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I. INTRODUCTION

Congratulations on being elected president of your Sons of Norway lodge! The members of your lodge have expressed their confidence in your leadership and have entrusted you with the guidance of their lodge.

As the highest-ranking officer, your job is to ensure compliance with the Sons of Norway Charter and Constitution, and the rules, regulations and ceremonies of the lodge. You guide, oversee and coordinate all that goes on within your lodge. Your ability to motivate your fellow officers to perform their duties and responsibilities, along with your ability to create an atmosphere of cooperation, energy and excitement, will help your lodge successfully attract and retain membership. Your leadership will largely determine the image members and the community have of your lodge and Sons of Norway during your term as president.

The purpose of this manual is to lay out guidelines and reference material that will enable you to run your lodge with confidence. In addition to this section of the Guide for Leadership, you should also review the sections describing the duties of other officers, the Order of Ceremonies (*also in the Guide for Leadership*) and your own lodge by-laws, which may specify supplementary duties for the president. You are also strongly encouraged to become familiar with the Sons of Norway Charter and Constitutions because it details your duties and responsibilities and the duties of all the other officers in the lodge. It also provides critical information about the governance of your lodge and its relationship to other aspects of the organization.

Another valuable source of information is *Viking Resource*. This online publication, found under Lodge Management in the members section of the Sons of Norway website, is published four times per year: January 15, April 15, July 15 and October 15. It contains information on new programs, member discounts, membership recruitment and retention ideas, and upcoming due dates, among other things.

II. GENERAL RESPONSIBILITIES

A. OVERSEE THE APPOINTMENT OF COMMITTEES

As president, your first major assignment each year is to oversee the appointment of the necessary committees (*consisting of both lodge members and officers*) to assist you and your fellow officers. Some committees are appointed by the supervising officer with the president's approval, such as the Social Committee. Others, such as the Membership Committee, are directly appointed by the president, with input from the appropriate officer.

Many lodges appoint their committees before the installation so that they can be announced at the installation ceremony. Each nominated committee member must be contacted before appointment in order to assure his or her acceptance. The nature and number of committees will vary from lodge to lodge. As president, you are an ex-officio member of all appointed committees except the Nominating and Auditing Committees.

Most lodges have the following standing committees

Appointed by the respective directors and approved by the president:

- Social, Sports and Recreation, Youth and Culture Committees.

Appointed directly by the president, with approval of the appropriate officer:

- Membership Committee – is appointed by the president, usually in consultation with the vice president. The vice president usually chairs the committee.
- Auditing – could be a certified public accountant or public accountant, appointed by the president, if an auditing committee is not chosen during officer elections.
- Budget/Finance Committee – is appointed by the president, with assistance from the treasurer and financial secretary (*if applicable*).

Elected by the lodge members:

- Nominating Committee – consists of 3 to 5 members who are elected at a regular meeting no later than September of each year.
- Auditing Committee – is often elected during officer elections.

Other committees that may be needed include:

- Serving/Refreshment Committee – could be established by the social director
- Special Event Planning Committee – could be appointed by the appropriate director, as needed, to assist in planning a particular event
- Welcoming Committee – is appointed by the president, with assistance from the vice president, to help make members and guests feel welcome when attending lodge meetings, events or activities.

B. CONDUCT BOARD MEETINGS

The president calls to order and presides over the meetings of the lodge board. The board should meet as often as necessary to conduct the business of the lodge; however, a minimum of four board meetings should be held during the year. Board meetings should be held no more than one week prior to the regular lodge meeting. The board consists of the president, vice president, secretary, treasurer, financial or membership secretary and social or cultural director. Other officers or directors may be included if deemed necessary by the lodge.

The board meeting should follow a written agenda that is developed by the president in consultation with the other board members. The board should make broad plans and prepare recommendations to be presented to the lodge. While it cannot make decisions that are binding on the lodge membership unless specified by the lodge's by-laws, the board should attempt to minimize the amount of business that must be transacted at the regular lodge meeting.

