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CLUB OFFICER'S MANUAL

FOR CLUB ADMINISTRATION

FOREWORD

While the Manual spells out procedures, it is not intended to take the place of the Constitution and By-Laws, but is to be used in conjunction therewith, giving explanation and clarification where necessary and establishing procedures where none is provided.

The High Twelve Club is organized, without restriction as to maximum number of Members, wherever there may be at least ten (10) Master Masons in Good Standing with their respective Grand Lodges, who are desirous of forming a Club.

The Club is Chartered by High Twelve International upon its agreement to conform to and abide by the Constitution and By-Laws of High Twelve International and to perform the obligations set forth therein.

To enable the Officers to keep in mind these obligations, the purposes and objects of High Twelve and hereinafter set forth in ARTICLE I.

CHECK LATEST COPY OF THE CONSTITUTION AND BY-LAWS OF HIGH TWELVE INTERNATIONAL AND KEEP CURRENT COPY WITH THIS MANUAL.

CLUB OFFICER'S MANUAL

ARTICLE I

OBJECTS

SECTION 1 - THE GENERAL OBJECTS OF HIGH TWELVE INTERNATIONAL ARE:

1. To unite Masons in the happy bonds of a Fraternal hour.
2. To inculcate the ideals taught in Masonry in these Fraternal hours.
3. To encourage and inspire Masons to follow these ideals in their everyday activities in their communities for the broader purpose of preserving the fundamental principles of our government.
4. To give our support and personal attention to the youth of America, and fostering, encouraging and enthusiastically supporting adequate educational facilities and opportunities.
5. To actively support and cooperate with all recognized Masonic Grand Lodges and all other Masonic bodies, with this declaration of principle: That we speak and act only as individuals and never for the institution of Masonry.
6. To be of "In Service to Freemasonry".

ARTICLE II

A - ORGANIZATION

SECTION 1 - FORMATION OF A CLUB.

A High Twelve Club may be organized without restriction as to the maximum number of Members, wherever there may be at least ten (10) Master Masons in Good Standing of a Lodge recognized by the Grand Lodge of their Jurisdiction.

SECTION 2 - PROCEDURE.

1. Application for Charter shall be made to High Twelve International and delivered through the State Association, if any, to the International Office for approval.
2. The Charter Application must be in the manner and form provided by High Twelve International.
3. The Charter Fee for each Charter Member in the amount prescribed by High Twelve International must accompany the Charter Application.
4. Membership of a Club in High Twelve International shall date from the date shown on its' Charter.
5. Adopt a Constitution and By-Laws in accordance with the suggested form to be furnished by High Twelve International. The Constitution and By-Laws or changes as are necessary to comply with the laws and customs of the Grand Masonic Jurisdiction, will or may be permitted by High Twelve International, subject to approval of General Counsel.
6. It is mandatory that every constituent Club Constitution shall include the following provisions:

"This High Twelve Club acknowledges the supreme authority of the Grand Lodge of (Insert the actual name of the Jurisdiction wherein it is situated), in all matters of Masonic law, tradition and ethics. It pledges never to interfere with or meddle in the affairs of any Masonic Lodge; nor to engage in, or sponsor, any activity prohibited by said Grand Lodge; nor to permit its Members to engage in unseemly conduct which might reflect adversely upon the institution of Masonry."

SECTION 3 - OFFICERS TO BE ELECTED OR APPOINTED.

1. President
2. One or more Vice Presidents
3. Secretary
4. Treasurer (office may be combined with office of Secretary)
5. Masonic Representative
6. Sergeant-at-Arms
7. Chaplain
8. State Representative to the State Association where State Association provides for such representation.
(Office may be combined with the Office of Masonic Representative)

SECTION 4 - CLUB MEMBERSHIP IN HIGH TWELVE INTERNATIONAL.

High Twelve Clubs having agreed to abide by the Constitution and By-Laws of High Twelve International, and having been granted a Charter, constitute the Membership of High Twelve International as long as they continue to perform the obligations as set forth in the Constitution and By-Laws of High Twelve International.

SECTION 5 - CLUB MEMBERSHIP IN STATE OR MULTI-STATE ASSOCIATION.

The High Twelve Club within the Jurisdiction of any State or Multi-State Association shall be a Member of that State or Multi-State Association and shall abide by the State or Multi-State Association Constitution and By-Laws.

SECTION 6 - RATIFICATION OF CONSTITUTION AND BY-LAWS.

Every High Twelve Club heretofore or hereafter granted a Charter in High Twelve International and accepting the same thereby accepts, ratifies and agrees to be bound in all things, including Masonic Law of the Grand Jurisdiction wherein located, the Constitution and the By-Laws of High Twelve International, and amendments thereof, and to faithfully observe the provisions thereof.

The Constitution and By-Laws of High Twelve International should be studied carefully by the Officers of the Local Clubs, as it may in particular, refer to the Local Club and to the Members thereof. In addition to the study referred to above it is urged that each Officer, in addition, familiarize himself with all parts of the Constitution and By-Laws of the State and Multi-State Association.

SECTION 7 - INTERNATIONAL CONVENTIONS.

The Constitutions of High Twelve International makes provision for representation of the Local Clubs at High Twelve International Convention as follows, to-wit: (Ref.: BY-LAWS, ARTICLE IV - MEETINGS.)

