



Incoming Exalted Ruler Training

*March 04, 2018
Annapolis Lodge #622*

Presented by:

Elks Leadership Training Committee



Introductions

- Please write the following on the folding tent facing towards front
 - Name
 - Lodge Name and Number
 - Incoming Position
 - Number of years an Elk on Left
 - Number of years an Officer on Right



Agenda

Morning

- Kick-Off
 - Administrative
 - Introductions
 - Framing the Training
- Training Committee Overview
- Organizational Foundation Building
 - Jolly Corks
 - Organizational Intent
 - Organizational Structure
- Elks Leadership Overview
- Elks Leadership and Volunteers
- What Every Exalted Ruler Should Know

Afternoon

- Lunch
- Exalted Ruler Training for Leading Knight
- Team Building
- Lodge Committees and PER Mentoring
- Annual Calendar Development
- List of References
- Training Close-Out



Administrative

- Welcome from Annapolis Lodge
 - Restrooms
 - Emergency Exits
 - Smoking Areas
 - Lunch Overview
 - Lunch around 12pm for 30 minutes
 - Cold cuts platter with condiments, chips, drinks



Framing the Training

- Target Audience: Incoming Exalted Rulers and any chair officers preparing to progress through the chairs
- Objective 1: To provide information to incoming Exalted Rulers to help them plan their lodge year with strategies on successfully executing that plan
- Objective 2: To provide a recurring annual training program that will continually introduce consistent leadership and planning tools to incoming Exalted Rulers thus promoting a building block effect
- Local Lodge Leadership, Planning, and Execution strategies



Training Committee Objectives

Committee Objectives:

- 1 – Distribute applicable monthly information to the Exalted Rulers to help them prepare for upcoming monthly GL requirements**
- 2 – Continue to look for ways to deliver 1,2,3 hour training modules during State Association workshops and District Deputy Clinics, when time is available**
- 3 – Identify local lodge members with potential / desire to become State Association Officers and Committee Members and pair them with established State Association Leaders for mentoring**



Jolly Corks & Elk Organizational Intent



Presented by:

Elks Leadership Training Committee



The History of the Jolly Corks



https://www.youtube.com/watch?v=07MXXmoWzks&list=PLZI_aCrc23YjyDnBYrnSeYegPEo4zhM&index=23



Why did the Elks Organization form?



Membership



Patriotism





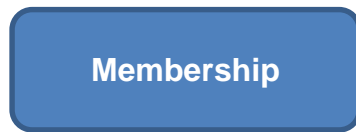
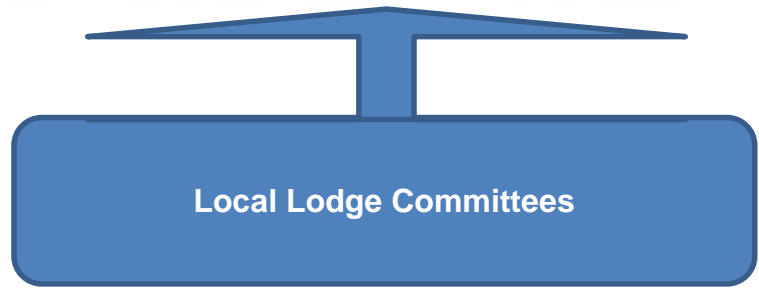
How do the Elks help the Community?



Not all committees represented on wheel for simplicity – all committees are required and feed into each other to successfully implement the entire Grand Lodge Program



Successful Lodge Model





Grand Lodge Organizational Structure



Presented by:

Elks Leadership Training Committee



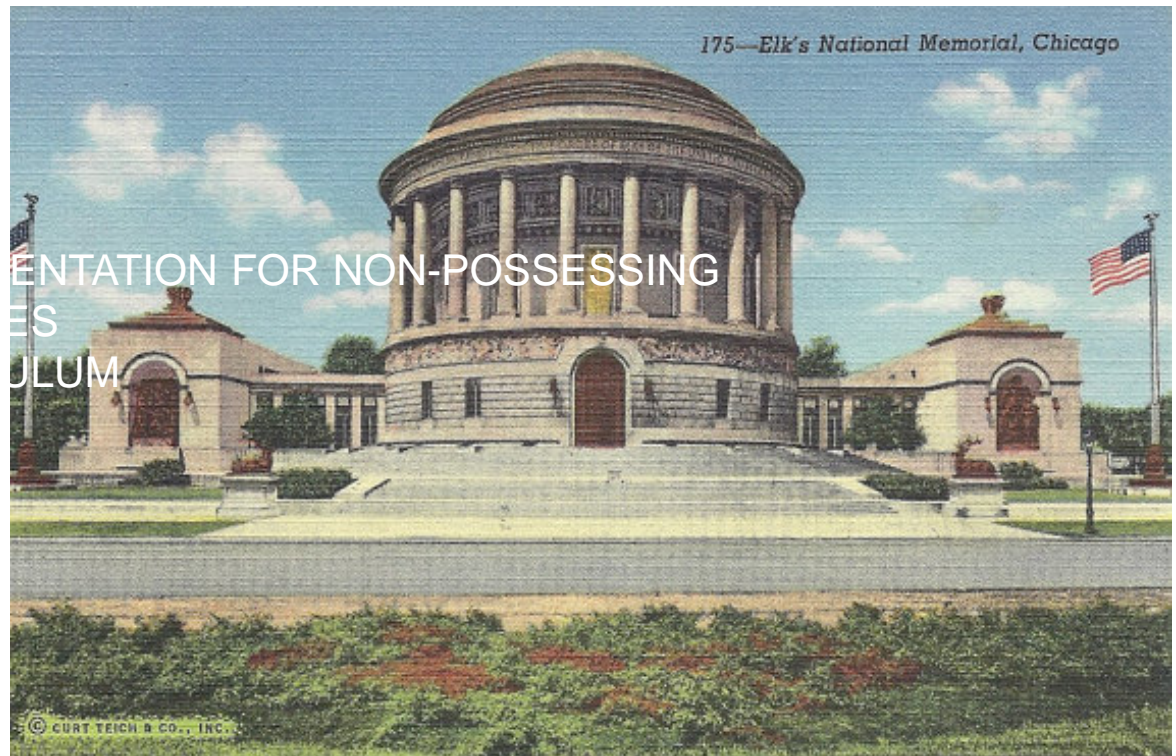
Grand Lodge

IRS 501 (C) (3)