C. CONDUCT LODGE MEETINGS

No two lodges plan their activities and meetings the same way. However, to help you get started, there are three patterns outlined below, which are quite common and may give you some ideas for your own lodge.

- **REGULAR MONTHLY BUSINESS MEETING**

Many lodges have one regularly scheduled business meeting a month. Although there usually is business to conduct, there should always be a short cultural or social program of some kind. When there is an installation of officers or some other special event, these, too, can serve as a program.

At these meetings, the president handles the business portion; the social director is generally responsible for refreshments and practical arrangements, while the cultural director is in charge of the cultural content of programs.

- **SEPARATE SOCIAL/CULTURAL LODGE MEETINGS**

If your lodge has two regular meetings a month, one of them is probably more social in nature. Usually the appropriate director will coordinate the social/cultural meeting. You will be responsible for conducting the monthly business meeting.

- **SPECIAL LODGE EVENTS**

You should encourage your lodge to have as many special events and programs as you can to which your lodge members may bring family and friends. A good organization interacts with the community and thrives and grows due to the exchange of ideas and relationships bolstered by this interaction. Invite community leaders and the general public to some of your activities. Not only will these "open" programs enhance the standing of Sons of Norway in your community, but they also will serve as excellent means of recruiting new members. Typically the appropriate directors and their committees plan the event, with your oversight.

D. ENSURE THE DEVELOPMENT OF AN ANNUAL PROGRAM SCHEDULE

The task of establishing an annual program schedule belongs to the social director and social committee, in cooperation with the cultural and sports and recreation directors. The president's role is to provide guidance and oversight to the planning process to ensure that a program schedule is developed, that it has varied activities to meet the different interests of the lodge and that it is consistent with the mission of the organization.

G. ENCOURAGE SMOOTH TRANSITION AND SUCCESSION

Two critical responsibilities of the president are to encourage the smooth transition between outgoing and incoming officers and to plan for officer succession.

In an ideal situation, individuals should serve no more than two years in any office or position. Many times officers do serve for more than one term. Eventually, however, there will be different individuals in some positions. Newly elected officers may run the gamut of experience from those who have never held a Sons of Norway position to those who have held almost every position in the lodge. Whether a seasoned officer or a novice, the transition of responsibilities from each office holder to their successor is critical to the overall success of the team of officers you will be working with. How a member is introduced to their new position may well determine whether or not that officer will complete their term or volunteer to serve again. Your guidance to ensure that necessary files are transferred and that the new officer is properly and sufficiently oriented to their position is extremely important.

The second critical responsibility is planning for succession of officers within your lodge and beyond. Encouraging members to volunteer for various lodge events and activities, and to hold office, will be of great benefit for the lodge in retaining those members, as well as providing outstanding leadership experiences

for them. Members who hold various offices within the lodge over time become excellent candidates for lodge board positions, including lodge president.

H. ROLE IN VOTING

The president does not vote on lodge matters except when officers are elected, applications are balloted on, or if there is a tie vote.

I. SIGNING AUTHORITY

The president must sign all reports to the international lodge, contracts and all other instruments issued on behalf of the lodge. The president must also countersign all checks, bank and postal transfers

III. MECHANICS OF CONDUCTING MEETINGS

A. GENERAL INFORMATION

As mentioned previously, conducting lodge meetings is an important responsibility of the president. The manner in which you preside at meetings and functions of the lodge will determine the members' confidence in your abilities. No other aspect of your job is as vital in projecting an image of competent leadership.

Meetings should be interesting, dignified and orderly, progressing forward quickly and smoothly. Starting and ending the meeting on time, as well as having a prepared agenda is advised. To streamline and speed up the business portion of the meeting, check in advance with the secretary, executive committee and all committee chairs regarding business items that cannot be included in the lodge newsletter, posted at the lodge meeting or detailed on the lodge website. The officers responsible should handle all routine items that can be performed without the lodge's consideration to reduce the amount of time spent on business matters.