1. Representatives. Each Member Club, in addition to the Masonic Representative, shall be entitled in any Convention of High Twelve to one (1) delegate for each twenty-five (25) of its Members, or major fraction thereof, Honorary Members excepted, based on the Membership as shown on Club's Monthly Report for the month of March, preceding the Convention.
2. Attendance. It shall be the duty of each Member Club to be represented at each Convention of High Twelve International by duly accredited delegate, or delegates, or by proxy.
3. The Masonic Representative present and each accredited delegate shall be entitled to cast one vote in the Convention.

SECTION 8 - AMENDMENTS TO CONSTITUTION AND BY-LAWS.

Amendments to the Club's Constitution and By-Laws must be submitted through the State or Multi-State Association, if any, to the General Counsel of High Twelve International for approval. Upon approval by General Counsel, said amendments are effective.

B - ADMINISTRATION OF CLUBS

SECTION 1 - METHODS.

The administration of the Member Clubs of High Twelve International, is under the general supervision of the International Governing Board together with one or more of the following forms of direct supervision, which shall, at times, be in conformity with the provisions of the By-Laws of High Twelve International.

1. Direct supervision of the Club by the International Board.
2. Direct supervision by a State or Multi-State Association recognized and approved by the International Governing Board.

SECTION 2 - PER CAPITA DUES.

Each Member Club in High Twelve International shall pay semi-annual Dues of Three Dollars and Fifty Cents (\$3.50) for each Active Member shown in the December and June Report, which have been sent to High Twelve International.

The Per Capita Dues payable by a Club shall be paid on or before March 1st and September 1st of each year. Each Member Club shall remit Three Dollars (\$3.00) for each New Member and Three Dollars (\$3.00) for each Reinstated Member when sending in his name to the International Office on the Monthly Report.

SECTION 3 - NEW CLUBS - (Charter Fees.)

Any Club admitted to Membership shall pay a Charter Fee of Five Dollars (\$5.00) per name as the names appear on the Charter, but shall not be liable for payment of Per Capita Dues until the next succeeding semi-annual period.

SECTION 4 - ATTENDANCE REPORTS.

Each Member Club shall, in accordance with rules laid down from time to time, by the International Board, make Monthly Reports to the International Office and such other Officers as may be required, of the attendance of its meetings immediately following the last meeting of the month.

The forms for these Reports are furnished by the International Office. A copy of the Report should be forwarded to the Zone Officer. A copy of the Report shall be sent to the State Secretary. One copy of the Report shall be sent to the State Secretary. One copy of the Report should be retained by the Member Club. Your compliance with this directive is essential for the proper administration of the Clubs.

C - TERMINATION OF MEMBERSHIP OF CLUBS IN HIGH TWELVE INTERNATIONAL

SECTION 1 - AUTHORITY (Ref.: BY-LAWS, ARTICLE I - MEMBERSHIP, Section 2d)

The Constitution and By-Laws of High Twelve International contain certain provisions for termination of Membership of High Twelve Clubs in High Twelve International. The following sets forth the reasons for termination as set forth therein.

1. Unseemly conduct that may reflect adversely upon the institution of Freemasonry.
2. Non-payment of Per Capita Dues.
3. Failure to function.
4. Failure to be represented at all International Conventions, without good and sufficient reason therefor.

SECTION 2 - NOTICE.

No disciplinary action shall be taken unless Due Notice of the charges and the time and place of the hearing has been sent to the President and the Secretary of the Local Club. Such hearing shall be held not less than ninety (90) days subsequent to the receipt of such Notice. The Local Club shall be notified forthwith of the decision of the Governing Board.

SECTION 3 - APPEAL.

If, within ninety (90) days subsequent to the receipt of Notice of the decision of the Governing Board, the Local Club shall file written Notice of appeal with the Secretary of High Twelve International, then the appeal shall be heard and decided by a majority of the delegates present at the next Annual Convention of High Twelve International. The Local Club shall be entitled to be represented by Counsel at any hearing provided by this section.

SECTION 4 - RESIGNATION.

Any Local Club may resign from High Twelve International provided said Club has fulfilled all its obligations to High Twelve International. Such resignation shall be automatically effective upon return of the Club's Charter, funds and all other property of such Club to the Secretary of High Twelve International.

SECTION 5 - FAILURE TO FUNCTION.

If a Member Club for any reason disbands or fails to function, the Governing Board shall terminate the Membership of such Club, providing that if, in the opinion of the Board, there is a possibility of reorganizing the Club, the Board may delay the termination of Membership for a specified period pending the outcome of the efforts to reorganize.

SECTION 6 - REORGANIZE.

If a Club whose Membership has been terminated be reorganized, or if a New Club be organized in the same community, the Governing Board of High Twelve International, in granting Membership to the reorganized or New Club, shall have discretionary powers to determine whether or not it will demand payment of any indebtedness due to High Twelve International by the Club whose Membership has been terminated.

SECTION 7 - SURRENDER.

Any Member Club which shall, for any cause cease to be a Member of High Twelve International, shall relinquish the name "High Twelve" in its Club Name, Emblem, Badge or Insignia of High Twelve International in every manner whatsoever and shall surrender its funds, property and Charter. It shall be the duty of the Secretary of High Twelve International to proceed to recover the Charter of any Member Club whose Membership has been terminated.

