photograph for publication
3. Fourteen (14) days before the national president's arrival, written communication (letter sent electronically) shall be sent confirming the itinerary, travel, lodging, ground transportation, lodging, events and the event attire. Consideration must be given to notification of special attire (e.g., formal or semi-formal, all white party attire, "splash" of red, touch of "pink", rhinestone with denim, etc.). Any written formal invitation that is sent to the invitees shall be sent to the national president as well. Weather reports would be helpful.
4. This guidance also applies to invitations to the national vice-president.
5. Forty-eight (48) hours prior to the event, personal contact with the national president is advised.
 - Choice of accommodations should be inspected before reservations are finalized.
 - Any change in plans should be emailed/faxed prior to her arrival date.
 - Include time for relaxation in the itinerary.
6. When inviting the national president to a chapter affair such as a fundraiser or anniversary, the invitation should denote that the chapter will assume all expenses. This includes hotel accommodations, food, amenities, tipping, miscellaneous expenses and transportation.
7. When the national president is the guest of the area or chapter, the area director or chapter president has the responsibility of extending courtesies. This may include courtesy transportation, gifts and amenities, reserved seating and other acknowledgments, as deemed appropriate at the area or chapter level.
8. The area director or chapter president may designate these responsibilities if she is not available.
9. Expenses of the national president at chartering ceremonies shall be the responsibility of the chapter-elect. Transportation to the chartering chapter shall be paid by national.

10. The national chair of Protocol should be consulted on the protocol arrangements for the national president.
11. If the national president indicates that she cannot attend and specifies a national officer to represent her, the area or chapter shall tender to that designated representative all protocol prescribed for the national president.

Transportation

1. The national office will provide the area or chapter with the travel schedule of the national president.
2. Courtesy ground transportation for the national president should be provided by the area or host chapter.

Two (2) escorts should be assigned to meet the national president and should arrive 30 minutes prior to arrival time.

 - The national president should be met in the baggage claim area.
 - For identification purposes, a sign with the national president's name should be used.
 - A contractual car service may be used.
3. The national president may ride with her Connecting Link/Heir-O-Links or other individuals that she designates or may ride alone.

Hotel Courtesies and Gifts

1. The area or chapter shall designate a primary Link and at least one alternate to escort the national president throughout the duration of her visit.
2. Consideration should be given to:
 - Selection of flowers, fruit baskets, gifts, etc., which should be placed in the hotel suite prior to the national president's arrival. This alleviates the problem of carrying packages from the airport.
 - The length of her stay, limited space for carry on and possible shipping of gifts, which is the responsibility of the area or chapter.
3. Accommodations for the National president

A. Chapter Events

Chapters should make every effort to reserve a one-bedroom suite with a separate living area for any overnight stay for the national president. If a suite with a separate bedroom and living area is cost prohibitive, every effort should be made to provide upgraded accommodations (i.e. junior suite, concierge club access, etc.)

B. Area Meetings

The national president should receive a one-bedroom suite with at least one separate living area for any Area Conference/meeting. The suite should be large enough to entertain at least 10 people. Every effort should also be made to provide upgraded accommodations (i.e. concierge club access, etc.)

C. National Assembly

At a minimum, the national president should receive a two-bedroom presidential suite with at least one separate living area for any National Assembly. The suite should be large enough to entertain at least 50 people. The national president should also receive concierge club access.

- The reservation for the hotel suite for the national president or area director should be reserved the night before.
- If the designated suite is not available the night prior to the arrival of the national president or area director then a guest room (on the same floor if possible) should be made available for their use until the reserved suite becomes available.

D. Never assign the national president or area director a shared room (roommate).

4. The area director or chapter president should assign a Link to handle her courtesies:
 - Check hotel accommodations on arrival date.
 - Register for hotel accommodations, receive key, wait for guest arrival. • Placement of flowers, fruits, gifts, etc. in the hotel room.
 - Placement of copies of itinerary (pickup times, event programs) names of Link hostesses and other informational papers in hotel room.
 - Never assign the national president a shared room (roommate).
5. Certain expenses, such as accommodations and meals for family members, out-of-town calls, etc. are personal expenses, unless directly related to Link business or to the meeting and are the responsibility of the visiting Link.

Speaking for Another Group

1. If the national president is in your city, but is speaking for another group:
 - The area Director, chapter president or designee may contact the group for information on hotel accommodations, itinerary, arrival and departure times.
 - Local chapter(s) may send fruit, flowers or gifts to her room.
 - If invited, Links members may be present when she speaks.
 - A chapter president or cluster chapters' designee may want to send a note or telephone the national president and advise of availability to assist her.
 - If Links wish to entertain her, a request must be made to the host group.
2. If chapters wish to entertain the national president when she is speaking to another group in a chapter city, a chapter president should notify the area director and office of the national president through written communication (letter) 14 calendar days prior to her arrival that the local chapters plan to entertain her.

Area Director (as guest)

The protocol provided to the national president should be given to the area director at Area Conferences and chapter functions in her area.

Chapter Invitation Visit

1. When the area director is visiting a chapter at the chapter's request for a function, travel expenses are paid by the chapter. When there is a membership concern that warrants the attention of the area director, expenses are covered by the area.
2. When the area director is invited to attend a chapter event, a formal communication (letter) requesting attendance/program participation should be sent at least three (3) to six (6) months prior to the event. Please timely provide/mail to the area director the formal invitation sent to other invited guests.
3. Complete the Guest Appearance Questionnaire and forward to the area director with the formal communication requesting attendance. The following information may be requested, if needed:
 - Letter/area director's message
 - Biographical profile
 - Photograph for publication
4. Fourteen (14) days before the area director's arrival, written communication (letter) should be sent confirming the itinerary, events and the event attire. Weather reports would be helpful.
5. Five (5) days prior to the event, personal contact with the area director is advised.
 - Choice of accommodations should be inspected before reservations are finalized.
 - Any change in plans should be emailed/faxed prior to her arrival date.
 - Include time for relaxation in the itinerary.
6. When inviting the area director to a chapter affair such as a fundraiser or anniversary, the invitation should denote that the chapter will assume all expenses. This includes hotel accommodations, food, amenities, tipping, miscellaneous expenses and transportation.
7. When the area director is the guest of the chapter, the chapter president has the responsibility of extending courtesies. This may include courtesy transportation, gifts and amenities, reserved seating and other acknowledgments, as deemed appropriate at the chapter level.
8. The chapter president may designate these responsibilities if she is not available.
9. Expenses of the area director at chartering ceremonies shall be the responsibility of the chapter-elect. Transportation to the chartering chapter shall be paid by the area.
10. The area chair of Protocol should be consulted on the protocol arrangements for the area director.
11. If the area director indicates that she cannot attend and specifies an area officer to represent her, the chapter shall tender to that designated representative all protocol prescribed for the area director.

Transportation

1. The area director will provide the chapter with her travel schedule.
2. Courtesy ground transportation for the area director should be provided by the chapter.
 - Two Link hostesses should arrive 30 minutes prior to arrival time.
 - At least one (1) Link hostess should arrive....
 - The area director should be met in the baggage claim area.
 - For identification purposes, a sign with the area director's name should be used.
 - A contractual car service may be used.
3. The area director may ride with her Connecting Link/Heir-O-Links or other individuals that she designates or may ride alone.