A suggested time table for a typical meeting is:

Business meeting:	10–20 minutes
Social/cultural program:	40–45 minutes
Refreshments/socializing:	45–60 minutes

B. ROBERT'S RULES OF ORDER

The Charter and Constitutions of Sons of Norway specify that "Robert's Rules of Order" is the recognized parliamentary authority at all lodge meetings. A lodge would be well advised to have a copy of this book, which can be found at most local bookstores or at most libraries. The president is to decide all parliamentary questions that may arise, but a ruling may be appealed to the lodge.

For immediate reference, the following basic points may be of use:

MAKING A MOTION: Any member, who has been recognized, may make a motion. It should be in writing if complicated. All motions require a second.

WITHDRAWING A MOTION: Whoever proposed the main motion may withdraw it at any time before voting. A second is not needed and no discussion is necessary. There can be an objection to withdrawing a motion; in such a case a motion can be made by another member to have the original main motion withdrawn.

TABLING A MOTION: A main motion may be tabled upon a motion by a member, who has been recognized. This action requires a second. The member's tabling motion is not open for discussion.

AMENDING A MOTION: A main motion may be subject to word changes. A member must move to do so by indicating the word change(s). The motion must have a second and be voted upon. The vote is on the motion to amend. If the amendment is approved, the president then submits the original motion as amended for a vote.

POSTPONING INDEFINITELY: Consideration of a main motion may be postponed. A motion, and a second to do so, is necessary and discussion may follow.

RECONSIDERING A MOTION: The result of a vote on a main motion may be reconsidered when a member who was on the prevailing side so moves and has a second. It cannot apply to a motion to table.

Sons of Norway lodge meetings should be businesslike and not subjected to parliamentary maneuvering which would tend to confuse and exasperate the membership. You should insist upon motions being clearly stated (*submitted in writing if complex*), should restate motions in like manner, and should permit the minority to express its viewpoints.

C. TYPICAL AGENDA FOR MEETINGS

The advance preparations needed to conduct an efficiently run business meeting can be expedited by the use of the Meeting Guidelines form (#D72) or by creating your own agenda. A copy of the Meeting Guidelines form is available on the Sons of Norway website www.sonsofnorway.com or can be ordered from the Supply department at Sons of Norway Headquarters (800-945-8851 or supply@sofn.com).

The following will help you get started in developing an agenda that will result in an orderly and smooth functioning meeting:

1. OPEN THE MEETING

Call the meeting to order on time even if the attendance is small. The approved opening ceremonies, found in the Order of Ceremonies in the Guide for Leadership, provides a dignified beginning. If there are visitors who are not Sons of Norway members, it is customary and appropriate to declare it an open meeting. In such case, the opening ceremonies may begin by saying: "We are about to open _____ Lodge # _____, Sons of Norway. If there are no objections, I shall declare this an open meeting." Be sure that all necessary adjustments in the ceremonies have been anticipated and that all officers are aware of them.

2. CONDUCT A ROLL CALL OF OFFICERS

The lodge secretary conducts a silent roll call of officers. All vacant officer positions should be filled with substitute officers and recorded in the minutes so that the meeting can be fully accomplished in accordance with the ritual.

3. PRESENT VISITORS

When past or current international and district officers are in attendance, the marshals may escort them to a place of honor. Visiting members from other lodges should also be introduced. Brief remarks may be

given at this time, but it is recommended that visitors wait to make additional comments during "Announcements".

4. ANNOUNCE APPLICATIONS AND ACCEPT NEW MEMBERS

The financial secretary or membership secretary receives and presents to the lodge, all applications for membership at the first meeting following the filing of the application. Approval of applications should be done in accordance with the lodge by-laws (see *Chapter IV of the Charter and Constitution*).