ARTICLE III MEMBERSHIP IN CLUBS

SECTION 1 - MEMBERSHIP.

Master Masons in Good Standing in constituent Lodges, whose Grand Lodge is recognized by the Local Grand Lodge, are eligible to Membership in any Local Club.

SECTION 2 - HONORARY.

Honorary Members are those elected by the Governing Board of the Local Club for special reasons for a stated period, provided the number of Honorary Members shall not exceed four (4) at any one time.

SECTION 3 - NON-RESIDENT MEMBERS.

A former Active Member of a Local Club who has moved such a distance from the Local Club that he can no longer attend his Local Club, and there is no Local Club to which he may be elected to Membership, may be a non-resident Member, subject to his remaining in Good Masonic Standing and fulfilling all of the applicable requirements of an Active Member.

SECTION 4 - TRANSFERS.

Membership in a Local Club may be obtained by Transfer when a Member removes from the Jurisdiction of one Club to the Jurisdiction of another, providing said Member be in Good and Regular Standing at the time of relinquishing Membership in the original Club. Such Transfer of Membership is in all cases subject to the applying Member having been duly elected and accepted in accordance with the Constitution and By-Laws, rules and regulations of the Club with which he desires to affiliate. Transfer of Membership shall be made without the payment of Local Membership Fee, but such Member shall be liable for the Annual Dues of the Club with which he affiliates.

SECTION 5 - REINSTATED.

A Local Club may Reinstate to Membership one of its former Members by proposing and electing said Member in accordance with its procedure for electing New Members, in which event the Reinstatement Fee of Three Dollars (\$3.00) shall be paid to High Twelve International.

SECTION 6 - MEMBERSHIP TITLE AND INSIGNIA.

Every Member in Good Standing of a Member Club during the continuance of his Membership in High Twelve shall be known as a High Twelvie and shall be entitled to wear the Emblem, Badge, or other Insignia of High Twelve International.

SECTION 7 - BADGES-PINS-WINDSHIELD STICKERS-HIGHWAY-SIGNS, ETC.

High Twelve has a fine distinctive emblem, which is highly decorative. Use it to identify your Club. Only the Official Badges, jewelry and other equipment as sold by International to Clubs and Members may be used.

Large Badges for Members to wear at their meetings are a source of Club spirit and a great help to guests and New Members in getting acquainted.

The Club lapel pin identifies you as a High Twelvie. Your Members should be proud to wear it. Keep a supply on hand for New Members.

The attractive transfers (decals), available to Members for their cars and office windows, advertise your Club silently and continuously.

Highway signs are permissible in some States and are banned in other locations. Where permissible, it has been the custom of luncheon Clubs to post signs at the entrances to the city informing visitors of the day and place of the meeting. The Official High Twelve Emblem makes a very fine sign and it is recommended wherever possible that such signs be used by the Clubs.

ARTICLE IV CLUB ADMINISTRATION

SECTION 1 - GOVERNING BOARD.

The principal Administration Body of the Local High Twelve Club is the Governing Board. It regulates the management and formulates the policies of the Club.

The Governing Board is composed of two classes of Members:

1. Those who acquire Membership by virtue of an Office that they hold, and
2. Those who are Elected thereto by name at the Annual Election of the Club.

The Governing Board includes the President, the Immediate Past President, the Vice President, Secretary, Treasurer, the Masonic Representative and Sergeant-at-Arms. These brothers Elected to the Board should be Elected for a term of one year. In the event of a vacancy occurring on the said Board, among those Members Elected thereto, by reason of death, resignation, or for any other cause, the Governing Board has the inherent power to designate a Member from the Membership of the Club to serve as a Member of the Board to fill the unexpired term of office.

The Secretary of the Club shall be the Secretary of the Governing Board.

The President of the Club shall be the Chairman of the Governing Board, and in his absence or inability to act, the Vice Presidents in the order of their rank shall serve as Chairman.

The Governing Board shall have supervision over and charge of the financial and business affairs of the Club, and shall authorize such appropriations of its funds, as it, by a majority vote, may deem necessary and proper for the transaction of the Business of the Club. It shall have the authority to pass upon and determine any and all questions pertaining to the operation of the Club unless the International Constitution and By-Laws or the State Association Constitution and By-Laws specifically limit that power. The Board at its first Meeting after the Election shall adopt a Budget for the next year's annual expenses. The Board shall submit a Report to Membership at the Annual Meeting of the Club.

The Board shall have the right to call into its council, Past Presidents, Committee Chairmen, and Members from the Club as it may choose and such Members shall have all the rights and privileges in such conference as the regular Members of the Board, excepting the right to vote.

The Governing Board shall hold Regular Meetings at least once a month, and due notice of the Meeting shall be given the Members by the Secretary of the date of the Meeting. The notice may be either verbal or written. In the event that the President shall fail to call a Regular Meeting of the Board as specified herein, any two Members of the Board shall have the power to call a Meeting of the Board for the purpose of considering such matters as shall be presented at the Meeting.

A majority of the Members of the Board shall constitute a Quorum.

SECTION 2 - PRESIDENT.

The principal Officer of each Club is the President, who is Elected by the Members of his Club.

The President's duties call for him to preside at all Meetings of the Club and of the Board of Directors, unless, for good cause, he deems it advisable to have one of the Vice Presidents preside at any one Meeting.

