

# **Lodge Leadership and Management Notebook**



**[www.mn-masons.org](http://www.mn-masons.org)**

## PREFACE

Someone once said, “I don’t know what leadership is, but I know it when I see it.” Leadership may indeed be an elusive idea which has elements that are different according to who you are and what you do. However, competent leadership does have one element that is always present. That element is the ability to manage. Before one can effectively *lead*, one must effectively *manage* the entity they are leading and the people that work within that entity.

This book has been prepared to help the Junior Warden get a head start on his year as Master of his Lodge.

- It contains ideas and forms to help plan the years ahead.
- It can help get you started.
- It gives time frames in which the Junior Warden can plan all activities for the next two years.
- It gives you some guidelines and agendas for holding Lodge meetings.
- Using this book can help provide a continuity of management from one year to the next.

Inside, you will find a planning calendar, a Calendar Companion and suggestions as to how these documents may be used. You will find a suggested meeting agenda, a section where you will keep minutes of Stated Meetings and another section where you can develop and keep financial information. Also included is a section for officers and a place to keep track of your committees and Lodge members. Two sections for communications have been reserved for you to keep track of letters, newsletters and notes. Perhaps the most important two sections are left blank for you to use as you wish. *It is the hope of the Leadership Committee that you will make this book your own.*

Although many suggestions are made, this book does not try to tell you how to manage your Lodge! It is not a “magic carpet ride” through your years as Senior Warden and Master. It cannot make you a strong leader. It is simply a trestle board, a tool to help you plan and build; and it can be that first step toward strong and competent leadership... *but only if you make it yours and use it!*

## CALENDAR COMPANION

There is a time for planning and there is a time for action. Your time as Junior Warden is the time to review the workings of your Lodge. Your time as Senior Warden is the time for planning. Your time as Master is the time for action! This book addresses the management of your Lodge. Therefore, we will deal mostly with planning. Some of the most important work that you will do as Master of your Lodge will be done the year you are Senior Warden. As the adage goes, “if you fail to plan, then you are certainly planning to fail.” Oh, a good Secretary will pick you up and keep you from looking too bad, but the reality is that if you do not plan, you will accomplish little and your Lodge will advance very little, if at all, morally, spiritually, numerically or financially.

As Junior Warden, you have the unique perspective of the Lodge. You are now off the floor and are able to see more of the workings of the Lodge. Your time as Junior Warden should be used to note the activities and actions that work and those that need improvement. Try to understand the dynamics of the Lodge and the various roles that the members, officers and Past Masters play in the Lodge. It is also time to start thinking about the activities that you would like to have take place when you are in the East.

Now that you have had the time to review the workings of the Lodge, the following is a list of things to think about and plan for during the months following your installation as Senior Warden.

### **First Month** (*as Senior Warden*)

It is never too soon to begin preparation for your year as Master. You should be getting to know the brethren in the Lodge. You should be thinking about the members in the appointed offices, as well as determining the ability and interest of the membership. You should also be active in local Lodge Associations and getting to know your District Representative and other Grand Lodge Officers. Remember, “politics” is only a bad word if you make it so. Political activity is not allowed in our Lodges; but interaction with other Lodges, Grand Lodge officers and other “movers and shakers” is a necessary ingredient in your success as a Lodge leader.

Ensure you participate in regular officer’s meetings, so that you learn the ropes early. A regular theme for this program will be to consider how you would change things, or do things differently during your year. We want you to build upon the past, both from the successes and from the occasional mistake.

## **Second Month**

You should be considering a rough outline of what you want to do during the following year. For example, try envisioning your installation ceremony. You should have attended a couple of these by now, so you should know the general program. Think about who will most likely be in those positions of support. Who will be the team supporting you next year? Each Lodge has to adjust and it's easier to do so in advance than at the last minute.

## **Third Month**

Review the calendar for the current year. What is working? What should be changed? With this in mind, begin to plan your calendar for next year.

Familiarize yourself with:

- Your Lodge publication(s)
- Other Lodge publications
- Minutes of Lodge meetings
- The Lodge finances
- Where money goes
- Where money comes from

You should be familiarizing yourself with how a Lodge is governed. Also, how does your Lodge differ in its governance from other Lodges? An experienced Past Master or your District Representative will know.

## **Fourth Month**

Establish a good “counseling” relationship with the Past Masters. They should be your best resource. They will be your best resource if you reach out to them and involve them in your decision making process. Don't just ask them to tell you what you should be doing. Instead, ask for and listen to their input for when you make the decision.

## **Fifth Month**

Continue to plan, PLAN, PLAN! Begin to put actual dates to events. Familiarize yourself with the calendars of all appendant bodies that might affect or conflict with your schedule for the following year. Go ahead and put those events on the calendar contained in this notebook. Then you can plan your year around them. Maintain an open dialog with the current Master so you stay “in the loop” on all of the problems and pitfalls that he is encountering as he progresses through his year. You also should know if the current officers want to move up to the next chair. You should now know which men you want to appoint to office.

### **Sixth, Seventh & Eighth Months**

This is the time that you should be reviewing the successes and failures of the current year with the sitting Master. These summer months (three of which most Lodges are dark) are wonderful opportunities for you to learn about the Lodge, its history, its finances and its quirks.