Hotel Courtesies and Gifts

1. The chapter should designate a Link to escort the area director throughout the duration of her visit.
2. Consideration should be given to:
 - Selection of flowers, fruit baskets, gifts, etc., which should be placed in the hotel suite prior to the area director's arrival. This alleviates the problem of carrying packages from the airport.
 - The length of her stay, limited space for carry on and possible shipping of gifts, which is the responsibility of the chapter.
3. The chapter president should assign a Link to handle her courtesies:
 - Check hotel accommodations on arrival date.
 - Register for hotel accommodations, receive key, wait for guest arrival.
 - Placement of flowers, fruits, gifts, etc. in the hotel room.
 - Placement of copies of itinerary (pickup times, event programs) names of Link hostesses and other information papers in hotel room.
 - Never assign the area director a shared room (roommate).
4. Certain expenses, such as accommodations and meals for family members, out-of-town calls, etc. are personal expenses and unless directly related to Links business or to the meeting are the responsibility of the visiting Link.

Past National Presidents (as guest)

National, Area or Chapter Invitation Visit

1. When inviting a past national president to a chapter affair such as a fundraiser or anniversary, the invitation should denote that the chapter will assume all expenses. This includes hotel accommodations, food, amenities, tipping, miscellaneous expenses and transportation. Please timely provide/mail to the past national president the formal invitation sent to other invited guests.
2. When a past national president is the guest of national, the area or chapter, the national president, area director or chapter president, respectively has the responsibility of extending courtesies. This may include courtesy transportation, gifts and amenities, reserved seating and other acknowledgments, as deemed appropriate at the national, area or chapter level.
3. The national president, area director or chapter president may designate these responsibilities if she is not available.
4. The area chair of Protocol or national chair of Protocol may be consulted on the protocol arrangements for a past national president.

Transportation

1. The past national president will provide national, the area or chapter with her travel schedule.
2. Courtesy ground transportation for the past national president should be provided by national, the area or chapter.
 - One (1) Link escort is assigned to meet the past national president and should arrive 30 minutes prior to arrival time.
 - The past national president should be met in the baggage claim area.
 - For identification purposes, a sign with the past national president's name should be used.
 - A contractual car service may be used.
3. The past national president may ride with her Connecting Link/Heir-O-Links or other individuals that she designates or may ride alone.

Hotel Courtesies and Gifts

1. A Link should be designated to escort the past national president throughout the duration of her visit.
2. Consideration should be given to:
 - Selection of flowers, fruit baskets, gifts, etc., which should be placed in the hotel suite prior to the past national president's arrival. This alleviates the problem of carrying packages from the airport.
 - The length of her stay, limited space for carry on and possible shipping of gifts, which is the responsibility of national, the area or chapter.
3. The national president, area director or chapter president should assign a Link to handle her courtesies:
 - Check hotel accommodations on arrival date.
 - Register for hotel accommodations, receive key, wait for guest arrival. • Placement of flowers, fruits, gifts, etc. in the hotel room.
 - Placement of copies of itinerary (pickup times, event programs) names of Link hostesses and other informational papers in hotel room.
 - Never assign a past national president a shared room (roommate).
4. Certain expenses, such as accommodations and meals for family members, out-of-town calls, etc. are personal expenses and unless directly related to Links business or to the meeting are the responsibility of the visiting Link.

Connecting Links (as guest)

When a Connecting Link accompanies an officer to invited chapter, area or national functions (e.g., chapter chartering, fundraiser, Area Conference, National Assembly, etc.), special courtesies should be shown to him. Such courtesies may include assigning someone to accompany him to affairs designated for Connecting Links. Make sure he is aware of all activities during his visit and make him feel welcome.

He should be introduced at functions that he attends when his wife is introduced. It is no longer customary to seat a Connecting Link on the dais of an event with his wife. However, reserved seating should be provided for the Connecting Link.

If an officer is escorted by someone other than her Connecting Link, it is proper to inquire if she would like to have that individual introduced at the function.

National Assembly

Executive Council and Past National Presidents

Transportation, hotel accommodations and registration fees are paid by The Links, Incorporated for members of the Executive Council and past national presidents who attend the National Assembly, budget permitting.

- This courtesy is extended for the Link only; no fees are paid for family, friends, etc.
- The registration fee may be waived for other Assembly participants as deemed necessary by the national president.

Registration

1. The routine of registration on site at National Assemblies is the duty and responsibility of the host chapter under the direction of the national president.
2. Pre-registration at National Assemblies is managed by the Registration Committee.
3. National Assembly registration packets (e.g., printed materials, invitations, gifts, etc.) for members of the national Executive Council and past national presidents should be pulled and provided separately from general registration.

Transportation

1. The national chair of Protocol, upon conferring with the national president, provides the list of Executive Council members and past national presidents to receive courtesy transportation at National Assemblies.
2. The national president and past national presidents may ride with their Connecting Links/ Heir-O-Links or may ride alone.
3. When town cars and/or vans are used for offsite activities (e.g. community service projects) reserved seating will be designated by the national chair of protocol

Hotel Amenities and Courtesies

1. The national president should be provided a suite and the inspection routine remains the same as for an invited guest. The choice of accommodations should be inspected before reservations are finalized.
2. The national meeting manager for The Links, Incorporated provides a protocol guest list by rank to hotel management prior to the National Assembly. VIP hotel courtesies are extended to designated persons via the national meeting planner.
3. It has become an accepted practice to provide token gifts of welcome (amenities) for members of the national Executive Council and past national presidents who attend the National Assemblies.
 - The host chapter has traditionally provided in-room amenity items; these items can be small (in size and expense) and may include things such as wine, bath/body products, upscale chocolates, flowers, candy, fruit baskets, gifts indigenous to the area, etc.
 - The amenities are placed in their rooms and/or presented at registration/check in.
4. The national president should receive a two-bedroom presidential suite with at least one separate living area for any National Assembly. The suite should be large enough to entertain at least 50 people. The national president should also receive concierge club access.

Gifts

Gifts offered to present or past officers of The Links, Incorporated, when they visit a chapter city are at the chapter's discretion. The tendering of gifts to visiting guests is optional, with the exception of the national president.

For additional guidance on gifts confer with the national protocol chair or the national meeting manger regarding the Preference Form on file at national headquarters.

Assembly Escorts

Traditionally, the national president, national vice president and past national presidents have a Link Assembly escort assigned to them as a sisterly courtesy to welcome and assist them while at the National Assembly. It is customary for the Assembly escort to escort the Link to and from events in a timely manner.

Reserved Seating

Elected and appointed officers of the national Executive Council and past national presidents should receive reserved seating at the National Assembly.

The national president conferring with the national chair of protocol will determine dais seating and processional participants for the National Assembly.

Area Conferences

Area Executive Committee, Past Area Directors, National Executive Council and Past National presidents

We honor the leaders of our organization. It is the duty and responsibility of the area director to invite the national president to attend the Area Conference and to provide registration, hotel accommodations and meals. The Links, Incorporated pays the travel expenses of the national president.

Transportation, hotel accommodations and registration fees are paid by the area for members of the area Executive Committee.

- This courtesy is extended for the Link only; no fees are paid for family, friends, etc.
- It is at the discretion of the area director whether to waive the registration fees for other conference participants.

Registration

1. The routine of registration onsite at Area Conferences is the duty and responsibility of the host chapter under the direction of the area director.
2. Pre-registration at the Area Conference is managed by the Registration Committee.
3. Area Conference registration packets (e.g., printed materials, invitations, gifts, etc.) for members of the area Executive Committee, past area directors, national Executive Council members and past national presidents should be pulled and provided separately from general registration.
4. If the national president indicates that she cannot attend the Area Conference and specifies a national officer to represent her, the area shall tender to that designated representative all protocol prescribed for the national president.
5. Area Conference confirmations of the national president's presence or that of her designated representative, should be forwarded to the area director and the host chapter at least three (3) months prior to the convening Area Conference.