After his Election, the first step for the President to take, is to read through carefully the Constitution and By-Laws of High Twelve International, State and of his own Club. Make a list of all the requirements, duties, and appointments that are mandatory and then add any others which you feel are necessary to your program, become thoroughly conversant with your duties, because it is the first step toward successful administration.

The first problem of the President is to secure the services of the most capable assistants for his Committee Chairmen and Members of the Committees that are available. The retiring President is usually an excellent source of information as to the various abilities which have been manifested by the Members and his advice in this respect should be sought, and carefully considered.

Check the list of Committees to be named. Add as many new Committees as you feel are necessary. Put as many Members to work as possible, they will then feel that they have an active part in the operation of the Club. Use the New Members as soon as possible on the Committees, in that way, you will be able to maintain their enthusiasm.

After you have made a tentative list of your appointments, consult with your Vice Presidents and Governing Board, in reference thereto. Ask them to criticize and to make additional suggestions. The chances are that you will receive valuable suggestions and help. Then make your final appointments, subject to the approval of the Board.

Your next step is very important if you expect results. Call in each Committee Chairman for an individual conference. Outline to him your understanding of his duties as such Chairman and ask him to give his ideas and concepts thereof. Then together outline a tentative plan of action. Be sure that he is willing to work as Chairman of the particular Committee. If there is apparent hesitancy to act as such Chairman, then perhaps it would be better to consider the appointment of another Member to the job. You will need the whole-hearted cooperation of all the Committee Chairmen in order to assure a successful administration. If he is agreeable to work at the task, the time spent in the interview will start each one out with a definite concept of his responsibilities and his place in the total program. Be sure that he understands that you stand ready to assist and counsel him at all times. Have the Chairman of each Committee ascertain from his proposed Committee Members that they are willing to work on the Committee.

Having formed your Committee, the Membership of such should be announced to the Club at a meeting, and in the Club Bulletin, with the request that the Membership cooperate with each Committee.

COMMITTEES

Upon the President's election to office and his being installed therein, the Club President is required to appoint the following Standing Committees:

- Constitution and By-Laws
- Expansion and Retention
- Youth Activities
- Projects
- Masonic Activities
- Public Relations
- Budget and Finance
- Patriotism
- Nominating

There are several other Committees which may be needed depending on the Club's activities, and which are equally important. Remember, the more Committees that are created, the more Members will be able to take an active part in the operation of the Club.

MEMBERSHIP

The life blood of the Club is Membership. No institution is ever static. There is always a turnover due to the exigencies of death, uncertainty of employment, change of residence, and other reasons. You must constantly be drawing into your Club replacement material as well as building new strength. The Chairman of your Expansion and Retention Committee should be a man of energy and likable personality. He should also preferably have a wide acquaintance, particularly in Masonic circles.

The primary source of New Members will be the guests brought to your Meetings by your Members. For this reason all your Members are in a sense, on the Expansion and Retention Committee, or at least in the recruiting ranks. It is important that a record of all your guests and their addresses be kept, and that they may be canvassed for Membership.

Make the guest feel at home when he attends the Meetings. Invite him to make application for Membership.

Be sure to find a job for New Members to do in the plan of the operation of the Club, and thereby maintain their interest in the Club.

NOMINATIONS

One of the most important Committees is the Nominating Committee, which will weigh the qualifications of the future Officers of the Club and will nominate the candidates. Nominations from the floor for the Elective Offices have generally proved unsatisfactory, and experience has shown that it is best to turn this task over to a qualified Committee for action.

The duties of the Nominating Committee require extensive knowledge of the qualifications of many men in the Club. This can come only with years of experience, and it is undesirable, therefore, to name Members to the Committee who have only recently joined the Club. Past Presidents are well qualified because of their extensive Club experience and the fact that they have served through the various Club offices. Care, however, should be taken that the impression is not created that a clique is trying to run the Club. It therefore, may be advisable to name to the Committee one or more Members who have not served in the Offices of the Club.

The Nominating Committee holds as many meetings as are necessary. It should consult with the general Membership and with the retiring President. The retiring President can give valuable information as to how the candidate worked on various Committees to which he had been appointed. Nothing can cause more suspicion of minority rule than a Nominating Committee which does not consult with the Membership of the Club. This can be a serious embarrassment to the Officers so selected.

After the Nominating Committee has come to its conclusion, it makes its nominations and submits its Report in writing to the Secretary. Due publication of the Nominating Committee Report should be had prior to the Election as provided in the By-Laws of the Club.

Nominations from the floor should always be permitted.

The President, therefore, is charged with the duty of giving careful consideration to the naming of the Nominating Committee.

PUBLICITY

If you would have High Twelve take its proper place in your community life, its activities should be given publicity, if permitted by the Grand Lodge.

BULLETIN

It is essential that you keep the Members informed of the Club's activities. This gives you another chance to give another Member a worthwhile job. Both the President and Secretary are ordinarily too busy to assume the full responsibility for this activity. Appoint a Member who is qualified to prepare a worthwhile Bulletin. Don't permit your Bulletin to become so conventional that the Members lose interest. Make it worth reading. Exchange of Club Bulletins between Clubs is very worthwhile for exchange of programs and ideas. The Bulletin should be mailed to the Editor of "*THE HIGH TWELVIAN*" and the Chairman of the International Projects.

