



# KNIGHT TEMPLAR

VOLUME LXIX

JULY 2023

NUMBER 7

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# KNIGHT TEMPLAR

VOLUME LXIX JULY 2023 NUMBER 7

Grand Encampment of Knights Templar  
of the United States of America



**David J. Kussman**  
Grand Master

**David Studley**  
Grand Captain General and Publisher

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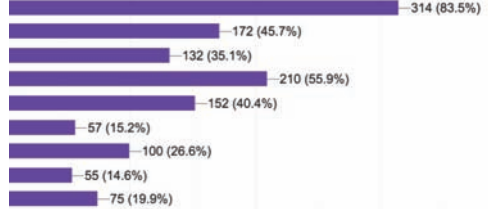
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Knights Templar

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**On the Cover:** S.K. John Lambert, of Piedmont Commandery No. 26, at the Bicentennial of the Grand Commandery of Virginia. Photo by Ben Williams.

# From the Editor

The survey results are in! Thank you to all who participated.

As a result, after contemplation among the powers that be, we have decided to move to a quarterly publication. We'll be full size – the amount of content will be the same, only we will require four mailings a year instead of twelve. Thus, this July issue will be the last of the monthly mailers. We will then begin in September with the new quarterly cycle: December, March, June, and September, arriving mid-month.

I'm pleased to report that the United States Postal Service granted us Periodical Mail Status just before this issue went to press (in May). We should save some money there, as well. If the USPS is correct, and things go the way we expect, mailing at this size will be reduced to around \$0.24 an issue. Of course, full size will be more, but the cost should nonetheless prove less than non-profit mail status, at least so I'm told. I'm also told by the USPS that Periodical Mail Status is a better quality status than non-profit, meaning better and more timely delivery. Time will tell, I suppose.

If you review the survey data, published in this issue (page 7), you will note the most popular cycle respondents selected was a bimonthly cycle (once every other month). One Sir Knight made a keen suggestion: it would be nice if the *Knight Templar* complemented the *Scottish Rite Journal*, arriving on the months when the *Journal* is not published. That's a fine idea. Only we will need substantially more content than we currently receive to move to a bimonthly schedule at full size. So, please send in more articles!

Sure, we could mail bimonthly at the current size – that's an option. The issue there, though, is if we are to develop revenue from advertising (as most magazines do), full

size is more attractive. It also gives us more room for spreads, including more photos and sections for different types of articles. We have a commitment to the Knight Templar Eye Foundation, who get some pages in each issue, as well as the Social Order of the Beauceant. So full size makes this more congruent, more attractive. It's not easier on layout – it's significantly harder than this size. But it will probably make a nicer product in the end. This magazine represents our Order – full size is probably preferable from a recruitment perspective, too.

As to contributions, my hope is that we will be able to pay per word in the near future, to bolster quality and incentivize submissions. Don't get too excited, though. For the publisher and Grand Officers to accept such a budget, we will have to see how the numbers fall out after the transition. And of course, advertising will help here. But we're still a ways away from building accounts necessary to sustain the printing and distribution costs this publication incurs. Nonetheless, I'm confident, with the right drive and the right team, we'll get there! Rome wasn't built in a day, as they say. So please bear with us.

One thing to note: in reading over the survey results, it's clear that it's impossible to make everyone happy. If you don't support this transition, please at least keep an open mind and remain optimistic. Your thoughts have power – your words, impact. Be kind. Hopefully, in time, we will be able to demonstrate the positives and earn your support.

Please give us time and the benefit of the doubt. After all, nothing is permanent.... If this doesn't work out for some reason, we can always revert back.



Ben Williams

# Grand Master's Message

Sir Knight David J. Kussman, GCT

Grand Master of the Grand Encampment of Knights Templar

In the context of public opinion, the word “endorse” basically means to “show approval for, publicly.” When a group of people endorses a person for a particular purpose, the group is showcasing approval, not conditioning future action.

Thus, when a Grand Commandery “endorses” a particular candidate for election to the Grand Encampment, it makes a statement that the Grand Commandery approves of the candidate. It doesn’t condition the votes of its members to a certain outcome: Each Sir Knight’s vote is his own. The sanctity of the ballot box requires it. After all, in many jurisdictions, it is a Masonic offense to state how you voted in an election!

An “endorsement,” then, is not the same as a voting trust, say, where a block of shareholders agrees to be legally bound in a directed vote. Of course, the dais officers of the Grand Commandery may take their representative capacity to heart and vote according to what they perceive is the majority will of their constituency. That makes sense. But that doesn’t mean they *must* vote any particular way. The ballot is concealed: there is no way to enforce such conditioned voting.