Transportation

1. The area chair of Protocol, upon conferring with the area director provides the list of individuals to receive courtesy transportation at the Area Conference.
2. The national president and past national presidents may ride with their Connecting Links/ Heir-O-Links or may ride alone.
3. When town cars and/or vans are used for offsite activities (e.g. community service projects) reserved seating will be designated by the area chair of protocol.

Hotel Amenities & Courtesies

1. The area director and national president should be provided a suite at the Area Conference. The choice of accommodations should be inspected before reservations are finalized.
2. The national meeting planner for The Links, Incorporated provides a protocol guest list by rank to hotel management prior to the Area Conference. VIP hotel courtesies are extended to designated individuals via the national meeting planner.
3. It has become an accepted practice to provide token gifts of welcome (amenities) for members of the area Executive Committee, past area directors, national Executive Council members and past national presidents who attend the Area Conference.
 - The host chapter has traditionally provided in-room amenity items; these items can be small (in size and expense) and may include things such as wine, bath/body products, upscale chocolates, flowers, candy, fruit baskets, gifts indigenous to the area, etc.
 - The amenities are placed in their room and/or presented at registration/check in.
4. At a minimum, the national president should receive a one-bedroom suite with at least one separate living area for any Area Conference/meeting. The suite should be large enough to entertain at least 10 people. Every effort should also be made to provide upgraded accommodations (i.e. concierge club access, etc.)

Gifts

Gifts offered to present or past officers of The Links, Incorporated, when they visit a chapter city are at the chapter's discretion. The tendering of gifts to visiting guests is optional, with the exception of the area director and national president.

For additional guidance on hotel amenities and courtesies confer with the national chair of Protocol or the deputy executive director, The Links, Incorporated regarding the Preference Form on file at national headquarters.

Conference Escorts

Traditionally, the area director, national president, national vice president, past area directors and past national presidents have a Link conference escort assigned to them as a sisterly courtesy to welcome and assist them while at the Area Conference. It is customary for the conference escort to escort the Link to and from events in a timely manner.

Reserved Seating

Elected and appointed officers of the area Executive Committee, past area directors, national Executive Council and past national presidents should receive reserved seating at the Area Conference.

The area director conferring with the area protocol chair will determine dais seating and processional participants for the Area Conference.

Program Participants at National Assemblies and Area Conferences

There are usually five categories of participants at the National Assembly and Area Conferences:

1. Delegates (Links)
2. Alternate Delegates (Links)
3. Non-Delegates (Links)
4. Officers (elected and appointed)
5. Guests (non-Links)

Delegates and Alternates

These individuals should be supported by their respective chapters; hence, they are expected to lend their talents and skills to program participation assigned to them by the Program Planning Committee. The service that they render is voluntary in nature (gratis).

Non-delegates (Links)

Links are invited to fill significant program services because of prominent positions, expertise or special talents. These individuals usually receive no honoraria for their services. They should, however, receive the following for the day of their appearance.

- a. Registration
- b. Hotel accommodations
- c. Meals/expenses
- d. Travel expenses

Officers (elected and appointed)

Because of the position these individuals hold, they are expected to present reports at a time designated by the national president or the area director. Like other Links their service is gratis. Reimbursement for hotel, meals, travel and related expenses to perform the duties of the office are determined by budgetary and administrative oversight and approval of the national president or the area director in collaboration with the national treasurer or area treasurer.

Guests (non-Links)

Greetings to attendees of the National Assembly or Area Conference are usually requested from the highest elected local, state and national official in the city and state in which the Assembly or Conference is held. National organizations may also have a representative extend greetings to the body. The national president or area director determines at what functions the greeting is given.

The invitation to all guests, including speakers and performers must be officially extended by the national president, area directors and the Assembly/Conference Planning Committee.

Guests who are invited to be a part of the program of the National Assembly or Area Conference must receive the approval of the national president and area directors and should receive the following courtesies for the day of their appearance: Honorarium, hotel accommodation, meal and travel expenses.

Introductions

1. Protocol is established during plenary sessions, luncheon and dinner programs, at National Assembly, Area Conference or chapter events.
2. Protocol should be established by the first person that speaks to open an event.
3. Subsequent speakers do not have to reestablish protocol, but simply address the presiding officer(s) (national president/area director)
 - Subsequent speakers should not say “protocol having been established”.
 - It is not necessary to establish protocol prior to the Links Pledge, Links Song or prior to an invocation or prayer.
 - It is not necessary to establish protocol prior to an election speech.
4. Protocol does not need to be established during social events.
5. In public settings (where non-Links are in attendance) such as Civic Luncheons or fundraisers, we refrain from using the title “Link” in our salutations. Instead, in introductions and acknowledgments we use non-Link titles. For example, Mrs., Ms., Dr.
6. In Links only functions, such as chapter meetings or National Assembly and Area Conference plenary sessions, we may use the title Link.
7. The Link title is not combined with a non-Link title. For example, double titles are not used for introductions or acknowledgments, such as “Dr. Link”.
8. Introduce and acknowledge members of the national Executive Council, area Executive Committee members, past national presidents and past area directors who are in attendance at area and chapter events.
9. Members of the Governance Committee and the national Leadership Council, who are in attendance at national, area or chapter events, may be introduced and can be introduced en masse.
10. During introductions at events, Links are introduced in inverse order from lower to highest rank.
11. The national president is the last person introduced at the National Assembly events, such as Opening Ceremonies, White Rose Banquet, and Civic Luncheon. All attendees stand when the national president is introduced.
12. The area director is the last person introduced at the Area Conference events, such as Opening Ceremonies, White Rose Banquet and Civic Luncheon and chapter events, such as fundraisers and anniversaries. The national president is introduced just prior to the area director at area and Chapter functions. All attendees stand when the national president is introduced and are asked to remain standing for the introduction of the area director.
13. If there is no procession, in introducing the dais say “At my far right is ...” with the introductions given in seating order. At national events, skip over the introduction of the national president with the comment that she will be introduced later. At area events, skip over the introductions of the area director and the national president with the comment that they will be introduced later.
14. When Links chapter members are introduced at public events, members of other chapters should also be acknowledged.
15. The national president or her designee presides at national events. The area director or her designee presides at area events. The chapter president or her designee presides at chapter events.

Protocol Greeting Examples

National Protocol Greeting:

To our national president, _____; national vice president, _____; national officers, present and past; (special guests, if applicable); my sister Links, good (morning/afternoon/evening)

*All subsequent speakers' remarks should be preceded by the following greeting: **Madam President***

Area Protocol Greeting:

To our area director, _____; national president, _____; area vice director, _____; national vice president, _____; area and national officers, present and past; (special guests, if applicable); my sister Links, good (morning/afternoon/evening)

All subsequent speakers' remarks should be preceded by the following greeting: **Madam Area Director**

Chapter Protocol Greeting:

To our area director, _____; national president, _____; area and national officers, present and past; president of the host chapter; chairs of the event; (special guests, if applicable); my sister Links, good (morning/afternoon/evening)

All subsequent speakers' remarks should be preceded by the following greeting: **Madam Chair**

Receptions

There may be a receiving line at receptions. The composition of the line should be agreed upon in advance by the national president, area director or chapter president. The national chair of protocol (Assembly), area protocol chair (Area Conference) or chapter protocol chair (chapter) should compile the guest list. Notify guests prior to the event and urge them to be on time.

1. Form receiving line inside the reception area in a location to allow an unobstructed flow of traffic and in full view of the guests.
2. Determine in advance, the length of time the receiving line will remain in formation according to the size of the occasion. For a reception of 500 people or more with a two-hour duration, the receiving line should remain at least an hour.
3. A Link serves as an introducer.
4. The line should be as short as possible. **Example:** The introducer, the host chapter president, the national president (or area director), other officers and their spouses when appropriate.
5. The introducer should be stationed at the beginning of the receiving line and should be able to introduce guests properly and clearly (with a friendly smile and handshake to the next person standing in the line).
6. The guest should give his or her name without being asked.
7. The first person turns to the second person in line and continues with introductions.
8. Guests should be kept flowing through the line.
9. Individuals greeting guests moving down the receiving line should focus on the guests who are moving down the line and not talk with others who are standing in the receiving line.