Issues & Revokes
Charters

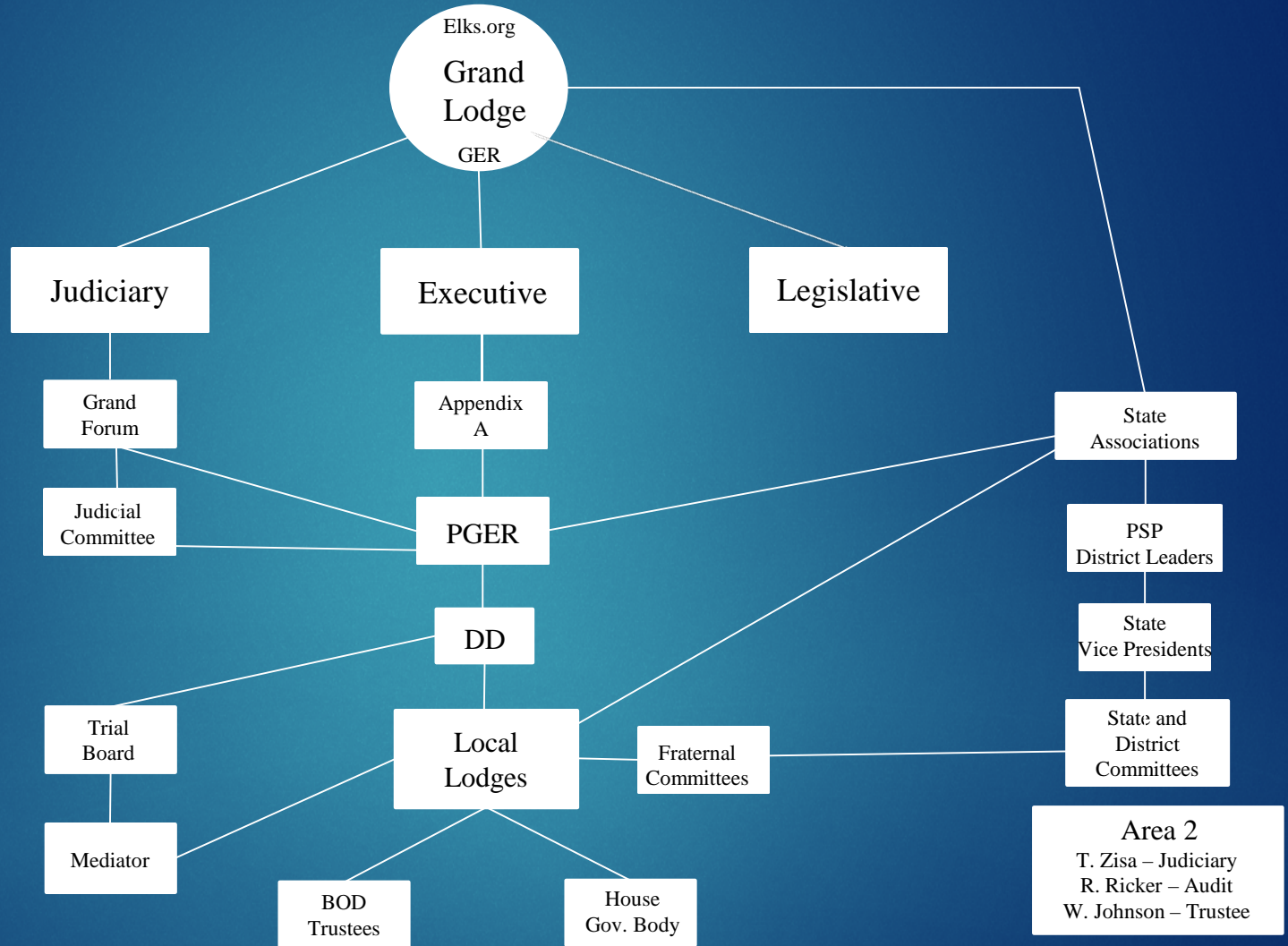
Elks.org

Constitution &
Bylaws





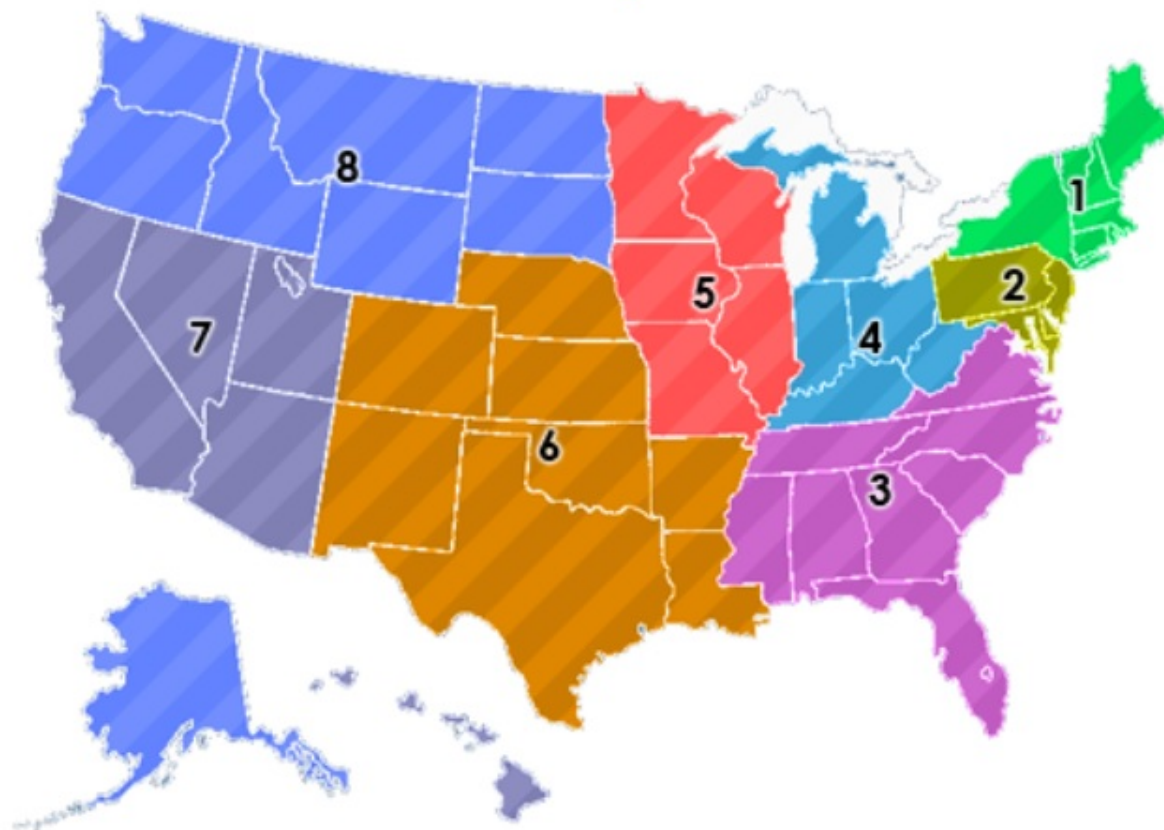
Generic Organizational Structure





Grand Lodge Areas

Grand Lodge Areas





State Association Structure



IRS 501 (C) (3)

State Sponsor (PGER)

State Association Officers

State Bylaws

PSP & District Leaders

State Vice Presidents

State & District Committee Chairpersons

Training & Information

State Project (Camp Barrett)

Jernick Fund

*Advisory & Leadership (Main Role)





Local Lodge Structure



IRS 501 (C) (8)

Exalted Ruler (President)

Chair Officers (Vice Presidents)

Officers

House Governing Body

Committees

Bylaws & GL Statues

Membership





Strategic Vision

- **Definition:**
 - Ideas for the direction and activities of an organization
 - Generally included in a document or statement so all members can share the same vision
 - Used as guide to help make decisions according to the shared principles of the organization
- **Grand Lodge has a National Vision**
 - Mission Statement
 - Constitution
 - Statutes
 - Rules and Regulations of the Order
- **MD, DE, & DC State Association has a strategic vision to become more customer service focused to local lodges**
- **Local lodges must develop a 5-year plan to maintain a consistent strategic vision**
 - Unique posture within Grand Lodge framework
 - Understand strengths / weaknesses
 - Enhances leadership cohesiveness





Importance of Planning



- **Strategic Vision**
 - Something that you imagine
 - A picture that you see in your mind
- **Goals and Objectives**
 - Near-term – very detailed with specific tasks / schedule
 - Mid-term – somewhat detailed with notional tasks / schedule
 - Long-term – few details with no associated tasks or schedule
- **Team communication + buy-in = successful implementation**
- **Re-evaluate plan as required**
 - Anytime
 - Mid-year
 - Annually

“In preparing for battle I have always found that plans are useless, but planning is indispensable.” [Dwight D. Eisenhower](#)



Elks Leadership and Volunteers



Presented by:

Elks Leadership Training Committee



Leadership Considerations



Leadership...

The capacity or ability to lead.
The position or office of a leader.



Why the topic of Leadership?

ELKS have a need for Good Leadership in order to be successful, at our programs and in our benevolence!

We have many leaders:

- **Lodge Officers**
- **Committee Chairpersons**
- **GER, DD, SP, VP, ER, PERs, PSPs, PVPs, PDDs, etc.**
- **All must take a leadership role for the Elks to be successful**



Working with Volunteers

In the Elks, we are working with volunteers, so our leadership tactics must be different

“Ordinary People can make an Extraordinary Difference”

How?