LOCAL CLUB DIRECTORY

An alphabetical directory of your Club is valuable. List each Member's name, home and business addresses, and telephone numbers. You may well list the International Officers and State Officers with their addresses, current Officers and Committees of your Club, as well as Past Presidents.

You may also wish to include the Club's Constitution and By-Laws, or other significant High Twelve information.

VISITING DIRECTORY

It will greatly encourage visiting if you will have a suitable place set aside at the Club's meeting room for the posting of a directory of other High Twelve Clubs in your general area, giving the time, date, and place of their meetings.

It is a courtesy to recognize the visit of a High Twelvian from another Club by a notice to the Secretary of his Club.

PRESIDENT'S CHECKLIST - CALENDAR OF DUTIES

1. UPON INSTALLATION

- Study your entire Membership list.
- Put your Vice Presidents to work.
- Draft tentative Committee appointments.
- Call first Board Meeting to confirm Committee appointments and lay preliminary plans.
- Announce Committees.
- Confer with Committee Chairmen individually.
- Outline your Budget.

2. EVERY MEETING

- See that all details are complete for the meeting, including Chairmen, speaker, music, stunts, etc.
- Preside at the meeting with a balance of good humor and dignity.
- See that the guests and visiting High Twelvians are properly introduced.
- Call for Masonic announcements.
- See that the speakers and entertainers receive acknowledgment by mail.
- Make sure that the weekly, or monthly, Bulletin or notices go out.
- See that the meetings start and end on time.

3. EVERY MONTH

- Hold Regular Meetings of the Governing Board.
- Check on Club finances.
- Check Monthly Reports to International Office, Zone Officer, and State Officers and see that it is forwarded promptly along with any remittance required.
- See that programs are outlined for the month.
- See that your Club is represented by news in "The High Twelvian" or State publication.
- Make sure that all Members receive "The High Twelvian".

4. JANUARY AND JULY

- See that the Dues are forwarded to International.
- See that the State Association Dues are paid.

5. JUNE

Arrange that your Club is officially represented at the International Convention.

6. REGULARLY

- Provide suitable social functions for your Club.
- Render every possible assistance to all Masonic bodies, including official visits.
- Arrange for the induction of new Members.
- Check on attendance and see that Members with a waning interest are revived (by a special responsibility if possible).
- Maintain an aggressive policy of recruitment of new Members.

"THE HIGH TWELVIAN"

Your Official Publication is "*THE HIGH TWELVIAN*", the International Magazine. It is valuable in keeping your Members acquainted with the activities of the High Twelve movement and making them conscious of something larger than their Local Club. It is highly important that you contribute news of your Club's activities to the Editor promptly. Be sure that if there is a change of address for any Member that the new address is forwarded to the International Office at once on the Monthly Report so that they can change the records and thereby save postage in mailing the magazine.

NOTE: Honorary Members do not receive "*THE HIGH TWELVIAN*" unless the Club pays the Annual Subscription Fee to International.

SECTION 3 - VICE PRESIDENTS.

The Office of Vice President does not usually carry with it, as such, any definite prescribed duties. Many Club By-Laws merely state that the Vice Presidents "shall assist the President in the discharge of his duties and in his absence act in his stead." But this Office should not be regarded as unimportant. In many cases these Officers will some day succeed to the Office of President and they should be in an active training school. While such a policy would be unworkable if written rigidly into the By-Laws, it is nevertheless followed to a considerable extent. Therefore, the Member Elected as Vice President should be considered good Presidential material. He should be of a temperament which will make him willing and conscientious "right hand" man to the President, yet he should have initiative and executive ability of his own and should be of a caliber for promotion. His aim should be to cooperate with and not compete with the President. These qualities are not inconsistent with the qualities he should have as Presidential material, since the President in a voluntary organization such as High Twelve, actually accomplishes his good results by cooperation and teamwork, rather than by giving orders.

Use the Vice Presidents in worthwhile capacities. In smaller Clubs they may head important Committees, in larger Clubs they may be given supervisory duties over two or three Committees each. There are many duties which may be assigned to them and in which they will do efficient work for the Club. The important thing is that they not be considered as useless appendages or honorary place filler.

It is good practice to have the Vice Presidents preside at one or more meetings to give them practical and actual experience of conducting a Meeting.

SECTION 4 - CLUB SECRETARY.

More organizations have failed because of a poor Secretary than for possibly any other cause.

The duties of Club Secretaries are generally covered in the By-Laws of each Club, and certain duties are prescribed by the International By-Laws so each Secretary should study these sources carefully. Some unspecified duties may have become customary, so the following is given as a checklist.

CLUB ROSTER

Keep an up-to-date record of Members of the Club, including for each Member his *name, address, telephone number, business affiliation and birth date*. The date of his admittance to the Membership and Offices held and the date he resigned or was Dropped from the Membership Rolls. Report any changes to the International Office promptly on the next Monthly Report.

MINUTES

Keep Minutes of all Club Meetings and Governing Board Meetings. Perform all actions, including writing letters as directed in the Minutes of all Meetings. At Meetings the Secretary should have with him available for instant reference copies of the International Constitution and By-Laws, State Association Constitution and By-Laws as well as the Local Club Constitution and By-Laws, Membership Roster and the Minutes of the previous Meeting. All the documents here mentioned he shall keep corrected to date.