5. WELCOME NEW MEMBERS

For most new members, the first impression of Sons of Norway is obtained from their welcoming ceremony. Because of the importance of first impressions, every effort should be made to make the welcoming ceremony impressive and meaningful. This requires that each officer knows their own responsibilities thoroughly so that they can be performed with ease. A brief review of responsibilities, as detailed in the Order of Ceremonies, prior to the welcome ceremony is highly recommended.

The frequency of welcoming ceremonies is flexible. Many lodges have two or three a year and make them festive occasions with a dinner and entertainment. The decision is up to your lodge. However, the frequency of the welcoming ceremonies is much less important than the manner that the ceremonies are performed. Every attempt should be made to make the new members feel at ease and welcome. They should leave the festivities feeling proud of their decision to join Sons of Norway.

6. READ AND ACCEPT THE MINUTES

The secretary may read the minutes from the previous meeting in their entirety or accurately summarize the minutes to help keep the meeting moving along. Or, to

streamline the meeting even more, the minutes can be made available to members in written form that is posted at the meeting site, distributed prior to the meeting and/or printed in the lodge newsletter for review.

If an extensive program has been planned, or if there is lengthy business to be discussed, a motion to dispense with the reading of the minutes, postponement (*of the reading*) to a later meeting or posting in the lodge newsletter may be desirable.

After the minutes have been read, or when they are presented in written form, the president shall say, "You have heard (or read) the minutes. Are there any errors or omissions?" If any, they should be corrected promptly. The president then states, "The minutes stand approved as read (or corrected)." A motion to approve the minutes is not necessary.

7. PRESENT COMMUNICATIONS

The secretary should present communications to the lodge. Long communications should be paraphrased to save time. Prior to the meeting, it is helpful for the secretary and the president to agree on which communications will be presented to the membership. Some communications (*such as thank you cards or letters*) could be displayed for members to look at during refreshments.

8. PRESENT COMMITTEE REPORTS

Check before the meeting to see which committees have reports to present. Make sure that the chair or the authorized committee member has prepared a concise report, giving essential details. When lodge approval of committee action is advisable or required, the committee should make a specific recommendation in the form of a motion. Committee reports should be limited to 3-5 minutes.

9. CONTINUE UNFINISHED BUSINESS

The secretary can inform you of unfinished business. This should be checked on before the meeting and handled accordingly.

10. CONSIDER NEW BUSINESS

You should be aware of any new matters to be presented for the lodge's consideration. A good practice might be to have an understanding with your lodge members that they convey to you, before the meeting, any new items they wish to have considered.

11. PRESENT FINANCIAL REPORTS

These matters take only a few minutes but are important because they keep the lodge informed of its financial status.

12. MAKE ANNOUNCEMENTS

Guests, especially visiting past and present officers of the international and district lodges, should be called on if so desired. Announcements of events/activities/topics that would be of mutual interest to all lodge members may be included.

13. CLOSE THE MEETING

The Order of Ceremonies section provides a brief and dignified manner for bringing the meeting to a close. The date and time of the next meeting should be announced.

IV. HISTORY OF SONS OF NORWAY

Professor C. Sverre Norborg begins his fine history of Sons of Norway, *An American Saga*, with this descriptive paragraph: "The founders of Sons of Norway were Americans. They had crossed the wide Atlantic in search of greater opportunities for themselves and their families. From the day they passed through the immigration gates at Ellis Island, they knew that their lives and fortunes were linked forever with this vast and free land." This is the strong thread that runs through much of the Sons of Norway story: a love for the land of their birth but at the same time a fierce loyalty to their new land.

The history of Sons of Norway could be described as one of steady and deliberate progress. By the 1870s, Minneapolis had a very active nucleus of Norwegian emigrants, many of whom had come from the Trondheim area to form a colony in the northern part of the city. From that group came the 18 founders who signed on as charter members of Sons of Norway.