By learning leadership when working with volunteers





Volunteers

When you joined your lodge...

- Did you feel welcome?
- Were you greeted with open arms?
- Were you treated kindly?
- Were you asked to participate and help out?

Maybe, but perhaps not!



Leadership of Volunteers 101

- **Make people feel comfortable**
- **Greet them with respect**
- **Make them feel special, appreciate their work**
- **Get to know the individuals**
- **Introduce them with enthusiasm**
- **Offer to help, but let them do it their way**
- **Give them Recognition...Often!**



Leadership of Volunteers 101

- **Put yourself in their shoes**
- **Listen more than you talk**
- **Don't blame, it may be your fault**
- **Good Communications - tell them what is expected, not how to do it**
- **Thank publicly – be critical privately**



Leadership Skills

- **Be Patient**
- **Be Fair**
- **Be Decisive**
- **Be Consistent**
- **Be Helpful**
- **Most of all, “Be Thankful and Recognize”**



Leadership Skills...

Delegate does not mean ... "DUMP"

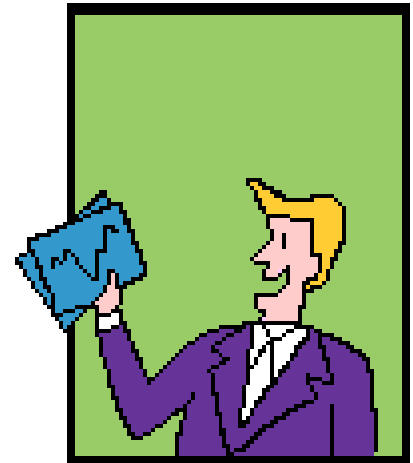
Delegate means:

- **You trust them**
- **You give them ownership**
- **You have faith in their performance**



How to Delegate the Three L's

- 1. Look for good people**
- 2. Listen to them**
- 3. Let them shine**





A survey was taken on why people volunteer...

...The most significant reason people volunteer is for **continuous recognition** and **appreciation** from their leadership.

- Thank them at meetings
- Print a “thank you” in your Lodge bulletin
- Present a certificate or a plaque at a meeting or ceremony
- Don't ever forget
- Do it often





Leadership

YOU can be a great **Leader** and

... **Grow your Membership**

... **Grow attendance at meetings**

... **Grow Elkdom in your Community**



What every Exalted Ruler should know



Presented by:

Elks Leadership Training Committee



What every Exalted Ruler should know

See Appendix A



Team Building



Presented by:

Elks Leadership Training Committee



Team Building

Team Building - gives us a way to be Effective Managers when working with Volunteers



Why Team Building??

The Elks have a lot of “Teams”

- **Member Teams**
- **Officer Teams**
- **Committee Teams**



Team Building

Characteristics of a Team:

- Share Emotions
- Co-operation among members
- Communications
- Common Goals



Team Building

Attitude

- **Work together to accomplish a common goal**
- **Committed to a common cause**



Team Building

Communication

- **Builds understanding and allows buy-in by team members**
- **Draws upon each person's talents**



Teamwork

- **When everyone is committed to everyone's success**
- **Belief in one common goal**



Team Building

To Be Successful

- Overcome Adversity
- Have a will to win



Team Building

Empowerment

- Allowing others to be able to make decisions
- Allows for consistent decision environment

Leading at the speed of Trust!



Team Building

Everyone is important

- **Your challenge is to find out how to use the talents of each individual for the common goal**



Ingredients for Success

- **Everyone is a volunteer**
- **Replace inactive members**
- **Morale – Efficiency**
- **Good Communications Channels**
- **Encourage – Motivate – Thank**
- **Meeting Agenda**
- **List of Responsibilities**
- **Plan in Advance**
- **Have Meeting Minutes**
- **Relay Minutes to Membership**



Officer Duties



Presented by:

Elks Leadership Training Committee



Obligation & Commitment

- Every leadership position is important to the success of your Lodge...Officer, Chairperson, Committee members
- If you take a position, do it to the best of your ability
- If a person does NOT have the time to be an Officer, perhaps they should consider being a Committee Chairperson or Member
- All lodges need strong Leadership - Officers must be prepared by reading the available manuals
- All should have the same goals. Work together.
- Exalted Ruler should establish goals immediately with Lodge Officer input



Officer Positions

- All Officer positions are important!
- Strong leadership will strengthen your Lodge
- The Exalted Ruler is the Chief Executive Officer and is held responsible for all Lodge activity
- All officers should enforce the “House Rules”
- A member in violation is considered “Conduct Unbecoming An Elk” (16.040 decision 01)
- As an officer, if you’re not sure of something, ASK the PER Association for guidance



Exalted Ruler's Duties

1. Shall attend District Deputy clinics and perform any duty as outlined by the Grand Lodge Statutes or Lodge By-Laws (12.020)
2. ER could be a member of the House Committee and the Chairman (16.040 op-16) - Can NOT be paid!
3. ER shall appoint the Esquire, Chaplain, Inner Guard, Tiler, and Organist (optional) (12.010)
4. At the first Lodge meeting, should appoint a Mediator and Justice of the Subordinate Forum (13.020)
5. Shall appoint all committees with minimum of 3 members each (13.020)
6. ER shall ensure the club facilities are closed during all special and regular meetings (Statute 16.090)



Exalted Ruler's Duties...