These months also provide opportunities for morning coffee with a possible officer or lunch with a possible committee chairman. Take the Master out to dinner and discuss with him your plans. He will have valuable insights for you that only experience can bring. This is the time to share your vision and plans and, thereby, set up support for those visions and plans.

### **Ninth Month**

By the end of the ninth month you, should have confirmed with all line officers their desire and commitment to move up to the next chair. You should also make tacit appointment of any new officer, pending your election. With the approval and involvement of the current Master, you should have your first officer's meeting. Certainly a great assumption is being made here, since there is always the possibility that you, the Senior Warden or the Junior Warden, will not be elected to your aspired offices. However, that being said, it is reasonable and proper for you to begin plans for all activities for the coming year. Committees should be provisionally appointed and their planning should begin, with periodic progress reports being made to you. In particular, you should keep in touch with your Lodge Education Officer to discuss the content and tone of possible educational programs for the Lodge.

### **Tenth & Eleventh Months**

Continue to plan and implement. This is critical time, but if you spend it productively you can have everything in place and ready to go by the middle of the eleventh month. By this point your Lodge Education Officer should have a schedule of speakers for at least the first half of the coming year, and you should finalize plans for election night and for your installation.

### **Twelfth Month**

Relax! Enjoy the holidays, for you are going to be quite busy for the next twelve months!

# AGENDAS

## **Regular Meeting Agenda**

Your agenda sets the tone for your meeting and helps you control the direction and duration of the meeting. It should be set up in advance for each meeting. It should be customized to fit your leadership style and the needs of your particular Lodge. Whether you wish to follow the structure that has been used in the past is a matter to be decided by you, as Master.

It is important to set an agenda, so you can make sure that all of the things you want to accomplish in the meeting actually happen. It will also help you to stay on track through interruptions and keep the meeting moving along. You may, at your discretion, direct the Secretary to create this agenda. However, it is your responsibility to ensure one is made.

The attached form is merely a sample, which could be copied and used as is or revised to fit your particular needs. Usually there are three main parts to a meeting; the opening, Lodge business, and a closing. There are many other things you could include, such as:

- Pledge of Allegiance
- Recognition of Past Masters
- Introduction of visitors
- Review of minutes
- Treasurer's report
- Voting on business matters
- Reading of petitions
- Voting on candidates
- Presentations
- Lectures or educational programs
- Committee reports
- Officer reports
- Announcements (re: your Lodge and other Masonic bodies)
- Masonic education or program
- Lodge of Sorrow and the appropriate moment of silence

What you choose is up to you. You will be in charge, and your Lodge will be looking to you for leadership.

You may want to print a full or partial outline of the meeting for the members of your Lodge. Also, consider letting your officers and others know before the meeting what you will be doing, especially if they will be required to make a report to the Lodge.

While Masonic education or a program is listed late on the agenda, you need to budget time during the meeting so that you do have sufficient time for your speaker to make his presentation. You may want to move the presentation around from meeting to meeting, just to keep your members on their toes.

### **Officer's Meeting Agenda**

An officer's meeting should be held at least once prior to your installation, to make sure all officers are informed of your plan. A good informed relationship with your officers will avoid problems and will enhance brotherhood within your Lodge.

Another such meeting should be held after installation (but prior to the first stated meeting) to review your plan and make adjustments for any changes or additions. At this meeting you should specifically outline for your officers what your expectations are and make sure they are willing to work with you.

Some Lodges also hold these meetings monthly or quarterly to review the ongoing business of the Lodge.

Included is a form that you may copy or revise and use to plan your officer's meetings. As with the regular meeting agenda form, you should adjust the form to fit your particular needs.

# **REGULAR MEETING AGENDA**

## **Opening**

Purge the Lodge  
Open on 1<sup>st</sup>, 2<sup>nd</sup> or 3<sup>rd</sup> Degree  
Pledge of Allegiance  
Open/Close Lodge of Sorrow (at beginning/end of year)  
Master's opening remarks

## **Lodge Business**

Greetings and announcements by the Master  
Introductions of visiting brothers by the Senior Deacon  
Community and social events by the Junior Warden  
Opportunities for relief and assistance by the Senior Warden  
Committee Reports

## **Communications**

Grand Lodge update  
Scottish Rite update  
York Rite update  
Shrine update  
Other Masonic bodies  
Petitions – read / ballot  
Motions / Amendments  
Program of Masonic Instruction by the Lodge Education Officer

## **Closing**

Master's closing remarks  
Close on 1<sup>st</sup>, 2<sup>nd</sup> or 3<sup>rd</sup> Degree

# **OFFICER'S MEETING AGENDA**

Introduction

Role definitions & expectations

Committee recommendations

Pending issues

Review of calendar

## MINUTES

This is, of course, where you would place the minutes of the previous meetings. This can be useful to you when you are planning your next meeting or event, and you cannot recall what happened in a prior meeting.

The secretary usually prepares the minutes. They may be passed out to the members in written form as the members enter the Lodge. The important thing is that the members know what is going on in the Lodge.

Some Lodges pass out their minutes prior to the meeting to avoid the repetition of reading them aloud. The same can be said of the Treasurer's report and the motions to pay bills. These routine tasks can be duly administered in written form, with the Lodge being given the opportunity to vote on approvals of each.

By avoiding a focus on record keeping in your Lodge meetings, the meetings will move along more smoothly and will be more interesting to the members. More than one Mason has reported that this section of the meeting, along with the Treasurer's report, is the most tedious. In view of that, a Master would be well advised to deal with these parts of the meeting with dispatch.