Interestingly enough, it was a woman who was at the center of all of the activity prior to this forming. Ingeborg Levorsdatter Langeberg was the first permanent Norwegian resident of Minnesota, coming here as a maid in the home of Territorial Governor Alexander Ramsey. She subsequently met and married a well-to-do farmer from a northern suburb of Minneapolis. When her husband died, she became a wealthy widow whose home was a friendly center for all newcomers, one of whom was Ole Draxten. He was the first Norwegian to build a house in the area and it was his son Bersvend who was later to become the first Supreme President of Sons of Norway.

Norwegian pragmatism rose to the surface during the severe depression that began in 1893. These founders were cautious men, not taken to dreams of big business but of mere survival for their families and neighbors. They recalled the group assistance plan about which some of them knew from Trondheim where members paid a small amount each week and in return received free medical care for themselves and their families. It was in this spirit of real necessity that Sons of Norway was founded as a mutual assistance society, one built on the

moral principles of American fraternalism

."Bjørnstjerne Bjørnson" was the name first selected for the new organization, but it was soon rejected on the realistic grounds that the American people would find it quite impossible to pronounce. "Sønner av Norge" was the name settled upon and the formal inception with the 18 founders was completed on January 16, 1895.

The fledgling organization provided not only security against financial crises and a forum to tout their new nationalism, but it also served to preserve the many things that were treasured by those who had left Norway—the literature, music and art—which formed such a large part of their heritage.

With this modest beginning in north Minneapolis, there were surely no grandiose ideas of a far-reaching organization, only that possibly all of Minnesota might join the order. Article three of the incorporation document lays down the solid foundation on which the society was built: "This corporation is organized upon fraternal principles, for the purpose of creating and preserving interest in the Norwegian language by its members, insofar as compatible with the loyalty they owe the United States of America; to labor for the development, enlightenment and progress that conduce to honest citizenship, in order that the Norwegian people in this country may be properly recognized and respected; to aid its members and their families in case of sickness and death, by according them financial assistance of such magnitude, and upon such conditions, as may be determined by its by-laws."

To qualify for membership, one had to be male, either Norwegian or of Norwegian descent, give proof of being morally upright, in good health, capable of supporting a family, at least 20 and no more than 50 years old.

This first lodge changed its name to Nidaros #1 when a second lodge was formed under the name Oslo #2. Quickly others were formed around Minnesota so that by the end of the century there were 12 in all.

The "Norwegian Empire" extended from Illinois

and Wisconsin through Iowa, Minnesota and into the Dakotas. At about the same time, a similar organization was forming on the West Coast. That organization was different from the ones in the Midwest since it was made up of a variety of groups: immigrants arriving directly from Norway, a considerable number from the Midwest farm communities and the Norwegian sailors who chose to quit the life at sea. This mingling tended to make the West Coast group a more progressive one. As early as 1847 Martin Zakaria Toffezen of Levanger, Norway, had crossed the great desert on horseback and became the first Norwegian settler in the Pacific Northwest. Some 90 years later, a granite monument in his honor was erected by the Sons of Norway and dedicated by Crown Prince Olav during his 1939 tour in the United States.

On April 26, 1903, officers were elected and the name given to the new West Coast group was Grand Lodge, Leif Erikson Lodge #1 of Seattle. Though they were patterned after the Sons of Norway lodge from the Midwest, their request to become affiliated with the Sons of Norway brotherhood was turned down just as "Den Norske Forening" of Everett, Washington, had been refused for membership just a few months prior to that. The West Coast group retained the name Sons of Norway in spite of the rejection by the Minneapolis lodge. The main bone of contention was that the Pacific Coast group had discontinued the compulsory insurance clause, an idea which the Midwest group felt was out of the question. However, a compromise was presented to the convention held in Wisconsin in June 1909 and the merger between the West and the Midwest was at last realized. Therefore, in the years 1905–1914, the Order became a true nationwide fraternal organization, with lodges across the entire continent.