DUES

Collect all Dues and Fees. All delinquent Members should be Dropped. If the said Members are not Dropped from the Rolls of the Club by the end of June or December, the Club will be charged with the Per Capita Dues as set forth in the By-Laws of High Twelve International. In the case of a New Member elected subsequent to June 30 the Per Capita Dues will be charged by High Twelve International on the 1st day of January and thereafter. It is suggested that the Secretary read and keep in mind the provision of HIGH TWELVE INTERNATIONAL BY-LAWS, ARTICLE VI - REVENUE which pertains to the Per Capita Dues and the date the payment of the Dues is required. He should also read carefully the appropriate article of the State Association By-Laws pertaining to State Dues.

Billing for Dues is best accomplished through the use of a printed form.

The Expansion and Retention Committee should also "go to work" on the delinquent Members to make certain that they are not dropped as a result of their own carelessness.

To get the Per Capita Dues in to the International Office and to facilitate the International Office work in keeping the Members up-to-date, the following transmittal procedure shall be used.

1. **MONTHLY REPORT.** After the last meeting of the month, but not any later than the last day of each month, transmit on forms supplied by International, detailing the number of Members on such date to the International Office, with copies to the Zone Officer and State Association Officers as required.
2. **PER CAPITA DUES.** On or before March 1st and September 1st Per Capita Dues of Three Dollars and Fifty Cents (\$3.50) per Member shall be forwarded to International Office as per statement.
3. **NEW MEMBER.** Forward to International Office the sum of Three Dollars (\$3.00) for each new Member when sending in his name, etc. to International Office with the Monthly Report.
4. **REINSTATED MEMBER.** Forward to International Office, the sum of Three Dollars (\$3.00) for each Reinstated Member when sending in his name, etc. to International Office with the Monthly Report.

The Secretary shall turn all monies over to the Treasurer, taking his receipt therefore.

Make sure that every Member who has paid his Dues receives his Dues Cards.

Keep an accurate record of Honorary Members, not to exceed *four* (4) at any one time.

REPORTS

Monthly Reports on the International forms shall be submitted promptly in accordance with ARTICLE II-B, Section 4 of this Manual.

Receive, file and safeguard all Reports of Officers and Committees.

NOTICES

Send requisite notices, announcements, etc. to Members of the Club and others as required.

CORRESPONDENCE

Carry on the correspondence of his Club. Use zip codes on all correspondence, including names, etc. sent to International Office.

COOPERATE WITH THE TREASURER

In a Club with a limited Membership, it may be possible to combine the office of Secretary with that of the Treasurer. However, in the usual case where these Officers are separate, close cooperation is required between the two Officers in order that their respective records will be in agreement at all times, particularly with reference to Members in Good Standing, Resignations, Members Dropped for Non-payment of Dues, or for other cause. High Twelve International By-Laws provide for a Transfer of Membership from one Local Club to another. The Secretary should furnish to the Member wishing to Transfer, a letter stating that he is in Good Standing in the Local Club, if that be the case, and assist the Member to effect the Transfer speedily.

In the event the Transfer is not effected, for any cause, to notify the President for further action.

REINSTATEMENT OF MEMBERS

Receive the application of the Member petitioning for Reinstatement, and if said Member is Reinstated according to the By-Laws of High Twelve International, immediately notify the International Office on the Monthly Report.

NOTIFY THE INTERNATIONAL OFFICE MONTHLY REPORT

Names and addresses of New Members should be sent to the International Office promptly, including zip codes.

It is very important to keep the International Office informed regarding *changes of addresses, resignations, deaths, transfers, including zip codes.*

The Secretary should advise the International Office of the Election of New Officers immediately after each Election, giving their current mailing address.

If, however, the new Secretary does not take office immediately, such advice should be given by the retiring Secretary with the date of induction of the new Officers.

PRESERVE RECORDS

An accurate filing system should be kept so succeeding Secretaries can find information in the past records. Certain documents, such as fire and theft insurance policies covering Club property, etc. should be kept in an absolutely safe place, preferably a safe deposit box, inasmuch as the loss of such documents might be serious. As a further safeguard, the Secretary should keep the President informed regarding the exact whereabouts of such documents, and his records should show where they are located.

DESTROYING SELECTED OLD FILES AND RECORDS

Files of correspondence, records and Reports will attain considerable bulk over a period of years so it may be necessary to destroy part of them to make room for new files. Careful discrimination must be exercised in deciding which files and records should be retained indefinitely and which should be destroyed. While much of the routine correspondence concerning address changes, transfers, resignations, and the like, quickly lose its value and can be safely destroyed, there are certain types of records and Reports which must be kept indefinitely because they represent the written history of the Club. This applies particularly to the Minutes of the Meetings. Rather than rely solely upon his own judgment, it is a requirement for the Secretary to consult with the Governing Board and obtain its approval before actually destroying any Club files and records.

ARRANGING FOR PRINTING AND PURCHASE OF SUPPLIES

It is the Secretary's duty to procure the printing for the Club and to procure the necessary supplies as required by the Club.