For large gatherings it is helpful to wear name tags for Links and guests regardless of whether they are representing national, area or chapter. The table at which the name tags are prepared should be in a location that is easily accessible but not blocking the flow of traffic. On the chapter level, a guest register is often used. This provides a record of those who attended the function and also the names and addresses of persons who may be helpful to the chapter in the future. Hostesses should monitor the registration table.

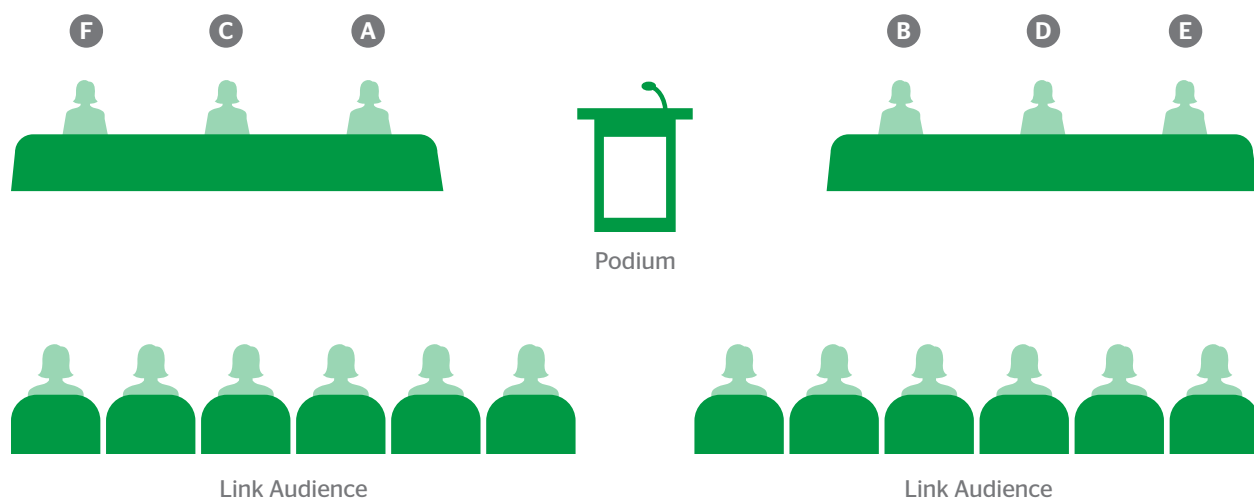
Dais Seating & Processionals

The following diagrams provide a tool for dais seating at national, area and chapter functions. The national president, area director and chapter president determines which individuals are seated on the dais at respectively, national, area and chapter events.

The national chair of protocol, area protocol chairs and chapter protocol chairs develop dais seating placement for their respective events. The program, its participants and room spatial requirements all factor into dais seating placement.

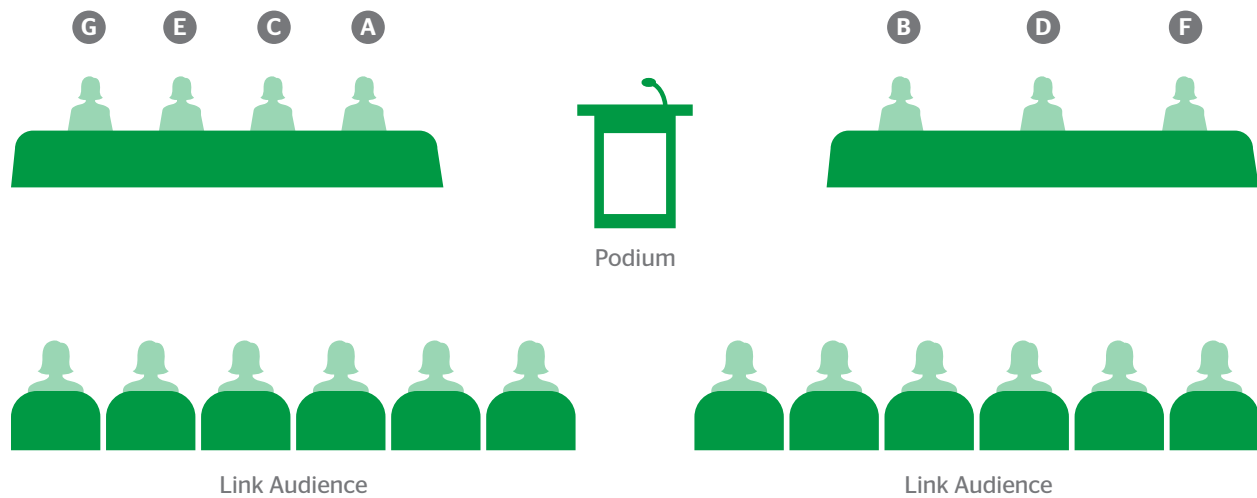
Dais Seating for Business/Plenary Sessions

National Assembly



1. The national president is the presiding officer seated to the left of the podium **(A)**
2. The national parliamentarian is seated to the left of the national president **(C)**
3. The national secretary is seated to the right of the podium **(B)**
4. National vice president seated to the right of national secretary **(D)**
5. Other national officers/program participants designated by the national president are seated by rank and program participation **(E, F)**
6. Committee chairs when presenting are generally placed on the dais
7. Past national presidents enter the room and are seated by years of service, the greater years of service being first
8. Past national presidents are afforded special seating at all Links events. If not seated on the dais, past national presidents are seated at reserved tables, as designated by the national president and national chair of protocol.