In the end, each Sir Knight should simply vote his conscience. No one can intrude upon your right to vote. No one can demand you vote a particular way. At the end of the day, the majority of the Grand knight templar



Encampment in Conclave will carry the election: each vote accrues to collective preferment, not some singular victory.

This Triennial, we are blessed with a diversity of candidates. As such, keep yourself informed – learn about each candidate, ask questions, determine who it is you trust to lead this august body in the twenty-first century. Don’t take anything for granted. Do your own homework and express your own opinion. The future

of our Order depends on it.

*Non nobis, Domine, non nobis sed  
Nomini Tuo da gloriam!*

A handwritten signature in black ink that reads "David J. Kussman". The signature is written in a cursive, flowing style.

David J. Kussman, GCT  
**Grand Master**



Veritas • Perspicuitas • Templarii

# Prelate's Apartment

Terry Pelmons

Grand Prelate of the Grand Encampment



As believers we are not called to be spectators in our faith but active participants, being the hands, feet, tears, heart and mercy of Christ Jesus.

Matthew 5:16 "In the same way, let your light shine before others, so that they may see your good works and give glory to your Father who is in heaven."

When we see the untouchable, the broken, the hurting and lost we should run towards them rather than past them.

The Lord has called us to be "up and doing" as He told His Disciples "the field is white for harvest" meaning we should be about the Lord's work. So long as there are needs in this world the church should be busy about the Lord's commands so we might be found faithful at His return.

Regardless of our circumstances, successes or failure, sickness or health: He is God. Give thanks always because we know the one who is able to meet us at the very point of needs. Have hearts that will praise him, not only because of our circumstances, but also in spite of our circumstances, remembering always that all things work to His glory.

We only have one true source that brings provision into our lives. We only have one source who covers us within an indescribable peace, one source who will never abandon us, one source who constantly longs after us, one source who is intimately aware of our past, involved in our today, and is already in all of our tomorrows: one source that gives us strength.

When we understand who He is, what kind of Kingdom he is over, understanding the perfection of His will in our lives, when we understand everything we have is from Him then praise will rise from the depths of our souls.

May our hearts be filled with humility and faithfulness before the Lord. My prayer is that each of us will recognize and serve the Lord exactly where He has led us.

The great hope of man was given and fulfilled in the Lord Jesus. By His resurrection we are restored to our Father in heaven. By His stripes we are healed.

This is the day the Lord hath made, let us rejoice in it

In Christ Love,

*Terry*



# Knight Templar Survey Results

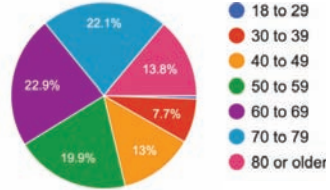
Three hundred and seventy-six Knights Templar participated in the online survey. Thank you, Sir Knights, for your feedback. We're pleased to present the results for your review, here.

As you can see from **Chart 1** (right), about 36% of respondents are over 70. Only five respondents are under 30. This probably underrepresents an important demographic – the members we need.

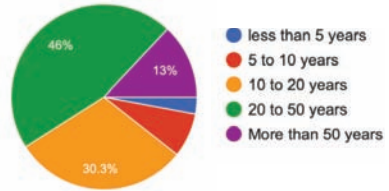
Nonetheless, the results seem to reflect where we are and our members' preferences today. Obviously, change is not easy and not everyone will be pleased with it. For this, we apologize. One thing is certain, though: change is inevitable. The best we can do is try to manage expectations and meet some satisfaction of a majority.

It seems like a quarterly publication cycle is at least agreeable to you. See **Chart 8** (37.5% in favor of a quarterly cycle). Bimonthly (six times a year) was the most popular (38.6%). So, we should try to work towards that. Making the magazine full size will present some challenges,

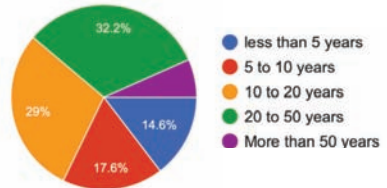
## 1. First, a little about you. How old are you?