7. ER is an ex-officio (without vote) member of the Board of Trustees, and should attend all meetings (12.020)
8. ER shall retain the only key for the Subordinate Forum Box (8.040) and see that the Trustees and Secretary draw names as outlined by the Statutes in June and December (1.210)
9. ER shall attend the GL Convention and attend all business sessions, and submit a report to the lodge not later than the first regular meeting in October of issues presented at the meetings (12.120)
10. Exalted Ruler should hold regular monthly meetings with the Lodge officers (Maybe before regular meetings)
11. Exalted Ruler shall attend all Vice President's Clinics, and all MD, DE, and DC State Conventions
12. ER should attend all PER meetings
13. ER should be familiar with "Roberts Rules of Order"



P.E.R. Association

- The P.E.R. Association is a vital group to any lodge, and is required by Grand Lodge (13.190)
- They shall hold regular meetings
- Because of their knowledge, they will add value and success to your lodge
- They shall have a group of Officers within the association
- They should offer suggestions of members that will make good committee members and officers



Committee Chairpersons

- Strong committee chair people are vital to the success of the lodge, and should be selected wisely
- Each committee by statute should have a minimum of three members (13.020)
- “Progress” or “No Report” should not be accepted as a committee report
- Need to attend District meetings to get the overall committee objectives



Subordinate Lodge Committees

- Americanism 13.030
- Auditing 13.040
- Drug Awareness 13.041
- Flag Day 13.050
- Gov. Relations 13.060
- Hoop Shoot 13.061
- Lodge Activities 13.091
- Membership 13.070, 13.080, 13.090
- Memorial Day 13.110
- Elks National Foundation 13.120
- Nat. Vet. Service 13.130
- Public Relations 13.140
- Community Activities 13.150
- Visiting 13.160
- Youth Activities 13.070



Subordinate Lodge Committees...

- There are 15 Grand Lodge Committees which the ER shall appoint
- Plus, Lodge-specific Committees: Sickness & Distress, Bulletin, By-Laws, Investigation, Indoctrination, etc.
- ER may form and appoint special committees (12.020)
- Without committee work, the Lodge has no purpose or reason for formation. Committees do the “work of Elkdom”
- Committee chairperson should hold monthly meetings, and present a report to the Lodge, as well as posting committee activities and progress in Lodge bulletin



Standing Relief Committee

- Consists of Exalted Ruler, the 3 Knights, Secretary & Treasurer
- They shall examine the merits of all cases suggesting the necessity of aid or relief
- Names of members seeking relief should be confidential
- Lodge must vote on the appropriations
- Motion for such requests may be made by any member



Appointed Officers

- The ER has Five (5) Officer appointments to make:
 1. Esquire
 2. Chaplain
 3. Inner Guard
 4. Tiler
 5. Organist

Plus...



Presiding Justice of the Subordinate Forum

- Appointed by the Exalted Ruler (13.020)
- Should be a lawyer, if available
- Not be an Officer, need not be installed
- Shall have jurisdiction over all cases involving an offense committed against the “Laws of the Order” by a member of the Lodge
- Shall decide all cases, acting as Judge
- Shall prescribe the penalty

Plus...



Mediator

- ER to appoint a Mediator. Need not be a lawyer.
- Should have a firm knowledge of Statutes
- Should understand the laws on discrimination and harassment
- Should refrain from conversation with anyone involved in a pending case
- Must be impartial or remove themselves if they can not be
- Mediator must be informed within 2 days of the filing of a “Notice of Intent”
- Shall set up a meeting between the accused and the accuser within 5 days of filing of notice
- Only the mediator, the accused, the accuser, and their legal council are permitted to attend the mediation
- No record of the proceedings of the mediations are permitted
- The mediator **MUST** control the session
- It is the objective of mediation that a solution to the issue be achieved
- At conclusion, mediator must submit a written statement to the secretary of his findings - Resolved or Unresolved



Some Problems To Watch Out For

- Lodges without solid Officer slates (PERs in chairs)
- Lack of a strong PER association (13.190)
- Lodge failure to maintain a sound financial condition (9.130j)
- Lack of committee work, or promote programs of Order (9.130k)
- Unauthorized or illegal raffles (ex: liquor as prizes)
- Illegal Gambling (ex: card playing for money) (9.150)
- Lodges not keeping Charity book
- Lodges using dedicated/Charity funds for other than what they were intended
- Lodges holding immodest or immoral shows (9.140)
- Sexual Harassment and Discrimination
- Club operators violating state liquor laws (ex: Jello shots)
- Not following TAM or state ABC Guidelines in refusing service
- House rules not approved by Grand Lodge (17.050)



PERCEPTIONS

*We are measured
Not by what we are;
But by what we seem to be;
Not by what we say,
But how we are heard;
Not by what we do,
But how we appear to do it.*



Elks Care - *Elks* Share



Lodge Committees and PER Mentoring



Presented by:

Elks Leadership Training Committee



Purpose

- Developing our Leading, Loyal, and Lecturing Knights through a PER-led mentoring program, will inculcate the values of the Order and alleviate the total burden of leadership from the Exalted Ruler
 - Committees will be subdivided among the Exalted Ruler and Knights for accountability and to ensure lodge execution is well understood
 - An Officer that “runs the chairs’ within the local lodge, will have had direct contact and leadership of all committees within the lodge
 - Goal of this mentoring program is to provide ownership experience to the vice presidents of the lodge and prepare them for the task of Exalted Ruler



Execution Strategy

- PER Association will determine most suitable PERs for mentoring each of the Knights and the Exalted Ruler
- Goals are to provide assistance
 - Vetting prospective committee members
 - Situational awareness/scheduling events associated with each committee
 - Grand Lodge/State Association reporting (where applicable)
- Expectation is that lodge leadership/ PER synergy will lead to:
 - A more cohesive team of leaders
 - Improve compliance of Grand Lodge programs
 - Relieve fiscal barriers that are a result of uninformed decision making



Exalted Ruler

- **AUDITING AND ACCOUNTING COMMITTEE**
- **ACCIDENT PREVENTION COMMITTEE**
- **PER ASSOCIATION**
- **STANDING RELIEF COMMITTEE**
- RITUALISTIC
- STATE MAJOR PROJECT
- HOUSE COMMITTEE
- BUILDING & GROUNDS



Leading Knight

- **FRATERNAL COMMITTEE**
 - AMERICANISM
 - ELKS NATIONAL FOUNDATION
 - FLAG DAY
 - MEMORIAL DAY
 - MEMBERSHIP
 - LODGE ACTIVITIES
 - VETERANS SERVICES



Loyal Knight

- **ACTIVITIES COMMITTEE**
 - COMMUNITY PROJECTS & ACTIVITIES
 - YOUTH ACTIVITIES
 - HOOP SHOOT
 - DRUG AWARENESS
- **PUBLIC RELATIONS COMMITTEE**
 - SOCCER SHOOT
- **SCHOLARSHIP COMMITTEE**



Lecturing Knight

- GOVERNMENT RELATIONS COMMITTEE
- SWIMMING POOL COMMITTEE (SPECIFIC LODGE COMMITTEE EXAMPLE)
- FOOD (DINNER) COMMITTEE
- BULLETIN COMMITTEE
- ENTERTAINMENT COMMITTEE



Conclusion

- Builds upon the MD, DE & DC State Association Officers Members Leadership Training
- Provides our Officers with avenues to ask questions and be held accountable for leadership
- Gives the PER Association another meaningful way to support the Lodge

QUESTIONS?



Annual Calendar Development

- Plan your entire year on a calendar with your officers and committee members
- Begin with Grand Lodge Calendar *already* populated with Grand Lodge events on specific dates
- Use Exalted Ruler, Lodge Officers, Committee Members Handbook
- Use State Association Directory for future events – know the conference and workshop dates – plan local lodge events around them
- Use local Lodge knowledge to plan meetings, events, and activities

2018 Calendar

January 2018	February 2018	March 2018	April 2018
W S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	W S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28	W S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	W S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30
May 2018	June 2018	July 2018	August 2018
W S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	W S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	W S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	W S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31
September 2018	October 2018	November 2018	December 2018
W S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	W S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	W S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	W S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31

www.january2018calendar.com



List of References

- [Grand Lodge Resources](#) Handout – Appendix B
- Grand Lodge Website review - www.elks.org
- Exalted Ruler, Officers, Committee Members Manual review
- MD, DE, & DC State Association Officers Members Leadership Manual review



Training Close-Out



Presented by:

Elks Leadership Training Committee



Training Take-Aways

- Critically think through tough decisions using the overall Elks organizational intent
 - Why are we an organization?
 - Who are our stakeholders?
 - How do we interact with our stakeholders?
- Plan your year for optimal chance at success
 - Use an annual calendar to plan your year – GL dates, SA dates, LL dates (all important)
 - Every year; Plan for 5 years – leadership - vision
 - Involve the successive leadership so there is buy-in to continue
 - Meet with officers *at least* monthly, but bi-weekly if possible, to keep communication open
- Use Grand Lodge resources – All on www.elks.org
 - Especially Exalted Ruler, Lodge Officers, and Committee Members Manual
 - List of Resources Handout
 - Essential to familiarize yourself with GL website
- All committees are equally important as spokes on a wheel
 - Lodge Success is the hub
 - Membership and financial stability are the foundation
 - Community outreach within committee programs create more membership and financial stability – continuous loop
- Have fun with your team!!!



Training Survey

- Give us the The Good, The Bad, and The Ugly
- This committee wants to continuously improve
- Please take a few minutes to complete



Appendix A

What Every Exalted Ruler Needs to Know

(According to Priscilla Anne Schwab, who didn't know much of anything when she was Exalted Ruler)

First, congratulations to all you new Exalted Rulers, and condolences to those of you who have to repeat the process as PERs. And for those of you who didn't make it this time around, fortunately, every lodge needs a new Exalted Ruler every year.

My topic today is three-fold. First, what Exalted Rulers can do. Oh, the power of it all. Second, what Exalted Rulers cannot do. Unlike Secretaries, you are not omnipotent. And third, Miranda Warnings for Exalted Rulers.

Before we begin, I wanted to share some legal tidbits with you from the Constitution of the Order. We lawyers like to review constitutions once in a while, just to show how erudite we are.