## **LODGE FINANCES**

One of your primary responsibilities as Master of your Lodge will be to manage the money. This is the section in which you would place the financial information about the Lodge that will guide you as Master. In this section, place copies of budgets and Treasurer's reports for the past couple of years to use as guidelines, together with your Lodge's current budget.

The budget serves three basic functions. First, the budget should provide you, your officers and the Lodge a quick explanation of how you are expecting to pay for the activities of the Lodge. Second, the budget should function as a short summary of the activities for the year. For example, a line item for a particular event will be a financial guideline for the person you place in charge of that event. Third, the budget gives you authority, as it has to be approved by the members of the Lodge, which in turn authorizes you to spend Lodge funds.

Included is an example form for making a budget. The sooner you get started on this, the better. Because each Lodge varies in its activities and its finances, you will have to create a budget to meet your Lodge's specific needs. Using figures from previous years, you should be able to project where the income for the year will come from and how much it will cost to keep the Lodge running. Usually, the Secretary, the sitting Master and the Treasurer are the best people to confer with about the budget. Others to consult include prospective chairmen of your committees, fundraising committees, building officers, etc.

Your budget should be approved at your first stated meeting as Master of the Lodge. By doing so, you will be sending a clear message to the Lodge about what you have in mind for the New Year.

In some Lodges, the Senior Warden will present a budget for approval at the Annual Meeting of the Lodge, which approves the Treasurer's report of the previous year. Consult with Past Masters and your by-laws for direction on procedures applicable to your particular Lodge.



# OFFICERS

The Lodge elects a Master, Senior Warden, Junior Warden, Secretary and Treasurer. So you cannot actually select these officers. However, most Lodges do have a presumed “line of succession,” which gives you some idea of who the next year’s officers may be.

During your year as Senior Warden, you should consider who will work best with you, giving due respect to the line of succession and the opinions of Past Masters and other leaders of your Lodge. You should discuss with your brethren the roles they may wish to play in the Lodge to form a team that is ready to move your Lodge forward. Forms are included to give you an opportunity to consider the present line of officers and then to project the line officers you expect to work with during your year as Master. The officer job descriptions are intended for you to copy and distribute to your officers and officer candidates, to give them a concept of the responsibilities of the office.

## **Duties and Obligations of Lodge Officers**

The officers of a Lodge have been elected or appointed to serve the Lodge because of their particular talents. Some are more gifted in certain areas than others, but all of them must possess one very important characteristic, that of devotion to duty. When a man accepts an office in a Masonic Lodge, he is saying to the brethren of his Lodge that he has committed himself to Masonry and to the complete fulfillment of his office. He should, prior to acceptance of an office, study the charges which will be made to him at his installation. He should also recognize that he will have to make certain sacrifices, as the job of an officer is not a one or two night a month obligation. There is a great deal of planning, studying, and attending involved in each of these offices. If he is not prepared to make these sacrifices, then he is not being fair to his Lodge or to himself by accepting the office. Every officer must work with enthusiasm, not only at his own job in the Lodge, but he must assist all other officers in the performance of their duties. By doing his job well, the officer is earning his way to the next office in line, or to some other position of responsibility in his Lodge.

The Senior Warden must be on the alert for potential line officers. Upon becoming Master of his Lodge, it will be his responsibility to appoint at least one member to the officer line. In the supervision of Degrees, committees and other Lodge functions, the Senior Warden will observe the members at work. He will also have the opportunity to delegate responsibility to members, which may bring to light good potential officers.

A successful Lodge has good ritual work, a good educational program, and good Lodge administration and management. It is the responsibility of every officer to see that your Lodge is a successful Lodge.

## **WORSHIPFUL MASTER**

The Master is elected by his Brethren to fulfill the highest honor which can be bestowed upon a Master Mason by his Lodge. His duties, power and prerogatives are well nigh absolute and, as such, the trust which his Brethren have placed in him must never be violated.

### **The Master will:**

- ▶ Have a working knowledge of the Ancient Landmarks, the Masonic Code of Minnesota, the Masonic Manual of Minnesota and the by-laws of his Lodge
- ▶ Preside as Master at all Stated Communications
- ▶ Sign all orders and vouchers after Lodge approval
- ▶ Appoint all appointive officers and committee chairmen, appoint committeemen on advice from the committee chairman
- ▶ Fill temporarily vacant stations and places
- ▶ Serve as chairman of the Finance Committee
- ▶ Attend Grand Lodge Communications, schools of instruction, area conferences, Masters and Wardens conferences, Degree rehearsals and leadership schools
- ▶ Make immediate personal contact with the family upon notice of the passing of a brother or a member of his family and offer assistance
- ▶ Be responsible for the Masonic burial or memorial service of a deceased brother when requested. He may conduct the service himself, or appoint a well qualified brother to act for him.
- ▶ Preside as Master on the Master Mason Degree and be present at all Degree work
- ▶ Be responsible for obtaining all the necessary brethren needed to exemplify the Master Mason Degree, this includes brethren to rehearse the lectures
- ▶ Be responsible for an article in each issue of the Lodge newsletter
- ▶ Publish a calendar of events
- ▶ See that his successor is properly installed
- ▶ Be responsible for the progress of his appointee through the line to the East

## **SENIOR WARDEN**

Regular attendance of the Senior Warden on the meetings of the Lodge is essentially necessary. In the absence of the Master, he is to govern the Lodge; in his presence, he is to assist him in the governance of it.