## 2. How long have you been a Mason?

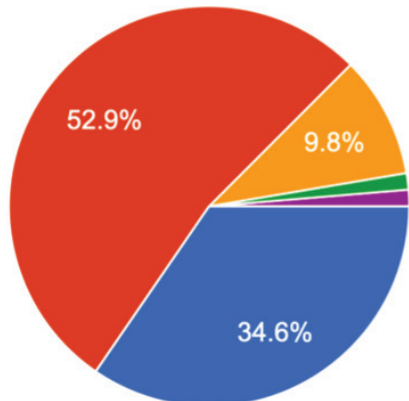


## 3. How long have you been a Knight Templar?



## 4. Do you read the Knight Templar?

- I read every issue all the way through
- I read every issue, but not every article
- Sometimes, if I don't have anything better to read
- No, but it stays on my shelf
- No, I throw it in the trash



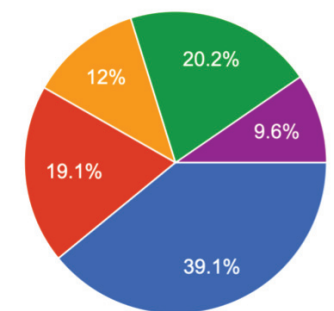
though, so starting quarterly (from the production side at least) seems to make sense. We will need more content than we currently receive to go bimonthly. So, if you support a bimonthly schedule of a full size magazine, please submit articles!

About 20% of our readers prefer to keep the magazine on the monthly cycle.

Nearly everyone who responded does not oppose a full-size magazine – with 42.8% preferring it (51.1% stated they don't really care). That leaves about 6% who oppose a full-size magazine.

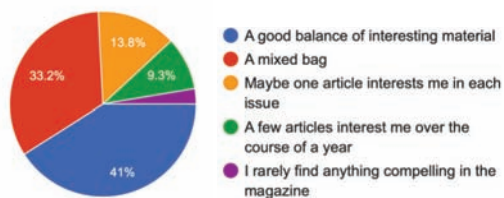
A majority of our readers prefer print; 58% stated they prefer print outright, only 12% prefer an online magazine. See **Chart 11**. While more online content is something we definitely need to work towards, the power of print will likely endure. Nonetheless, we must continue to develop an online version of the *Knight Templar* in the future.

**9. How do you feel about an online magazine?**

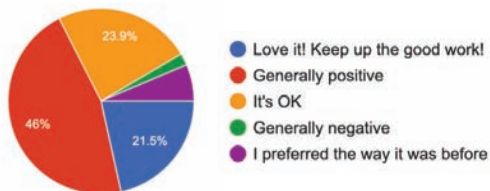


- I prefer print
- I prefer print but would read an online only magazine if forced to
- I would prefer an online magazine
- Either works for me
- I would like both

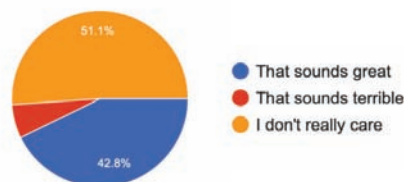
**5. How would you describe the content of the magazine over the last ten years?**



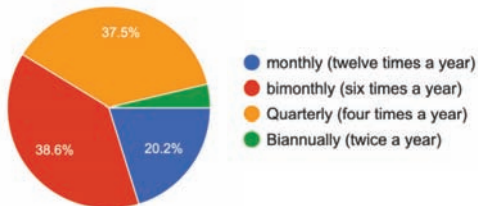
**6. How would you describe the change in the magazine from May 2022?**



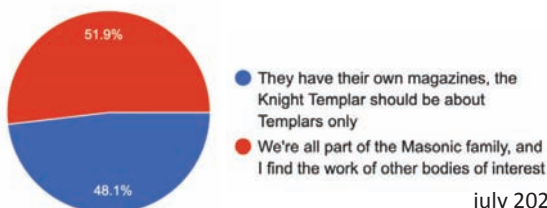
**7. How would you feel about an 8.5 x 11" magazine?**



**8. Balancing costs and quality, what publication cycle do you think would be most preferable?**



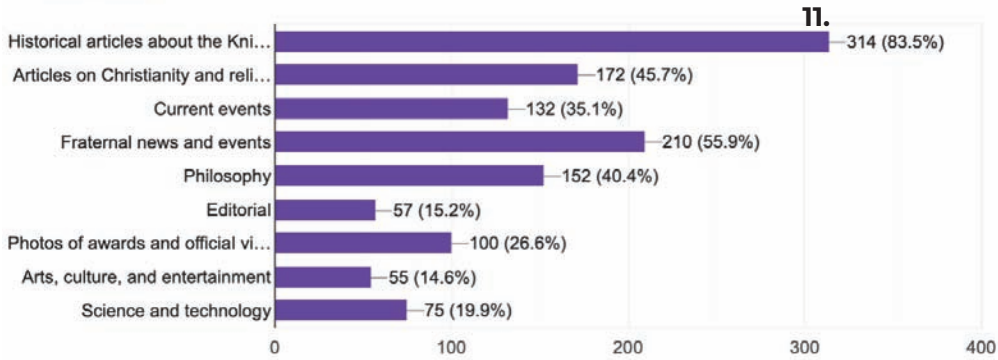
**10. How would you feel about Masonic articles that aren't strictly "Templar" (e.g. articles about other Masonic bodies, events, or charities)?**