Article I, Section 1 allows the 11 o'clock toast to be given by one other than the Exalted Ruler or a Past Exalted Ruler. The only requirement is that it be done in a dignified manner.

Article III, Section 1(4) tells you how to achieve PER status, which is, after all, the whole point of being ER. There are 23 opinions on the subject, mostly focusing on completing the term of office.

Article VI, Section 4 gives you the power to appoint a Presiding Justice and the four members of the Subordinate Forum. The statutes mandate that you exercise that power.

Finally, Article VII, Section 2 permits you to refer to yourself as President of the Lodge, but only when communicating with the non-Elk public.

Chapter 12 of the Grand Lodge Annotated Statutes contains the powers of the Exalted Ruler. Think of yourself as the Chief Executive Officer, the CEO. Some of your powers are absolute. You have absolute power to appoint the Chaplain, the Inner Guard, the Organist, the Vocalist, and the Esquire. And to un-appoint them as you wish.

You have absolute power to appoint all the members of all the committees and select who will chair them. And you can unselect those chair persons who do not do what you tell them or refuse to carry out your agenda. And un-appoint members in name only. You also have absolute power to appoint the Presiding Justice and the Mediator.

The kicker is, of course, you don't have absolute power to choose not to exercise these powers. You cannot sit on your hands after being elected and just let the secretary copy the names of committee members from last year. You are mandated by statute to make these appointments, and to follow through with oversight to ensure that the committees are meeting and carrying out their responsibilities. And the lodge cannot override your selections or appointments by voting against them.

The members can, of course, pressure you to appoint those whom they think worthy—especially themselves. And they can try to bribe you with their vote if you appoint a certain House Committee chair. But you can be like a politician. Promise them everything, and then do what you think best for the lodge.

Along with all that power you have as the Exalted Ruler are the duties and responsibilities, which will, at times, seem endless.

First and foremost, you must go to the Grand Lodge and attend the three work sessions. That's § 12.120. Do not even think about shirking this duty to go shopping, sight-seeing, or golfing. Just do it. You must do it to become a PER, and the district deputy has to take attendance. Do not attempt to short-change the sessions or fool the DD that you were really

there. And if you are repeating as ER, you still have the obligation under section 12.120.

Section 12.130 used to require you to memorize your part and threatened to throw out those officers who failed to learn his or her part. While noble in purpose, that statute was inoperative in practice. Now the statutes permit a short-form opening and closing; the full Initiation is now required, but the words can be read (impressively) or memorized.

And section 12.130 permits a lodge through a by-laws amendment to have a degree team for the Initiation. The Exalted Ruler can with lodge approval appoint members to perform from memory and presently-elected officers have the right to participate at their stations. Perhaps this is the best of both worlds, but stay focused on the goal, which is to impress the candidates.

Also on the Exalted Ruler's must-do list are meetings. Like the government, the Order of Elks runs on meetings. The district deputy has three clinics a year which you must attend. The state association has four meetings a year which you should attend to represent your lodge, keep up with events and changes in the Order, and, of course, socialize with some of the best people on earth.

The House Committee and the Board of Directors must meet at least monthly and you should be there as Exalted Ruler. In many lodges, these bodies will meet prior to each lodge meeting. That's a lot of meetings, but as the man or woman in charge, you need to stay informed of all that is going on in the lodge.

You run the lodge meetings. You don't have absolute power, but your rulings, even if wrong, can be over-ridden only by a two-thirds vote of the members present. In the by-laws booklet of every lodge, there is a short version of the Rules of Order.

I hesitate to urge you to read these 25 paragraphs of small print, but you really need to understand them thoroughly to be able to run your

meetings efficiently. So, you might take five at a time, read them five times each, and then talk about them with your officers or Parliamentarian. This method is time-consuming, but it works. And actually learning how to run a meeting will help you to avoid those embarrassing situations in which your ignorance is made apparent to all.

You have other, more mundane duties. You review and sign the vouchers. Attend the Board of Directors meetings as one of nine directors. Keep up with the House Committee. Run the relief committee. Follow the monthly calendar put out by the Grand Lodge so that you know what's coming at you and what the deadlines are.

All in all, being the CEO of a lodge, large or small, is a full-time job. And if you're an Exalted Ruler with a full-time job, you'll begin to understand what all working women have known since our so-called liberation in the Sixties.

But before you become too giddy with all that power, let me remind you of a few things you cannot do.

1. You cannot remove or suspend a member for violating the statutes of the Order or engaging in conduct unbecoming an Elk. You are a CEO, not a judge, or the SWAT team.
2. You cannot suspend a sentence imposed by a Local Forum or dismiss a complaint filed by a member. Those proceedings are out of your hands and, hopefully, not proceeding against you.
3. You cannot do everything yourself. This is physically impossible as well as mentally destructive. You are not the deus ex machina that can solve every problem and resolve every issue. Learn to delegate and accept the shortcomings of those who are not and never will be A-types.

4. You cannot skip the memorial service the first Sunday in December because nobody in the lodge died, or the Flag Day service in June because all the officers have to work. § 2.020.
5. You cannot appoint a nominating committee, according to Opinion 03 of § 3.080. The PERs can interview candidates, but there is no such thing as a slate or a party in Elksdom. We run for office as individual members.
6. You cannot demand a key to the Secretary's office, the combination to the safe, or the password to the Secretary's files. The message is obvious. As Earl Schellman keeps telling us, the Secretary is God.
7. Finally, you cannot hire or fire anybody. That function belongs to your House Committee or to the governing body of your lodge. You cannot "trump" those decisions.