### **The Senior Warden will:**

- ▶ Serve as Master on the Entered Apprentice or Fellowcraft Degree
- ▶ Be responsible for obtaining all the necessary brethren needed to exemplify the Degree at which he will preside, this includes brethren to rehearse the lectures
- ▶ Be responsible for the continuous operation of the mentoring program
- ▶ Secure coaches for the candidates
- ▶ Serve as a member of the Finance Committee.
- ▶ Attend Grand Lodge Communications, schools of instruction, area conferences, Masters and Wardens conferences, Degree rehearsals and leadership schools
- ▶ Be responsible for an occasional article in the Lodge newsletter
- ▶ Be available to head up projects for the Worshipful Master
- ▶ Secure a commitment from a qualified member for appointment to the line

## **JUNIOR WARDEN**

To the Junior Warden is committed the superintendence of the Craft during the hours of refreshment; it is, therefore, indispensably necessary that he not only be temperate and discrete in the indulgence of his own inclinations, but carefully observe that none of the Craft be suffered to convert the purpose of refreshment into intemperance and excess. His regular and punctual attendance is particularly requested.

### **The Junior Warden will:**

- ▶ Serve as Master or Senior Warden in their absence
- ▶ Serve as a member of the Finance Committee
- ▶ Serve as Master for the Entered Apprentice or Fellowcraft Degree.
- ▶ Be responsible for obtaining the necessary brethren needed to exemplify the Degree at which he will preside, this includes brethren to rehearse the lectures
- ▶ Attend Grand Lodge Communications, schools of instruction, area conferences, Master and Wardens conferences, Degree rehearsals and leadership schools
- ▶ Become acquainted with all fraternal matters such as Welfare, Relief, Charity, Minnesota Masonic Charities, Inc., and the Masonic Service Association
- ▶ Serve as liaison officer for DeMolay, if the Lodge sponsors a Chapter
- ▶ Be responsible for an occasional article in the Lodge newsletter

## **TREASURER**

It is the duty of the Treasurer to receive all moneys from the hands of the Secretary, keep just and regular accounts of the same, and pay them out at the Worshipful Master's will and pleasure, with consent of the Lodge.

### **The Treasurer will:**

- ▶ Prepare and present a detailed report the accounts of the Lodge at the annual meeting of the Lodge
- ▶ Work with the Finance Committee and Trustees in the preparation of the budget

## **SECRETARY**

It is the Secretary's duty to observe the Worshipful Master's will and pleasure, to record the proceedings of the Lodge; to receive all moneys and to pay them into the hands of the Treasurer.

### **The Secretary will:**

- ▶ Prepare and present a detailed report at the annual meeting of the Lodge
- ▶ Submit, on time, the required Annual Report to Grand Lodge

## **SENIOR DEACON**

It is the duty of the Senior Deacon to attend on the Master and Wardens and to serve as their proxy in the active duties of the Lodge, such as the reception of candidates into the Degrees of Masonry, the introduction and accommodation of visitors, and in the immediate practice of our Rites.

### **The Senior Deacon will:**

- ▶ Welcome and accommodate visiting brethren, introduce them to the Lodge and see that they are made to feel welcome, acting as host of the Lodge
- ▶ Examine visiting brethren
- ▶ Receive and conduct Candidates
- ▶ Attend schools of instruction, area conferences, Degree rehearsals and leadership schools
- ▶ Present the Middle Chamber lecture of the Fellowcraft Degree

## **JUNIOR DEACON**

It shall be the duty of the Junior Deacon to aid and assist the Senior Deacon with the execution of the Master and Wardens' pleasure, carrying messages and guarding well the portals through which our brethren pass and repass.

### **The Junior Deacon will:**

- ▶ Assist with the examination and introduction of visiting brethren
- ▶ Attend schools of instruction, area conferences, Degree rehearsals and leadership schools

## **SENIOR STEWARD**

It is the duty of the Senior Steward to assist the Deacons and other officers in the discharge of their duties and to see that the tables are properly furnished at refreshment and that every Brother is suitably provided for. It is also his duty to aid in the introduction of candidates and, as from him the first impression of our Institution is received by them, he should be particularly careful, by the seriousness of his deportment, to properly prepare them for the dignified and important ceremonies of initiation.

### **The Senior Steward will:**

- ▶ Seriously propound from memory the necessary interrogatories to the Candidate and collect the required fees
- ▶ Assist and conduct Candidates, when needed
- ▶ Prepare the Candidate for the work
- ▶ Attend schools of instruction, area conferences, Degree rehearsals and leadership schools
- ▶ Arrange for assistant Deacons, when needed

## **JUNIOR STEWARD**

It shall be the duty of the Junior Steward to cheerfully accept the responsibility of aiding and assisting the Senior Steward in the execution of his duties.

### **The Junior Steward will:**

- ▶ Assist and conduct Candidates, when needed
- ▶ Attend schools of instruction, area conferences, Degree rehearsals and leadership schools
- ▶ Prepare necessary clothing for all Degree work

## **TYLER**

As the sword is placed in the hands of the Tyler to enable him effectually guard against the approach of cowans and eaves-droppers, and to suffer none to pass or repass but such as are duly qualified.