Over the years since then, many changes have taken place within the organization, but the essential purposes and reasons for existing remain the same. The extensive insurance program offered to qualifying members—women now included—provides a firm foundation and economic base from which the extensive programs are carried out, furthering the cultural values of the heritage. The titles

also evolved from Head Lodge—when Bersvend Draxten was its first president—to Supreme Lodge when the lodges expanded across the entire country. When the membership was extended into Canada, the official name became the International Order of Sons of Norway. The first lodges in Norway were organized in 1983, making Sons of Norway a worldwide organization. Today the organization, now called Sons of Norway, has over 400 lodges servicing more than 60,000 members.

V. CALENDER OF ADMINISTRATIVE RESPONSIBILITIES

JANUARY

- Installation of officers (*may be held in December, January or February*)
- Appoint standing committees
- Auditing committee audits lodge accounts

FEBRUARY

- Elect district delegates in even-numbered years (*delegates must be elected not less than 90 days before opening date of convention*)

JULY

- Auditing committee conducts audit of mid-year lodge accounts (*optional*)

SEPTEMBER

- Nominating committee is elected

OCTOBER

- Nominating committee reports

NOVEMBER

- Election of officers

DECEMBER

- Prepare program for coming year

VI. SYNOPSIS OF OFFICERS' DUTIES

While both the Charter and Constitutions and the Guide for Leadership outline the duties of the various officers of a Sons of Norway lodge, the following synopsis may be of value.

PRESIDENT

- Presides at meetings
- Appoints committees
- Countersigns official documents of the lodge
- Oversees lodge functioning and operations

VICE PRESIDENT

- Substitutes for or represents the president upon request
- Chairs the membership committee

COUNSELOR

- Aids, assists, and counsels other officers

SECRETARY

- Handles correspondence
- Takes and posts (*reads*) minutes of the meeting
- Orders supplies
- Signs official documents of the lodge

FINANCIAL SECRETARY (IF APPLICABLE)

- Handles membership applications and records
- Receives all monies due the lodge

MEMBERSHIP SECRETARY

- Handles all membership applications and records

TREASURER

- Receives all monies and receipts from financial secretary (*if applicable*)
- Receives all bills against the lodge
- Keeps books of account

SOCIAL DIRECTOR

- Selects songs used in ceremonies
- Plans and supervises social activities

CULTURAL DIRECTOR

- Assists social director in planning programs that promote and preserve Norwegian heritage and culture
- Arranges activities such as language classes, singing groups, folk-dancing, and other programs and activities with a culture or heritage focus

SPORTS AND RECREATION DIRECTOR

- Plans and supervises sports and recreation activities
- Coordinates activities with social director

MARSHALS

- Presents and retires the colors
- Distributes and collects paraphernalia of the lodge
- Escorts visitors and candidates to be welcomed into the lodge

GREETERS

- Greets members and visitors attending lodge meetings

TRUSTEES

- Has custody of property of the lodge
- Holds title to investment(s) of the lodge, with the exception of real estate

YOUTH DIRECTOR

- Supervises junior lodge activities and/or activities for Heritage and Unge Venner members
- Develops youth social, recreational, and cultural activities

EDITOR

Publishes lodge newsletter

PUBLICITY DIRECTOR

Maintains a good public image for lodge

Submits news releases to local media

Sends lodge news and photos to district publicity director for *Viking* magazine and to the editor of the district newsletter

FOUNDATION DIRECTOR

Increases members' awareness of the Foundation and its value as a significant benefit of membership

Promotes the Foundation to the members and the community

Helps the Foundation grow financially

HISTORIAN

Records the historical events of the lodge

Has custody of lodge historical records

Compiles an annual lodge history scrapbook

LIBRARIAN

Supervises book-lending library

LANGUAGE INSTRUCTOR

Organizes and supervises language classes for members

MUSICIAN

Assists president and social director, when called upon, to provide music for meetings and events.