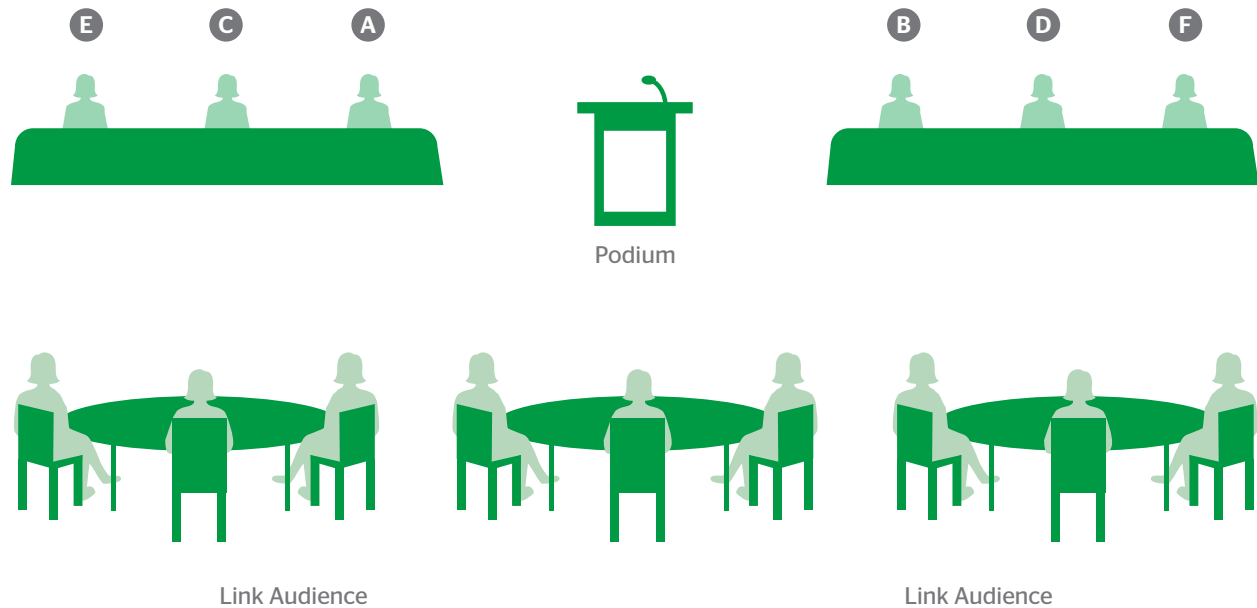
Area Conference



1. The area director is seated to the left of the podium. **(A)**
2. The national president is seated to the right of the podium **(B)**
3. The parliamentarian is seated to the left of the area director **(C)**
4. The secretary is seated next to the parliamentarian **(E)**
5. The area vice director is seated next to the national president **(D)**
6. Other officers/program participants designated by the area director are seated by rank and program participation **(F, G)**
7. Past national presidents and past area directors enter the room and are seated by years of service, the greater years of service being first.
8. Past national presidents and past area directors are afforded special seating at area and chapter Links events. If not seated on the dais, past national presidents and past area directors are seated at reserved tables, as designated by the area director and area protocol chair

Dais Seating for Special Programs/Luncheons

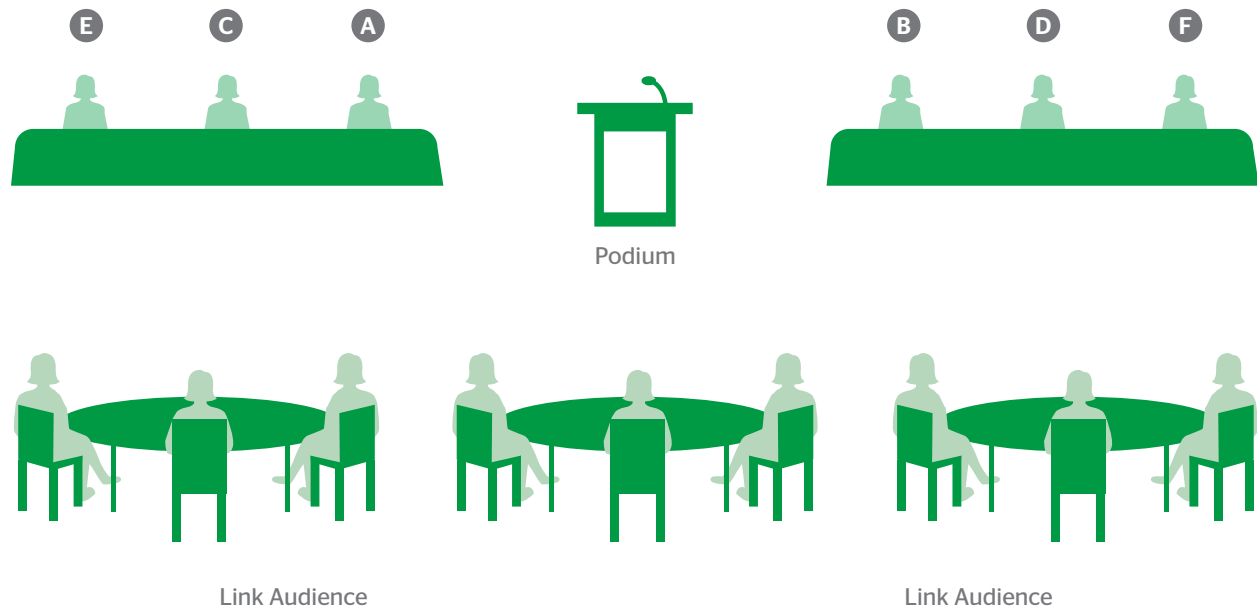
National Event



1. Mistress of ceremonies is seated to the left of the podium **(A)**
2. The national president is seated to the left of the mistress of ceremonies **(C)**
3. The speaker is seated to the right of the podium **(B)**
4. If the national president is not introducing the speaker, her designee or chairman of the event is seated next to the speaker **(D)**
5. Other guests/program participants are placed on the dais according to rank and program participation **(E, F)**
6. Past national presidents are afforded special seating at all Links events. If not seated at the dais, past national presidents are seated at reserved tables, as designated by the national president and Protocol.

If a head table is not used, reserved tables should be planned. A guest list of reserved tables should be compiled by the national/area protocol chair and committee with executive director/host chapter protocol chair's assistance.

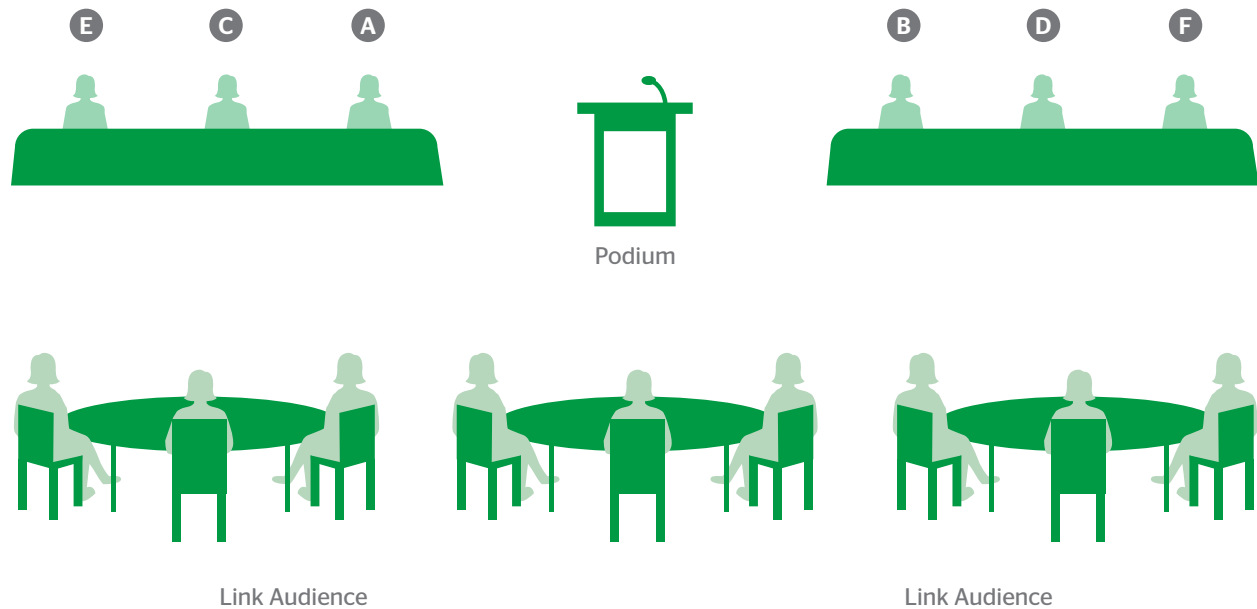
Area Event



1. Mistress of ceremonies is seated to the left of the podium **(A)**
2. The area director is seated to the left of the mistress of ceremonies **(C)**
3. The speaker is seated to the right of the podium. **(B)** (Civic Luncheon – this seat would be the national president)
4. If the area director is not introducing the speaker, her designee or chairman of the event is seated next to the speaker **(D)**
5. Other guests are placed on the dais according to rank and guests/program participation **(E, F)**
6. Past national presidents and past area directors are afforded special seating at area and chapter Links events. If not seated at the dais, past national presidents and past area directors are seated at reserved tables, as designated by the area director and protocol.

If a head table is not used, reserved tables should be planned. A guest list for reserved tables should be compiled by the national/area protocol chairs and committee with executive director/host chapter protocol chair's assistance.