### **The Tyler will:**

- ▶ Be prompt and early, so the Master can open his Lodge on time
- ▶ Register all visiting Brethren and see that they are duly vouched for or examined
- ▶ See that the brethren are properly clothed at Communications and funeral occasions
- ▶ See that all aprons are kept clean and pressed
- ▶ See that all Lodge paraphernalia is in place for Communications and Degree work
- ▶ See that all Lodge paraphernalia is put away when the Lodge is closed

The Tyler should be reminded that he may be the first member of the Lodge to meet a visiting brother. It is, therefore, very important that the Tyler sincerely welcome the visitor and see that he is examined and, if found qualified, properly received.

## **MARSHAL**

It is the duty of the Marshal to form and conduct processions of the Lodge on all public occasions, and to attend to such other interests in the practice of our Rites, as the Master shall direct.

### **The Marshal will:**

- ▶ Assist the Tyler to open, close and set up the Lodge
- ▶ Present the Colors of our Country
- ▶ Assist the Stewards

## CHAPLAIN

It is the Chaplain's special duty to conduct the devotions of the Lodge, and bear before the throne of Heavenly Grace the spiritual needs of the brethren.

### **The Chaplain will:**

- ▶ Serve as chairman of the Visitation Committee
- ▶ Assist the Worshipful Master in all funeral and memorial services
- ▶ Give the prayers at the opening and closing of the Lodge and all other occasions and events where appropriate

## LODGE EDUCATION OFFICER

The Lodge Education Officer will assist in preparing and promoting quality regular educational programs for the Lodge. To this office has been given the honor and responsibility to be the facilitator of Masonic knowledge and philosophy.

### **The Lodge Education Officer (LEO) will:**

- ▶ Assist the Master and Senior Warden in having prepared or preparing quality, regular Lodge education programs
- ▶ Coordinate or assign the education efforts of the Lodge by holding regular meetings of Lodge Officers, mentor and coaching program representatives, Degree directors and other committee chairmen of the Lodge as may be involved in educational efforts and activities
- ▶ Attend schools of instruction, leadership schools, Grand Lodge sponsored LEO events and other Masonic educational opportunities when they occur
- ▶ Receive, distribute, communicate and promote the use of educational information and materials and educational activities to all of the membership
- ▶ Prepare and submit a report at the regular Stated Communication of the Lodge. This should include information on educational programs planned and opportunities of Masonic education which Brothers may attend.
- ▶ Notify other Lodge Education Officers of planned significant educational programs occurring within the Lodge

# OFFICERS

Year 20\_\_\_\_\_

## Office

## Member

Master

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Junior Warden

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Senior Warden

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Treasurer

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Secretary

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Lodge Education Officer

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Chaplain

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Marshal

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Senior Deacon

---

Junior Deacon

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Senior Steward

---

Junior Steward

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Tyler

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**OFFICERS**

Year 20\_\_\_\_\_

**Office**

**Member**

Master	_____
Junior Warden	_____
Senior Warden	_____
Treasurer	_____
Secretary	_____
Lodge Education Officer	_____
Chaplain	_____
Marshal	_____
Senior Deacon	_____
Junior Deacon	_____
Senior Steward	_____
Junior Steward	_____
Tyler	_____

**OFFICERS**

Year 20\_\_\_\_\_

**Office**

**Member**

Master	_____
Junior Warden	_____
Senior Warden	_____
Treasurer	_____
Secretary	_____
Lodge Education Officer	_____
Chaplain	_____
Marshal	_____
Senior Deacon	_____
Junior Deacon	_____
Senior Steward	_____
Junior Steward	_____
Tyler	_____

# COMMITTEES

The development of committees is an important and challenging part of leadership. Committees can make the members feel involved and can dramatically reduce your workload.

Initially, you should concern yourself with deciding what committees will be necessary to achieve your objectives. Then, you should consider who in your Lodge would be best to lead that committee. This should be accomplished at least one month prior to your installation, in order that you can announce the committees at your installation and let them get started right away.

It rarely works to ask for volunteers. Men will help only if they have the time and feel passionate about what you are trying to accomplish. If you want people to help you, you will probably have to ask them.

To effectively manage committees:

- Determine whom you want to chair the committee.
- Meet with that individual and explain to him clearly and specifically what you want done and how you want it done. Then ask him if he will do it.
- After you have found a committee chairman, with his input, determine who can best work and serve on the committee. Meet with each prospective committeeman individually, describe the committee to them and ask if they will serve with the chairman on the committee.
- Require periodic reports and updates from your chairmen. (That way, you'll never be caught unaware.)
- Give chairmen the freedom and support to do the job their way.

The more effective you are in selecting, overseeing and empowering your committees, the more they will accomplish.