BOARD MEETINGS

The Secretary generally Reports at each Meeting of the Governing Board, briefly outlining Resignations, Transfers of Members and Deaths, as well as any correspondence affecting the interests of the Club. The Secretary's Annual Report, if required, should be in writing and should include statistical summaries of Membership changes during the year. The Report should also present an account of the expenses of operating the Secretary's Office broken down by items such as stationery supplies, printing, postage, salaries, clerical and stenographic assistance, etc. and should recommend the amount to be appropriated for the Secretary's Office in the Budget for the following year. Recommendations and suggestions for improvement in methods of handling Club business should also be included if necessary.

HANDLE CLUB NEWS

Unless there is a Club Editor or some other Member specially appointed to handle Club news and publicity, the Secretary has the duty of furnishing Club News to "*THE HIGH TWELVIAN*", the State publication and to Local newspapers if permitted by the Grand Lodge. He should check with the President before releasing any news item.

CREDENTIALS FOR DELEGATES

Delegates selected to represent the Club at the International Convention and the State Convention, or to Special Meetings of either the International or State Association shall present their credentials in person to the Credentials Committee at such Meetings. The Secretary prepares the credentials at the direction of the Board.

COMMUNICATIONS

If the Club desires to present a resolution to the International Convention or to the State Convention, the Secretary should send such resolution to the International Secretary as required by the Constitution and By-Laws of High Twelve International, and to the Secretary of the State Association within the time prescribed.

The Secretary should advise all New Members including Honorary Members of their Election to Membership. He should advise all those whose applications for Membership are rejected, being careful to return their Application Fees, if charged and collected. The Secretary, after consultation with the President, usually writes letters of condolence and sympathy to the relatives of deceased Members, and letters of encouragement and good wishes to Members who suffer illness or accident. Sometimes the Secretary is directed to write letters of commendation to retiring Officers and Committeemen. The President may direct the Secretary to write and send out letters to other Club Officers and persons inviting them to attend Club functions.

OTHER DUTIES

Care of Club property. Unless the President appoints a Member or Committee for the purpose, the Secretary must keep the property of the Club safely.

The Secretary must prepare the necessary affidavits advising banks used as depositories for Club funds the identity of the Members authorized to sign checks and make withdrawals. If advice is needed as to the form of such documents, the banks will furnish it.

COMPLETION OF OFFICE

The Secretary owes it to the Club to do the best job possible in training his successor. The Secretary cannot consider his job complete until his successor signifies he can carry on alone.

SECTION 5 - CLUB TREASURER.

The duties of the Club Treasurer are generally covered in the By-Laws of each Club. In addition thereto, the International Constitution and By-Laws imposes certain duties on the Local Clubs in reference to the payment of Per Capita Dues, etc. so therefore each Treasurer should study these carefully. Some duties specified therein may have become customary, so the following is given as a check list.

BANK

Obtain letters from the Secretary and the former Treasurer to the Bank in which the Club funds are deposited, authorizing the new Treasurer to deposit and withdraw the funds of the Club. Where Bank change is involved, have Secretary prepare resolution, signature cards, etc. and forward them to the Bank. Where possible checks should be signed by the Treasurer and one other Officer of the Club.

BOND

In the event the Club By-Laws require the Treasurer to be bonded, the new Treasurer will be required to sign the necessary forms as provided by the Bonding Company. Particular care should be taken by the Club to keep the amount of the bond within reasonable limits, otherwise the premium will be excessive.

BUDGET

Good financial practice demands that the Club Treasurer contact all Officers and Committee Chairman to get their estimates of expense requirements for the business year. He should then summarize the estimated income, expenses, and reserves and submit his Report to the Budget and Finance Committee of the Club for the preparation of a Budget.

INCOME

Deposit immediately all Club funds received from any source, issue working funds to the Chairman of various Committees, when directed to do so by the Governing Board or authorized Officer.

BILLS AND CHECKS

All Bills must be paid promptly to keep the Club's credit good. Be sure the Bill you pay is authorized, by Budget approval, and properly approved by the Member, Committee Chairman and/or Officer under whose responsibility the obligation was created.

All checks, remitting money to High Twelve International, should be made payable to High Twelve International, and not be drawn to an individual Officer, Committee Chairman, or Member. Checks should be mailed directly to the International Office. The same procedure shall apply when remitting money to the State Association, and the checks should be sent directly to the State Office.

All checks for gifts to the Wolcott Foundation shall be made payable to the Wolcott Foundation, Inc. and forwarded to the appropriate Wolcott Trustee.

RECORDS

Keep an accurate account of all money received and paid out - as simply and clearly as possible. Note check number on each Bill paid - after getting it properly authorized for payment. Preserve all paid Bills for review by the Auditing Committee.

MEETING REPORT

Make Report of money received, money paid out, and cash on hand at each Meeting of the Governing Board, if required. Make the Report in such detail as required by your Club. Make an Annual Written Report at the end of the Club Year in such detail as may be required by the Club Auditing Committee. Brief your Report for the Meeting but stand ready to support any inquires.

NEW CLUBS

Any Club admitted to Membership shall pay a Charter Fee of Five Dollars (\$5.00) per name as the name appears on the Charter, but shall not be liable for the payment of Per Capita Dues until the next succeeding semi-annual period. (HIGH TWELVE INTERNATIONAL BY-LAWS, ARTICLE VI - REVENUE)

The Treasurer, Secretary, as well as all Officers of a Local Club are reminded that by virtue of HIGH TWELVE INTERNATIONAL BY-LAWS, ARTICLE I - MEMBERSHIP, SECTION 2d, the non-payment of Per Capita Dues for *three billing cycles* shall be cause for termination of Membership of the Club from High Twelve International at the discretion of the Governing Board of that body.