Chapter Event



1. Mistress of ceremonies is seated to the left of the podium **(A)**
2. The chapter president is seated to the left of the mistress of ceremonies **(C)**
3. The speaker is seated to the right of the podium **(B)**.
4. If the chapter president is not introducing the speaker, her designee or chairman of the event is seated next to the speaker **(D)**
5. Other guests are placed on the dais according to rank and guests/program participation **(E, F)**
6. Past national presidents and past area directors are afforded special seating at all chapter events. If not seated on the dais, past national presidents and past area directors are seated at reserved tables in a desired location within the event room.

Other Dais & Processional Items

- With a Two-Tier Dais
 - Highest ranking officers are placed on the top-tier
 - Lower ranking officers are placed on the lower-tier
 - There should be microphones on the podiums of both tiers
 - Connecting Links are generally not seated on the dais unless they are a program participant (Opening Ceremony); Connecting Links of officers and special guests have reserved seating
- In processions, Links enter the room and are introduced in inverse order from lower to highest rank, with the national president being the last person introduced at the National Assembly and the area director being the last person introduced at the Area Conference
 - Links are asked to stand for the introduction of the national president. At Area Conferences they stand when the national president is introduced and are asked to remain standing for the introduction of the area director.
- For seating purposes, a seating chart should be developed according to the design for the event.
- Written notices and/or a Protocol Handbook should be provided in advance to the members of the dais and should provide the location of the holding room. Notices should also be given to reserved seating participants.
- Program participants who are not seated on the dais should be seated at a reserved table near the dais.
- The position of honor is normally to the right of the hostess. When governmental or foreign dignitaries are present they should be seated at the right of the national president for national events, area director for the area events or chapter president for chapter events.
- Table rounds are preferred to rectangles in social environments. A table host should be designated at each table.
- Hostesses should be stationed at all entrances and at all reserved seating areas for all social functions. This is important to insure reserved seating and dais guests are seated properly.

Services for Deceased Members

Memorial services for Links, Connecting Links and Heir-O-Links are found in the Rituals Manual.

National President

- The president of the deceased national president's chapter should notify the national headquarters immediately of the death of the national president.
- The national headquarters should notify the Executive Board, past national presidents, Honorary Members, area officers, national committee members, chapter presidents and the related public within 24 hours.
- At the memorial services, the national vice president presides.
- The attire for all Links is uninterrupted white.
- Whenever possible, an appropriate reception is held for the family and visiting Links.

Past National Presidents

- The president of the past national president's chapter should notify national headquarters immediately of the death the past national president.
- The national headquarters should notify the Executive Board, past national presidents, Honorary Members, area officers, and national committee members within 24 hours. Chapter presidents are advised within 48 hours.
- At the memorial services, the national president presides.
- The attire for all Links is uninterrupted white.
- Whenever possible, an appropriate reception is held for the family and visiting Links.

Current National Officers/Past National Officers/Honorary Members

- The president of the current national officer's/past national officer's/Honorary Member's chapter should notify national headquarters immediately of the deaths indicated above.
- The national headquarters should notify the Executive Board, past national presidents, Honorary Members, area officers, and national committee members within 24 hours. Chapter presidents are advised within 48 hours.
- At the memorial services, the national president presides.
- The attire for all Links is uninterrupted white.
- Whenever possible, an appropriate reception is held for the family and visiting Links.

Area Officers – Past and Present

- The president of the area officer's chapter should notify national headquarters immediately of the death.
- The national headquarters should notify the Executive Board, past national presidents, Honorary Members, area officers, and national committee members within 24 hours. Chapter presidents are advised within 48 hours.
- At the memorial services, the area director presides.
- At the memorial services for the area director, the area vice director presides.
- The attire for all Links members is uninterrupted white.
- Whenever possible, an appropriate reception is held for the family and visiting Links.

Chapter Officers and Members

- The president or vice president of the deceased member's chapter should notify national headquarters and the respective area director immediately of the death.
- At the memorial services the chapter president or vice president presides.
- It is suggested that the Memorial Ceremony be performed the night before the funeral.
- The attire for all Links is uninterrupted white.
- An arrangement of amenities should be extended to the family, e.g. dinner, reception.

Connecting Links/Heir-o-Links

The procedure for a deceased Connecting Link and/or Heir-o-Link is the same as for a deceased chapter member. The official ceremony outlined in the Rituals Manual should be used.

Attachment A

Special Event Souvenir Journal

The order of placement for letters of congratulations/welcome in special event souvenir journals as outlined in Attachment A provides a guideline for national, area and chapter events.

National Event – Souvenir Journal

Order of Placement – Letters of Congratulations/Welcome in Souvenir Journal

- National President, The Links, Incorporated

Area Event – Souvenir Journal

Order of Placement – Letters of Congratulations/Welcome in Souvenir Journal

- Area director, The Links, Incorporated
- National President, The Links, Incorporated

Chapter Event – Souvenir Journal

Order of Placement – Letters of Congratulations/Welcome in Souvenir Journal

- Chapter President
- Area Director, The Links, Incorporated
- National President, The Links, Incorporated
- Chapter Event Chairs/Co-chairs

Souvenir Journal – Governmental Officials & Dignitaries *

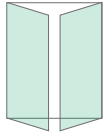
Order of Placement – Letters of Congratulations/Welcome in Souvenir Journal

- President of the United States of America
- Vice President of the United States • Governor of the State
- Members of the United States Cabinet (by rank)
- Members of the United States Senate (ranked by length of service then by the state's admission to the Union, or alphabetically by state's name)
- Members of the United States House of Representatives (ranked by length of service then by the state's admission to the Union, or alphabetically by state's name)
- Lieutenant Governor of the State • Mayor of the City
- State Senators (ranked by length of service)
- State Representatives (ranked by length of service)
- City/County Representatives (ranked by length of service)

* Source: Hickey, Robert. *Honor & Respect. The Official Guide to Names, Titles and Forms of Address. The Protocol School of Washington, 2008.*

Attachment A

Special Event Program Example (legal size, 14"x8.5" gatefold)



Attachment B

Photography

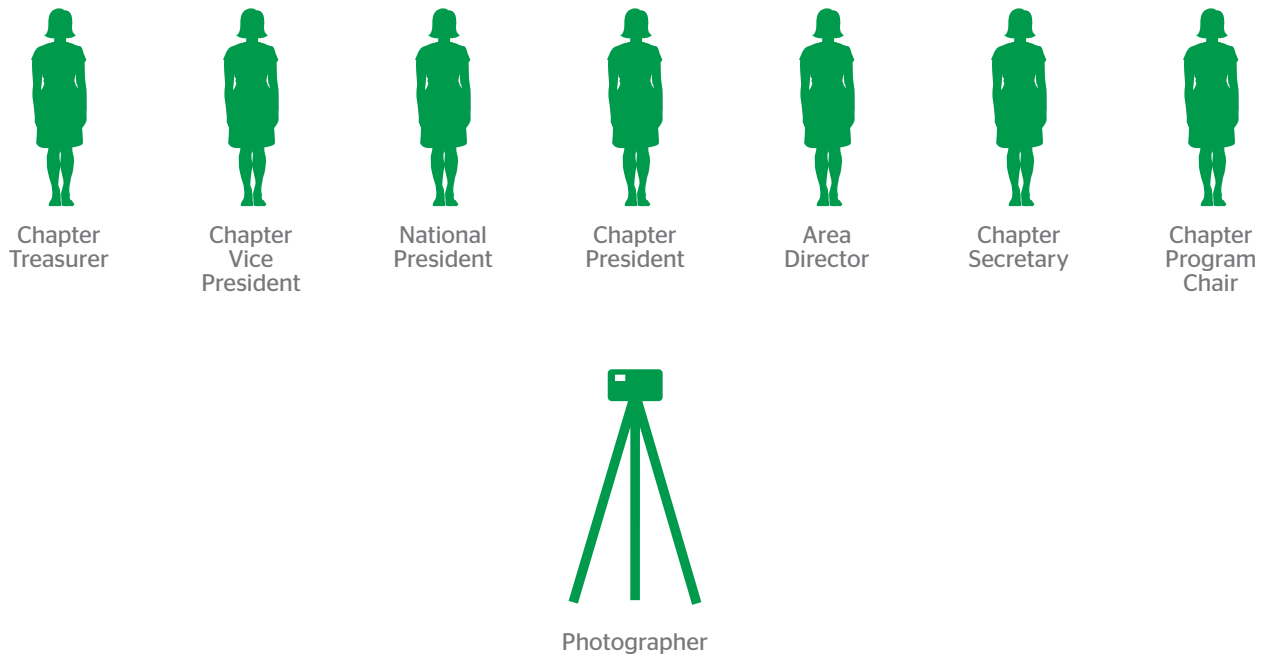
The Officer Photography Schematics provided in Attachment B provide a guideline for national and area officer photography. Recognizing that The Links, Incorporated, is a national organization with a membership that is dependent upon elected officers and appointed directors and chairs, the schematics at "Attachment B" are based on the ranking of elected officers, elected chairs and then appointed directors and chairs. The Schematics can be downloaded from the Members Only section of The Links, Incorporated website.