# COMMITTEE DEVELOPMENT

Name of Committee

Purpose of Committee

Goals for Committee

1. by \_\_\_\_\_ (date), to accomplish:

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2. by \_\_\_\_\_ (date), to accomplish:

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3. by \_\_\_\_\_ (date), to accomplish:

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Chairman of Committee

Committee Members

# COMMITTEE DEVELOPMENT

Name of Committee

Purpose of Committee

Goals for Committee

1. by \_\_\_\_\_ (date), to accomplish:

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2. by \_\_\_\_\_ (date), to accomplish:

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3. by \_\_\_\_\_ (date), to accomplish:

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Chairman of Committee

Committee Members

# COMMITTEE DEVELOPMENT

Name of Committee

Purpose of Committee

Goals for Committee

1. by \_\_\_\_\_ (date), to accomplish:

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2. by \_\_\_\_\_ (date), to accomplish:

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3. by \_\_\_\_\_ (date), to accomplish:

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Chairman of Committee

Committee Members

# COMMITTEE DEVELOPMENT

Name of Committee

Purpose of Committee

Goals for Committee

1. by \_\_\_\_\_ (date), to accomplish:

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2. by \_\_\_\_\_ (date), to accomplish:

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3. by \_\_\_\_\_ (date), to accomplish:

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Chairman of Committee

Committee Members

## **LODGE MEMBERS**

This is where you should keep a copy of the membership roster, so you can have a quick way to contact the members of your Lodge. If your Lodge has a calling committee, this would also be a good place to keep information about that program. E-mail is a wonderful tool for this purpose. You should ask for a member's current e-mail address in the annual dues notice.

This can also be a good place for you to keep track of newer members and candidates for degrees. *Both should receive special attention for the first year or two of their membership to ensure they feel involved and welcome!*

Older members of the Lodge may need to be called. Newer members can be involved in the process of calling the old members.

## **LODGE COMMUNICATIONS**

One of the most important aspects of leading and managing your Lodge is to be in touch with your officers, Lodge members and other groups connected with the Lodge, such as Scottish and York Rites, DeMolay, Eastern Star and Job's Daughters.

In this section, place a copy of all communications you send out. This could be your monthly newsletter to all members, a letter to your officers, a memo to the building committee or a request to Grand Lodge.

As you send out regular communications, include your District Representative, the Grand Lodge Education Officer, your Area Deputy, the local Lodge Association, and Grand Lodge on your mailing list. These brothers are here to help you, and will be more able to help when they know what's happening in your Lodge.

## **OTHER COMMUNICATIONS**

In this section, place all of the incoming communications you receive from various groups. Examples would be letters from Grand Lodge or the Grand Master, your District Representative, Area Deputy, the Grand Lodge Education Officer, local Lodge Association, the Scottish Rite Valley in your area, the York Rite, Shrine, Eastern Star, Job's Daughters, Rainbow, etc.

By keeping track of the activities of the various groups, you can minimize date conflicts for events at your Lodge and inform your Lodge of activities that may be of interest to them.

## RESOURCES

Your year as Master of your Lodge will be challenging, but should also be enjoyable. Many of your brothers have been in your position and are able to help you work through the challenges and make the most of your time in the East. There are also many other resources, including books, tapes, and websites.

As Master “your powers are nigh unto absolute”. Fortunately, that power usually exists only to the degree of support given to you by the officers in your Lodge. They are your first line of support. Talk to them regularly. More importantly, listen to them regularly! Your next line is your Past Masters. They can help you with historical perspectives and how programs or ideas worked in the past. Take care to balance their advice with the needs of the current membership and activities of the Lodge. Other members of the Lodge can also help with developing ideas and programs.

From outside the Lodge, your first line of assistance is your District Representative. He is a Past Master, and is familiar with other Lodges in your area and can provide information about their successful programs. The District Representative is the person with whom you should consult when you need help that no one in your Lodge can provide. He can help you with programs, ritual, information, etc. Other resource people include the Grand Lodge Education Officer and your Area Deputy. If your Lodge is a member of a Lodge Association, those members can often be of assistance, as well.

The Grand Lodge also has programs that are designed to help you. Below is a list of items that are available. There are a lot of materials that can help you, but they will take time for you to digest. Clearly, preparing for your year as Master takes time. A benefit of being an officer in various stations is that those offices give you time to learn and prepare. The study of books and materials is time consuming, but learning is a major reason that a man becomes a Freemason. What you learn as a Lodge officer will help you later on in life.

The information below is adapted from the Minnesota Masonic Light Award Program, another resource available to you and your Lodge. All of the material is available from the Grand Lodge bookstore. *Phone: 952-948-6700*

## **SUGGESTED RESOURCES FOR LEADERSHIP**

***Masonic Lifeline: Leadership*** by Allen E. Roberts

This is a short, to the point book about the meaning of leadership within the Masonic Lodge and structure.

***Key to Freemasonry's Growth*** by Allen E. Roberts

Another short and to the point book on various aspects of membership, retention and increases of membership.

***In Search of Leadership*** by Allen E. Roberts

***Macoy's Worshipful Master's Assistant*** by Allen E. Roberts

This book provides a rounded perspective of all aspects of running a Lodge, including program ideas, jurisprudence, ceremonies, ritual, etc.

***Freemasonry At The Top*** by Beaumont

This book in particular is a very short, easily read book that provides great program ideas as well as specific information on when you should start planning for your year in the East.

***Seven Habits of Highly Effective People***

***First Things First***

***Principled Centered Leadership*** by Stephen Covey

While these three books are not Masonic, they provide terrific insight on the meaning of leadership, how to lead people, how to be effective in your actions and activities.

***The Grand Lodge of Minnesota website*** - [www.mn-masons.org](http://www.mn-masons.org)

## **SUGGESTED RESOURCES FOR LODGE ADMINISTRATION**

***Masonic Manual of Minnesota revised edition 1998***

This pocket-sized book provides you with various aspects of information on ritual, the Degrees, installation, reception of Grand Lodge Officers, funeral services, etc.