VII. ELECTION PROCEDURE

The president begins by announcing the name of the candidate for each office as placed in nomination by the nominating committee. Additional candidates are solicited by asking if there are any further nominations. If there are, the request for additional candidates should be repeated after each name is placed in nomination.

When there is no response to the question it should be repeated two more times. When there is no response the president announces: "There being no further nominations I declare the nominations for the office of _____ closed."

When there are two or more candidates for an office, the election must be by ballot and a majority of all votes cast is required. When the tellers have completed the count, one of them shall announce the results, giving the vote cast for each candidate. If no candidate has a majority, the president shall declare that there has been no election. The candidate receiving the least number of votes shall be withdrawn and voting will continue until one candidate receives a majority. The president then declares that person elected to the respective office. When there is only one candidate nominated for an office, the president simply declares that person elected.

VIII. INSTALLATION OF OFFICERS

The installation of officers should be a highlight of the year's activities and provide a great way to get the new lodge year off to a good start. The installation ceremonies may be open to non-members providing an excellent opportunity to invite friends and prospective members. A social hour with refreshments or a dance afterwards is customary. If desired a dinner or smørgåsbord may precede the ceremonies.

Plans for the installation should be made well in advance. Although the president-elect is traditionally given the privilege of selecting the installing officer, waiting until after the elections does not allow much time to make arrangements. The installing officer, who must be a current member of Sons of Norway, could be the retiring counselor, a former president of the local lodge, or a former or current officer or director of the district lodge or the international board of directors. Whoever is selected should be contacted six weeks to two months ahead of time.

Lodges that are geographic neighbors may find it advantageous to hold a joint installation. Such an event can be impressive and the fellowship experienced between members of different lodges adds much to the festivity. Such joint efforts require careful planning and coordination. A drill or escort team adds pomp and color to an installation. If your lodge does not have its own, perhaps it is possible to ask a group from a neighboring lodge.

The key to a successful installation is rehearsal. With a drill or escort team, rehearsal is an absolute necessity so that everyone is familiar with the drill patterns. Prior to the ceremonies the new officers should meet with the installing officer and review the entire procedure. There are two forms of ceremony to choose from: short or long form, that are both are presented in the "Order of Ceremonies". Although the installing officer "names" the installing marshals, these are normally selected in advance. They play a vital role in a smooth functioning installation that their attendance at the rehearsal is mandatory.

For the most orderly performance, the newly elected officers and the drill or escort team should enter from a separate waiting room. Practice the ceremonial procedure of the officers to go in procession

from the waiting room, lining up, processing into the lodge hall, forming the semicircle and being escorted to their places as many times as necessary so that after the rehearsal every person feels confident of his role in the installation ceremony.

The retiring president should call the meeting to order and preside during the opening ceremonies. Any business that must be transacted should be taken care of promptly. If possible, the entire meeting should be devoted to the installation. After the president introduces the installing officer, the president steps to one side of the rostrum and remain there until the installing officer requests that all the officers vacate their places. Appropriate music may be provided during the line-up and processional. When the installing officer hands the new president the gavel it is customary to have a brief acceptance speech. Important guests, especially past or present district and international officers may be introduced. Retiring officers may be acknowledged. This is also an appropriate time to present a pin or plaque to your retiring president. A brief program of entertainment is often presented unless a dance or something else has been planned. The closing ceremonies may be used, providing an appropriate ending to the meeting.

IX. MISCELLANEOUS INFORMATION

A. INSTRUCTIONS TO NEW MEMBERS

As with most fraternal societies, Sons of Norway observes certain procedures as proper conduct during the lodge meeting. The purpose of these procedures is to provide order and dignity to the meetings and ceremonies. A lodge may choose to have the counselor or the vice president review the points of proper lodge procedure with new members and/or provide them with an orientation to the lodge.

F. LIABILITY INSURANCE COVERAGE

The Charter and Constitutions of Sons of Norway mandate that all district and local lodges have general liability insurance. Coverage is automatically provided through Headquarters. This insurance covers the International Lodge, the district lodges and the local lodges. It also protects individual members of such lodges from personal liability and expenses resulting from any claim arising out of the lodge or lodge-sponsored activities.