- Chapter Events Officer Photography Schematic
- Area Events Officer Photography Schematic
- National Events Officer Photography Schematic

Officer photography schematics

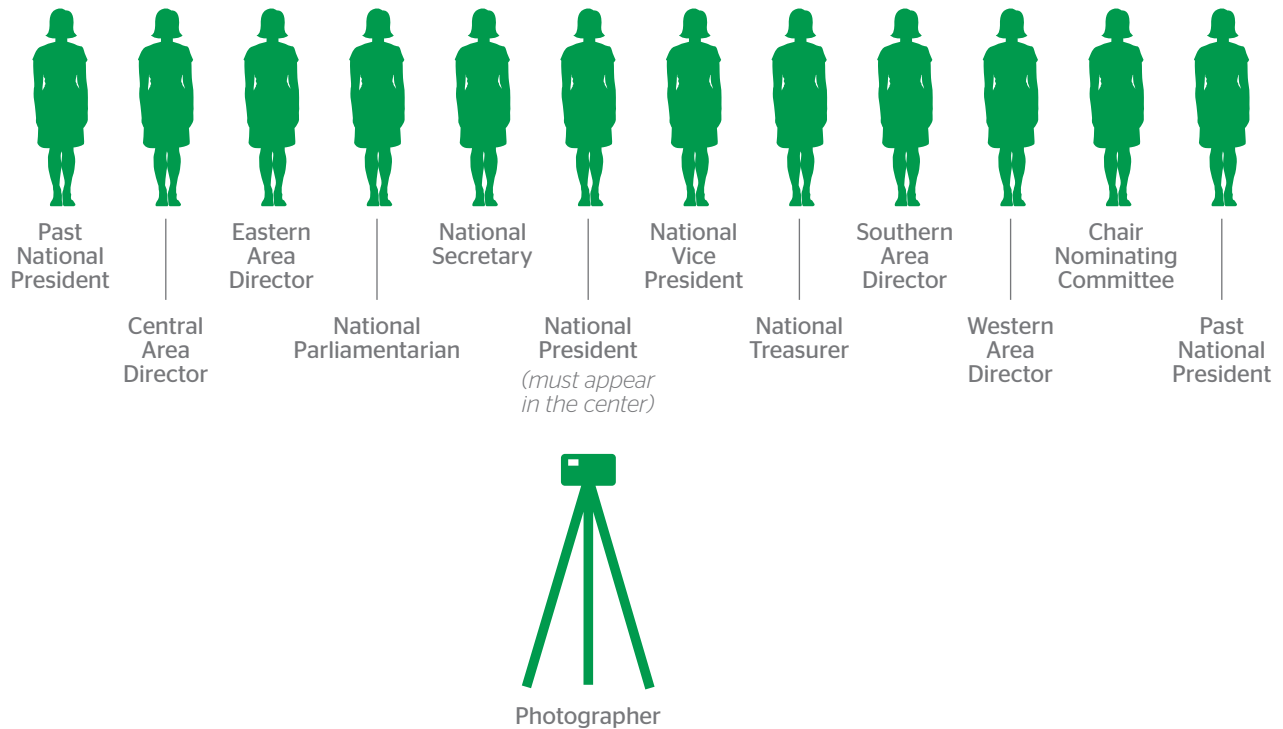
Chapter Events

The following schematic provides guidance in the placement of the national president and area director in photographs at chapter events.



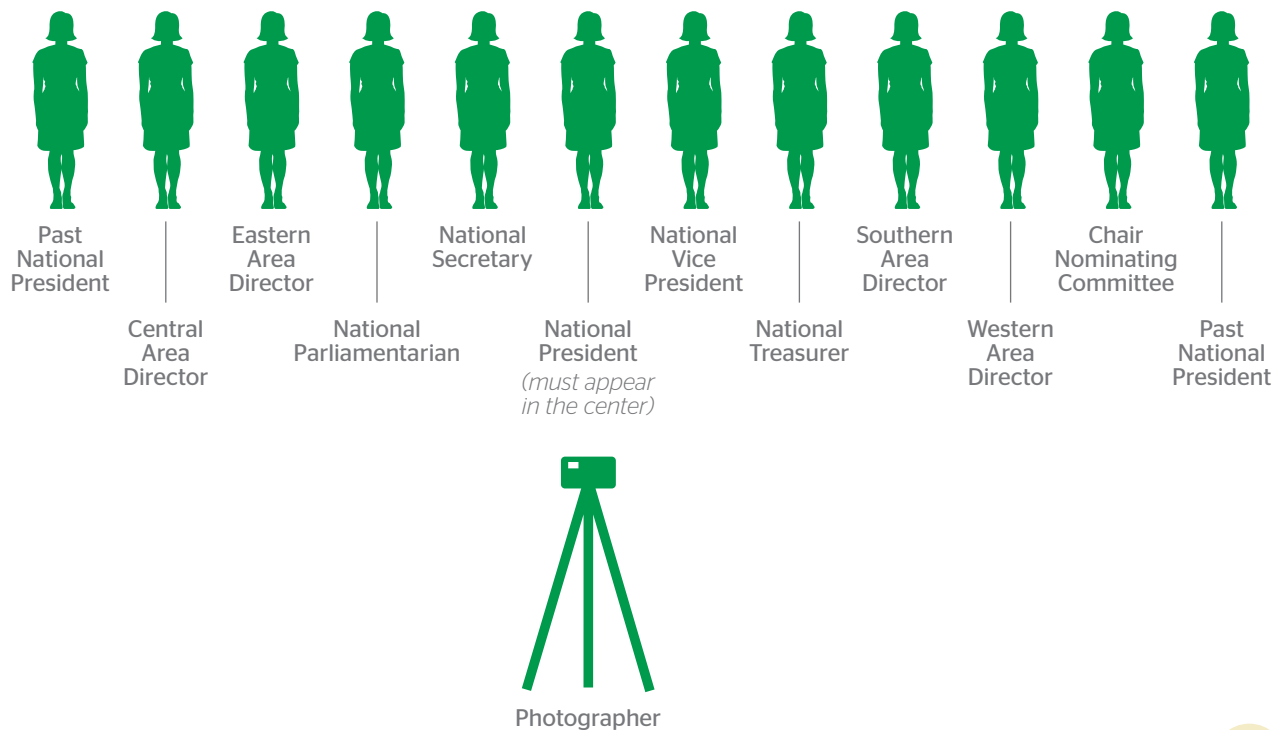
Area Events

The following schematic provides guidance in the placement of the national president, national Vice president and area officers in photographs at area events.