***Lodge Secretary's Handbook***

This provides the Lodge Secretary with information he needs to work effectively with the Master, his Lodge and with Grand Lodge.

***Jurisprudence of Freemasonry*** by Mackey

If problems arise in your Lodge, this book will provide the information you need to handle some of those issues.

***Masonic Lodge Methods*** by Blakemore.

***How to Become a Masonic Lodge Officer*** by Haywood

This book is especially good for the newly appointed officer. Information is provided on all the different places and stations of the Lodge.

***Robert's Rules of Order***

While the Grand Lodge of Minnesota does not necessarily run its meetings according to Robert's, you should be familiar with the parliamentary procedure, such as how to make a motion, seconding, discussion, voting, etc.

***The Master's Book*** by Carl H. Claudy

***The Worshipful Master's Workbook*** by Cabell F. Cobbs (M.S.A.)

***Program Notebook for Worshipful Masters*** M.S.A.

A terrific pocket-sized book to help you plan your year. Questions and blank spaces are provided to help you determine your programs, officers, meetings, etc.

***The Hat and Gavel*** M.S.A.

***The Grand Lodge of Minnesota website*** - [www.mn-masons.org](http://www.mn-masons.org)

## DEGREE TEAMS

As your year as Master of the Lodge draws near, you need to be considering who will fill the positions and roles on the three Degree teams.

It is important that you begin this process now. Let the members of the Lodge know what positions you would like them to fill; when, where and at what time the Degree rehearsals will be, and when the Degrees are scheduled for presentation.

Last minute preparation will go much smoother if you have a plan in place, and the Lodge members who will be assisting you in presenting the Degrees have plenty of time to prepare and learn their parts.

A candidate for your Lodge may have many opportunities to see and take part in Degree work in years to come, but they will only have one chance to be candidates. As candidates, there is much to learn from the Degrees; and the manner in which they are presented will, in great measure, determine just how much the candidates get out of the Degrees.

Perfection is not required. Sincerity of purpose and reverence shown for that purpose is the desired goal.

Use the following forms to plan the Degree work for the coming year. Be sure it is published and that the Lodge members agree to accept the responsibilities well enough in advance so there will be no reason for conflict.

# FIRST DEGREE

Date & time of Degree \_\_\_\_\_  
Location \_\_\_\_\_  
Date & time of rehearsal \_\_\_\_\_  
Location \_\_\_\_\_  
Date, time & location of -  
1° Lodge of Instruction \_\_\_\_\_

## Position

## Member

Master \_\_\_\_\_  
Chaplain \_\_\_\_\_  
Marshall \_\_\_\_\_  
Senior Warden \_\_\_\_\_  
Junior Warden \_\_\_\_\_  
Senior Deacon \_\_\_\_\_  
Junior Deacon \_\_\_\_\_  
Senior Steward \_\_\_\_\_  
Junior Steward \_\_\_\_\_  
Tyler \_\_\_\_\_  
Charge at Initiation \_\_\_\_\_  
Q & A Lecture \_\_\_\_\_  
Second Lecture \_\_\_\_\_  
Third Lecture \_\_\_\_\_  
Attendant to Candidates \_\_\_\_\_  
Food \_\_\_\_\_  
Set-up & take-down \_\_\_\_\_

## SECOND DEGREE

Date & Time of Degree \_\_\_\_\_

Location \_\_\_\_\_

Date & Time of rehearsal \_\_\_\_\_

Location \_\_\_\_\_

Date, time & location of -  
2° Lodge of Instruction \_\_\_\_\_

### **Position**

### **Member**

Master \_\_\_\_\_

Chaplain \_\_\_\_\_

Marshall \_\_\_\_\_

Senior Warden \_\_\_\_\_

Junior Warden \_\_\_\_\_

Senior Deacon \_\_\_\_\_

Junior Deacon \_\_\_\_\_

Senior Steward \_\_\_\_\_

Junior Steward \_\_\_\_\_

Tyler \_\_\_\_\_

Charge at Initiation \_\_\_\_\_

Q & A Lecture \_\_\_\_\_

Second Lecture \_\_\_\_\_

Third Lecture \_\_\_\_\_

Attendant to Candidates \_\_\_\_\_

Food \_\_\_\_\_

Set-up & take-down \_\_\_\_\_

**THIRD DEGREE**  
**- FIRST SECTION -**

Date & Time of Degree	_____
Location	_____
Date & Time of rehearsal	_____
Location	_____
Date, time & location of - 3° Lodge of Instruction	_____

**Position**

**Member**

Master	_____
Chaplain	_____
Marshall	_____
Senior Warden	_____
Junior Warden	_____
Senior Deacon	_____
Junior Deacon	_____
Senior Steward	_____
Junior Steward	_____
Tyler	_____
Charge at Initiation	_____
Q & A Lecture	_____
Second Lecture	_____
Third Lecture	_____
Attendant to Candidates	_____
Food	_____
Set-up & take-down	_____

**THIRD DEGREE**  
**- SECOND SECTION -**

Date & Time of Degree \_\_\_\_\_  
Location \_\_\_\_\_  
Date & Time of rehearsal \_\_\_\_\_  
Location \_\_\_\_\_  
Date, time & location of -  
3° Lodge of Instruction \_\_\_\_\_