The liability insurance is renewed in August of each year. Prior to the renewal, information is sent to every lodge that explains the coverage, details exclusions and defines the liability limits. In addition, an invoice for the lodge's portion of the annual premium is included.

Questions on lodge liability insurance should be directed to Sons of Norway CEO or controller (800-945-8851).

N. SONS OF NORWAY'S FINANCIAL PRODUCTS

Sons of Norway was founded over 110 years ago not only to promote, preserve, and cherish a lasting appreciation of the heritage and culture of Norway, but to also offer insurance protection to the families of those that immigrated in order to protect them against the perils of sickness and death.

As a fraternal benefit society, Sons of Norway provides financial services to its members while sharing the common goal of preserving the Norwegian heritage in North America. In

our organization, these two purposes are inseparable. We are a fraternal benefit society, with each component supporting and nurturing the other. For instance, financial products purchase by our members is critical for the continuation of many of our cultural and heritage programs. Proceeds from Sons of Norway financial products are used to support the fraternal lodge system and culture/heritage programs. In addition, local lodges receive the benefits of financial product sales directly through a revenue sharing program. Each year your lodge will receive funds during the first quarter, the amount of which is calculated based on the net revenue of Sons of Norway (*profitability*) combined with insurance premiums received from your members.

Today, Sons of Norway offers excellent insurance and annuity products and financial services to its members. However, our services are much more than just providing a product. Our financial benefits counselors provide help with retirement planning, estate creation and preservation, college fund planning, pension maximization, charitable gifting ideas and much more.

O. COMPETITIVE ADVERTISERS

The International Board of Directors of Sons of Norway strongly encourages local lodges to not allow the competitive advertising in newsletters or publications or presentations /displays by competitors at meetings or at Sons of Norway functions. This would include insurance/financial products, credit cards, or any other products or services that are in competition with those provided by Sons of Norway.

P. LOGO USAGE

The Sons of Norway logo is available for use by all Sons of Norway lodges. Copies of the logo and use guidelines can be obtained by contacting Sons of Norway Headquarters. Please be advised that the Sons of Norway emblem, logo, as well as the name "Sons of Norway," has been duly registered and trademarked in the United States and Canada, and

that no lodge, or person, has the right to use the name "Sons of Norway," or the Sons of Norway emblem, in connection with merchandising products for personal use or any commercial enterprise without first obtaining the consent of the international board of Sons of Norway.

dar of events. As lodge president, you play a vital role in guiding your lodge in the present as well as establishing a strong foundation for its future. Again, congratulations on your election and good luck in your position.

Q. LODGE/DISTRICT DEPOSIT FUND

Lodge/District Deposit Fund is a program available through Sons of Norway Headquarters to help lodges increase their earnings on lodge monies. Funds that are deposited earn the same rate of interest that is paid on Sons of Norway annuity contracts. Interest rates are adjusted periodically in response to market conditions. Participation in the program requires a minimum deposit of \$5,000.

Questions about the Lodge/District Deposit Fund can be directed to Insurance Services at Sons of Norway Headquarters (800-945-8851).

R. NFCA

Sons of Norway is a member of the National Fraternal Congress of America. The NFCA requires us to track our lodges' community and fraternal support events, hours and monies. Reporting this information helps us to retain our nonprofit status. Please refer to the Secretary or the District sections of the Guide for Leadership for more details. In addition, instructions on NFCA reporting procedures are included with the Lodge of the Year forms that are mailed out to lodge secretaries by December 1 of each year.

S. CONCLUSION

As president, you oversee the wide variety of services and programs your lodge provides for its members and community. You serve in the day-to-day workings of the lodge by providing leadership in lodge and board meetings. You also help your lodge meet its long term goals by assisting in the planning of the yearly calen-