National Events

The following schematic provides guidance in the placement of national officers in photographs at national events.



Attachment C

Guest appearance forms & check list

The Guest Appearance Questionnaire Form and Checklist have been prepared as a tool to assist chapters and areas in preparing for the national president and area directors as guests. Please feel free to contact the national chair of protocol for questions regarding protocol matters pertaining to the national president and the area protocol chairs for questions pertaining to the area directors.

(All forms available online for download)

- National President Guest Appearance Questionnaire Form
- National President Guest Appearance Checklist
- Area Director Guest Appearance Questionnaire Form
- Area Director Guest Appearance Checklist

Attachment C

Guest Appearance Questionnaire

National President, *page 1 of 2*

Please complete and email the Guest Appearance Questionnaire form three (3) to six (6) months prior to your event to the deputy executive director, The Links, Incorporated and the national chair of protocol, The Links, Incorporated.

City, State:

Chapter, Area:

Arrival Date and Time:

Departure Date and Time:

Date of Event:

Event Theme/Topic:

Event Type:

Anniversary. If yes, what year?

Fundraiser. If yes, who will it benefit?

Other. Briefly describe.

Breakfast, Lunch, or Dinner:

Speaking Opportunity: *(Please check all that apply)*

Greeting Duration:

Keynotes Duration:

Please provide topic:

Remarks Duration:

Will non-Links be in attendance?

Guest Appearance Questionnaire

National President, *page 2 of 2*

Attire *(Please provide suggested attire for each event. State any specific colors, etc.)*

Additional Information:

Online Contact:

Name, Cell Phone, Email:

The chapter/area requests the following: *(Please check all that apply)*

- National President's Biography
- National President's Photograph Black & White Color
- National President's Letter

The above information is due by:

Please forward the above information to:

Please ATTACH the following items to this document:

- A copy of the national president's specific itinerary while in the city
- Any information on the chapter's program and initiatives
- Any information on the history of the chapter

Attachment C

Area or Chapter Event Checklist

National President, *page 1 of 2*

Communication

- Formal communication (letter) requesting attendance/program participation sent to the national office at least three (3) to six (6) months prior to the event
 - Communication should denote that the chapter will assume all expenses. This includes hotel accommodations, food, amenities, tipping, miscellaneous expenses and transportation.
- Please complete and email the **Guest Appearance Questionnaire** and forward to the deputy executive director, The Links Incorporated and the national chair of protocol with the formal communication requesting attendance
- Please timely provide/mail to the national president the formal invitation sent to other invited guests.
- Request the following, if needed:
 - Letter/President's message
 - Biographical Profile
 - Photograph for publication
- Fourteen (14) days before the national president's arrival, written communication to confirm the itinerary events and the event attire
- A few days prior to the event, personal contact with the national president
 - Choice of accommodations should be inspected before reservations are finalized
 - Any change in plans should be emailed/faxed prior to her arrival date
 - Include time for relaxation in the itinerary

Transportation

- Transportation schedule received from the national office
- Courtesy ground transportation arranged
 - The national president may ride with her Connecting Link/Heir-O-Links or other individuals that she designates or may ride alone
 - Two Link hostesses should arrive 30 minutes prior to arrival time
 - The national president should be met in the baggage claim area
 - For identification purposes, assign with the national president's name should be used
 - A contractual car service may be used

Area or Chapter Event Checklist

National President, *page 2 of 2*

Courtesies

- The area or chapter should designate a Link to escort the national president throughout the duration of her visit
- Courtesies arranged
 - This may include gifts and amenities, reserved seating and other acknowledgments, as deemed appropriate at the area or chapter level
 - Selection of flowers, fruit baskets, gifts, etc., which should be placed in the hotel suite prior to the national president's arrival. This alleviates the problem of carrying packages from the airport.
- Link assigned to handle her courtesies:
- Check hotel accommodations on arrival date.
 - Register for hotel accommodations, receive key, wait for guest arrival.
 - Placement of flowers, fruits, gifts, etc. in the hotel room.
 - Placement of copies of itinerary (pickup times, event programs) names of Link hostesses and other informational papers in hotel room.
 - Never assign the national president a shared room (roommate).

Attachment C

Guest Appearance Questionnaire

Area Director, *page 1 of 2*

Please complete and email the Guest Appearance Questionnaire form three (3) to six (6) months prior to your event by facsimile to the area director..

City, State:

Chapter, Area:

Arrival Date and Time:

Departure Date and Time:

Date of Event:

Event Theme/Topic:

Event Type:

Anniversary. If yes, what year?

Fundraiser. If yes, who will it benefit?

Other. Briefly describe.

Breakfast, Lunch, or Dinner:

Speaking Opportunity: *(Please check all that apply)*

Greeting Duration:

Keynotes Duration:

Please provide topic:

Remarks Duration:

Will non-Links be in attendance?

Guest Appearance Questionnaire

Area Director, *page 2 of 2*

Attire *(Please provide suggested attire for each event. State any specific colors, etc.)*

Additional Information:

Online Contact:

Name, Cell Phone, Email:

The chapter/area requests the following: *(Please check all that apply)*

- Area Director's Biography
- Area Director's Photograph Black & White Color
- Area Director's Letter

The above information is due by:

Please forward the above information to:

Please ATTACH the following items to this document:

- A copy of the area director's specific itinerary while in the city
- Any information on the chapter's program and initiatives
- Any information on the history of the chapter

Attachment C

Chapter Event Checklist

Area Director, *page 1 of 2*

Communication

- Formal communication (letter) requesting attendance/program participation sent to the national office at least three (3) to six (6) months prior to the event
 - Communication should denote that the chapter will assume all expenses. This includes hotel accommodations, food, amenities, tipping, miscellaneous expenses and transportation.
- Complete and email the **Guest Appearance Questionnaire** and forward to the area director with the formal communication requesting attendance
- Request the following, if needed:
 - Letter/Area Director's message
 - Biographical Profile
 - Photograph for publication
- Fourteen (14) days before the area director's arrival, written communication to confirm the itinerary events and the event attire
- A few days prior to the event, personal contact with the area director
 - Choice of accommodations should be inspected before reservations are finalized
 - Any change in plans should be emailed/faxed prior to her arrival date
 - Include time for relaxation in the itinerary

Transportation

- Transportation schedule received from the area director
- Courtesy ground transportation arranged
 - The area director may ride with her Connecting Link/Heir-O-Links or other individuals that she designates or may ride alone
 - Two Link hostesses should arrive 30 minutes prior to arrival time
 - The area director should be met in the baggage claim area
 - For identification purposes, assign with the area director's name should be used
 - A contractual car service may be used

Chapter Event Checklist

Area Director, *page 2 of 2*

Courtesies

- The area or chapter should designate a Link to escort the area director throughout the duration of her visit
- Courtesies arranged
 - This may include gifts and amenities, reserved seating and other acknowledgments, as deemed appropriate at the area or chapter level
 - Selection of flowers, fruit baskets, gifts, etc., which should be placed in the hotel suite prior to the area director's arrival. This alleviates the problem of carrying packages from the airport.
- Link assigned to handle her courtesies:
- Check hotel accommodations on arrival date.
 - Register for hotel accommodations, receive key, wait for guest arrival.
 - Placement of flowers, fruits, gifts, etc. in the hotel room.
 - Placement of copies of itinerary (pickup times, event programs) names of Link hostesses and other informational papers in hotel room.
 - Never assign the area director a shared room (roommate).