**Position**

**Member**

Master \_\_\_\_\_  
Chaplain \_\_\_\_\_  
Marshall \_\_\_\_\_  
Senior Warden \_\_\_\_\_  
Junior Warden \_\_\_\_\_  
Senior Deacon \_\_\_\_\_  
Junior Deacon \_\_\_\_\_  
Senior Steward \_\_\_\_\_  
Junior Steward \_\_\_\_\_  
Tyler \_\_\_\_\_  
Charge at Initiation: \_\_\_\_\_  
Q & A Lecture \_\_\_\_\_  
Second Lecture \_\_\_\_\_  
Third Lecture \_\_\_\_\_  
Attendant to the Candidates \_\_\_\_\_  
Food \_\_\_\_\_  
Set-up & take-down \_\_\_\_\_



## **ANNUAL LODGE CERTIFICATION**

**Objective:** To certify the ability of a Lodge to comply with the minimum standards for the basic conduct of Lodge meetings.

**Process:** A Lodge would be visited annually and asked to demonstrate the following:

- Examine a visiting brother
- Ritualistic opening of the Lodge on any Degree
- Receive a Grand Lodge Officer
- Conduct a business meeting using one of the prescribed formats
- Conduct a ballot
- Ritualistic closing of the Lodge

## **LODGE RECOGNITION PROGRAM**

The Lodge Recognition Program is designed to recognize all of the Lodges across the State. The District Representative (DR) will meet with the Lodge officers to determine the current level of the Lodge. The levels are: Lodge in Good Standing, Bronze, Silver and Gold. All movement progresses from the Lodge in Good Standing level. Before moving to the next level, your DR must be sure that you are able to meet, or have met, each bullet point. Each level is attained when all of the bullet points designated to it have been achieved. The Grand Master (or his designee) will work with each Area Deputy to determine year-end recognition.

### **Lodge Rankings**

#### **LODGE IN GOOD STANDING**

- Must be able to pass the Lodge Certification Program witnessed annually by the DR
- Submit an annual report and per capita fees by January of each year
- Hold a minimum of 9 lodge meetings per year
- Master and Wardens (or proxy) attend Annual Communication
- Host a minimum of 1 LEO program per year

#### **BRONZE**

- DR to ensure that the Lodge qualifies as a Lodge in Good Standing
- Raise a minimum of 1 brother per year - can be accomplished by One-Day Class
- Establish and maintain a Mentor program
- Stated meetings are held according to by-laws
- Have a minimum of 1 brother in the Lodge progressive line who is not a Past Master
- Host a minimum of 2 LEO programs per year
- Host a minimum of 2 social and/or community programs per year
- A minimum of 2 members from the Lodge attend the area conference held in their region

## SILVER

- DR to ensure that the Lodge qualifies as Bronze Lodge
- Raise a minimum of 1 brother per 50 members, with a minimum of 2 brothers *i.e. in addition to any One-Day raising*
- Can put on Degree work, including all lectures, but need assistance from other Lodges
- Assign a Mentor to every new brother
- Host a minimum of 4 LEO programs per year
- Host a minimum of 3 social and/or community programs per year

## GOLD

- DR to ensure that the Lodge qualifies as Silver Lodge
- Raise a minimum of 1 brother per 30 members, with a minimum of 5 in Lodge, presenting all Degrees, including lectures
- Host a minimum of 6 LEO programs per year
- Mentors are assigned for 1 year and each new brother is involved in a minimum of 2 events
- Conduct a minimum of 1 program per year on appendant bodies
- Conduct a minimum of 1 evaluation per new brother within the first year of his mentorship and as a member of the Lodge

## Categories

1. ANNUAL COMMUNICATION – This requirement is equal at all levels. Each Lodge is required to attend; the Master and Wardens or their proxy. We encourage the Secretaries, LEOs and other members to attend, especially the breakout sessions which are always very educational

2. RAISING – Minimum expectations on raisings per calendar year are as follows:

Bronze – 1 brother per year

Silver – 1 brother per 50 members

Gold – 1 brother per 30 members

3. MENTOR PROGRAM – A strong key to membership retention is a good mentor program. If new Masons are given a good start, they'll continue with the Lodge for years.

Bronze – Mentor assigned

Silver – Mentor assigned for 1 year, records kept

Gold – Mentor assigned for 1 year, with records kept on tasks accomplished

Each new Mason within the first year should also keep a record and evaluate their mentor and the Lodge

4. DEGREE WORK – The goal is that each Lodge be able to perform its own Degree work

Bronze – Work done at other Lodge or One-Day Class

Silver – The Lodge can do the Degree work, with assistance from other Lodges, *i.e. lectures*

Gold – The Lodge performs all Degree work by itself, including lectures

5. LODGE CERTIFICATION – This requirement is equal at all levels. Each Lodge is examined annually by their DR.

6. LEO PROGRAMS

Lodge in Good Standing – 1 per year

Bronze – 2 per year

Silver – 4 per year

Gold – 6 per year

7. ANNUAL REPORT AND PER CAPITA – This requirement is equal at all levels. Each Lodge is required to submit their Annual Report and Per Capita to the Grand Lodge by January of each year.

8. MINNESOTA MASONIC CHARITIES – This requirement is equal at all levels. Each Lodge should have a minimum of 1 presentation from Minnesota Masonic Charities per year.