Now, I promised you Miranda warnings. I assume you know what these are, even if you haven't been arrested. Yet.

1. You have the right to remain silent.

You do not need to answer a question the moment after it's asked. You do not need to make a decision on the spot. You do not need to respond to banal generalities like, "we've always done it this way," or my favorite, "the House Committee is useless." You do not need to leap to judgment about an issue or situation. In fact, you do not even need to open your mouth while those around you demonstrate their knowledge—or, more likely, the lack thereof.

2. Anything you say can and will be used against you in the lodge, in the social quarters, and probably even over the telephone.

Think about this. Every word you utter this year will be repeated by someone to someone else. By the third repetition, you will not

recognize what you said. As in a police interrogation room, the less said the better. Do not become entangled in never-ending discussions about what should be done or how what was done should have been done better or who should be doing it. Do not pontificate about what you will or your officers will do. Just do it. And be sure to tell everyone who talks at you, thank you for sharing.

3. You have the right to blame an attorney or an advisor for unwise or unpopular decisions and actions.

Say an issue arises in your lodge, and every member has an opinion, and the discussion seems headed for heated argument, and they are all looking to you to settle the matter. Don't.

At least not before consulting your District Deputy, your District Vice-President, or any of your Past State Presidents. Sometimes, just talking to an outsider about an internal lodge problem can help. Sometimes just letting some time elapse can ease the situation. You as Exalted Ruler may have to make a final decision, but you can always fall back on letting others take the blame and the fallout. Look at Enron.

Finally, remember that those who tell you "we've always done it this way" are probably being truthful. But they probably have never read the statutes to check if the way they've always done it is the way the statutes say to do it. So, Exalted Rulers, take refuge in the statutes of our Order, rule as wisely as Solomon, and remember it's only supposed to last a year.

Appendix B

Grand Lodge Resources

Manuals

Title (click to visit web page)	Code	Download	Posted
Accident Prevention			
Accident/Claim Prevention Manual	513100	Download	04/25/2016
Gallagher Basset Accident Report Form		Download	05/18/2015
Liability Insurance Program Book	513000	Download	04/03/2017
Property Plus Program Guide	PPPG	Download	04/03/2017
Responsible Beverage Service	RBS1	Download	12/05/2014
Self Inspection Form		Download	06/03/2015
Activities Committee			
Planning a Special Event		Download	04/19/2006
Soccer Shoot Manual	513800	Download	02/27/2017
Youth Activities Programs Manual	512100	Download	03/08/2017
Youth Supervision Guide	512200	Download	07/31/2006
Auditing and Accounting			
Auditing and Accounting Manual	510100	Download	03/04/2016
District Deputies			
District Deputy Manual		Download	03/23/2017
Drug Awareness			
Elks Drug Awareness Manual	DAP125	Download	08/01/2017
Elks and Scouting			
Elks and Scouting Managing Guidelines	EaS1	Download	04/02/2014
Elks National Veterans Service Commission			
NVSC Manual	513500	Download	03/02/2017
Veterans Leather Program Instructional Guide		Download	04/19/2006
Fraternal Committee			
Americanism Manual	512000	Download	03/31/2013
Developing New Elks Lodges	510405	Download	08/31/2010
Lodge Activities Manual	510300	Download	03/31/2013
Membership Program and Planning Manual	510400	Download	05/31/2006
Government Relations Committee			
Government Relations Manual	511000	Download	08/24/2015
Grand Lodge			

Title (click to visit web page)	Code	Download	Posted
Discrimination and Harassment Guidelines for Local Lodges	510900	Download	12/09/2014
Emblem Usage Guidelines		Download	10/19/2007
G.L. Program 2017/18	514000	Download	07/20/2017
Grand Lodge & State Association Directory	553800	Download	01/03/2017
Manual on Protocol	510600	Download	02/26/2018 NEW!
Hoop Shoot			
How to Stage a Successful Hoopshoot		Download	04/20/2006
Internet			
Elks.org Users Manual	elksorguser	Download	06/06/2012
How to Register for Elks.org	howtoregister	Download	06/06/2012
Virtual Home Page Owners Manual	elksorgvhp	Download	05/04/2016
Judiciary Committee			
Annotated Statutes	520100	Download	01/18/2018 NEW!
Guide for Board of Directors	JCBOD	Download	02/27/2015
Mediator's Guide	MedGuide	Download	04/22/2015
Local Lodge			
ERs, Officers & Committee Members Manual	510500	Download	10/26/2015
House Committee Handbook	House	Download	02/21/2018 NEW!
Investigation Interview Committee Manual	510200	Download	11/04/2014
Public Relations and Marketing Committee			
Public Relations and Media Handbook	510700	Download	09/01/2010
Ritualistic Committee			
Ritualistic Manual	519900	Download	09/14/2017
Rituals of Special Service	511601	Download	08/31/2005
Rituals of the Local Lodges	511500	Download	10/11/2017
Word Accuracy Guide	RIT-104	Download	09/09/2016
Secretaries			
Charity Workbook	511100	Download	03/27/2014
Manual for the Secretary of an Elks Lodge	510800	Download	04/28/2014