The attention of the Treasurer, Secretary and all other Officers of a Local Club is directed to the provisions of HIGH TWELVE INTERNATIONAL BY-LAWS, ARTICLE I - MEMBERSHIP, SECTION 2(f), which provides that in the event any Club for any cause shall cease to be a Member of High Twelve International, it shall relinquish the name "High Twelve" in its Club Name, Emblem, Badge, or Insignia of High Twelve International in every manner whatsoever, and shall surrender its funds, property and Charter of Membership to the International Secretary.

SECTION 6 - MASONIC REPRESENTATIVE.

The Constitution of High Twelve International provides for the creation of the office of Masonic Representative in each Local Club. He shall be liaison to the Local Blue Lodges.

The Masonic Representative in the absence of a duly appointed/elected Wolcott Representative should be the liaison between the Wolcott Foundation, Inc., and the Local Club and shall indicate to the various Lodges the High Twelve International is to be "In Service to Freemasonry".

It is recommended policy that Member Clubs should offer the services of the Members to assist the Blue Lodge Officers in coaching candidates for the various degrees, or any other similar procedures which could aid and assist the Lodge Officers.

SECTION 7 - SERGEANT-AT-ARMS.

The Sergeant-at-Arms is an Appointed or Elected Official Appointed or Elected at the Annual Meeting of the Club for the term of one year, and until his successor is Elected and Installed into office. He shall perform such duties as are inherent in his office, or which shall be assigned to him by the President.

SECTION 8 - CHAPLAIN.

The Office of Chaplain is Appointive in nature. In most Clubs there will be one or more Members who are ministers of the Gospel. It shall be the duty of the President of the Club to appoint a Chaplain to serve as such during the term of office of the President.

Inasmuch as we predicate our Membership on Freemasonry, we should always conduct ourselves as Masons. It is fitting therefore that all Meetings of the Club be opened by prayer as is the custom in Masonic Bodies.

SECTION 9 - WOLCOTT REPRESENTATIVE.

The Office of Wolcott Representative is appointive. Each year the incoming President will recommend to the Board of Directors a High Twelvian to this Office. The Wolcott Representative shall be the liaison between the Wolcott Foundation, Inc. and the Local Club. He shall endeavor to promote donations to the Foundation and work in liaison with the nearest Zone Officer of the Wolcott Foundation.

ARTICLE V

SUGGESTED HIGH TWELVE INTERNATIONAL OBLIGATION FOR INSTALLATION OF OFFICERS

Place your hand over your heart (right hand).

Say I, (pronounce your name in full and repeat after me).

Before these witnesses, do acknowledge and swear that:

I will faithfully discharge the duties of the Office to which I have been entrusted and elected, to the best of my ability.

I will conform to and abide by, the Constitution and By-Laws of this Club, the State Association of High Twelve Clubs and High Twelve International.

I will be present at all Meetings of the Club, Board Meetings and take an active part therein.

I will endeavor to promote true fellowship and friendship amount the Members and lead the Club in rendering true service to the Community, to our Country, and to the Masonic Fraternity.

So help me God, and keep me steadfast.

ARTICLE VI

INSTALLATION PRAYER

(It is suggested that the following prayer can be used for the Installation of Officers of a Club or State Association in the event there is no Minister available to take part in the installation service. It of course can be used by a Minister if so desired.)

Grant, O Lord, our God, that the Brothers who are about to be inducted into office as the Officers and Trustees of the High Twelve Club of _____ may be embed with the wisdom to properly perform the duties of their Office and to guide all Members in their duties as Masons and High Twelvians.

May brotherly love, relief and truth always prevail among them, and may the bonds of union continue to strengthen the Club.

Bless all High Twelvians, and their loved ones, and grant speedy relief to all who are oppressed, or distressed.

We commend to Thee all Members of High Twelve. May they increase in grace, in knowledge, and in brotherly love of each other.

May they finish all their work here below with Thy approval and then have their transition from this earthly abode to Thy Heavenly Temple above, there to enjoy light, glory and bliss, ineffable and eternal. **AMEN.**

ARTICLE VII
WOMEN'S AUXILIARY

The Governing Board would not look with disfavor at a Local Club having it's own Women's Auxiliary (Twelvettes, etc.). However, the International Governing Board emphasized that such an auxiliary would be a Local Club affair, and would have NO OFFICIAL connection with High Twelve International.

ARTICLE VII
PROCEDURE FOR CHANGES

1. WHO MAY PROPOSE:

Changes to this Manual Section may be proposed by a Local Club, a State Association or by the Governing Board.

2. PROCEDURE:

Proposed Changes shall be submitted in writing to the International Secretary in adequate time to enable him to notify all members of the Governing Board, by mail, prior to the Meeting of the Board.

3. VOTING PROCEDURE:

A simple majority of all votes cast, a Quorum of the Governing Board being present, shall be necessary for adoption.

4. WHEN EFFECTIVE:

A Change to this Section shall be effective immediately upon its adoption by the Governing Board, unless otherwise provided by the wording of the Change or the Motion for adoption.