## What would you like to see more of (select each that apply)?

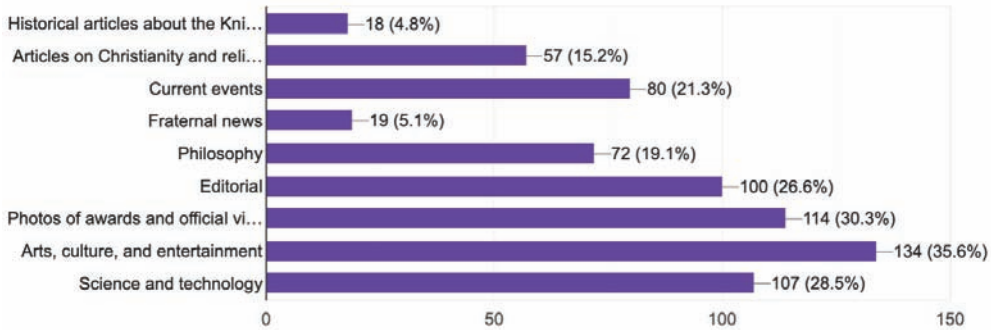
376 responses



## What would you like to see less of (select each that apply)?

376 responses

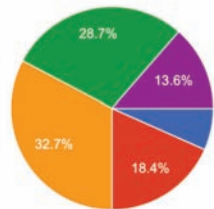
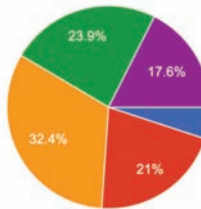
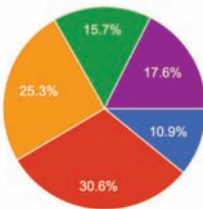
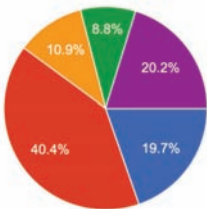
**12.**



## 13. How would you feel about articles about:

science and technology (e.g. astronomy, archeology, computer science, medical research, etc.)?

topical articles (e.g. articles about finance, automotive, how to, etc.)?

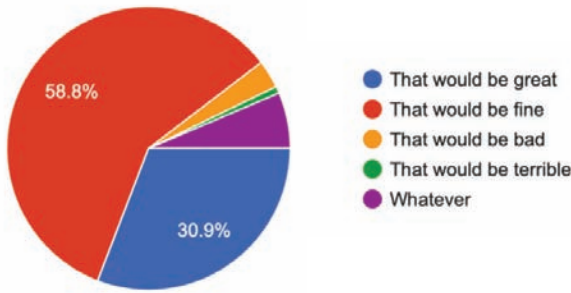


- That would be great
- That would be fine
- That would be bad
- That would be terrible
- Whatever

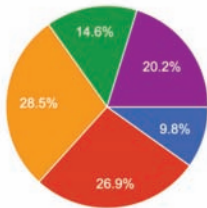
arts, entertainment, and culture (e.g. book reviews, movie reviews, reviews of cigars or products, plays, tips, travelogues, travel tips, gardening, etc.)?

on current events (e.g. the war in Ukraine, economy, pandemic, etc.)?

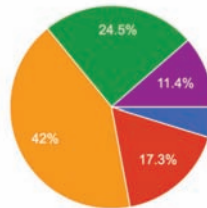
14. How would you feel about interviews of Masons and Knights Templar?



15. How would you feel if we no longer printed the headshots of the Grand Commanders each year?



16. How would you feel if we no longer printed the In Memoriam section (with the list of deceased Grand Commanders)?



## Some comments from respondents:

Include information, from sister jurisdictions, ie England, Scotland Canada...

*Book reviews yes, current events on it affects the Knight Templars.*

I really liked solving the cryptograms. Would like to see more of that.

You're doing great Ben!

*It's time to retire the chapeau's. There is no medieval historical connection to them and it actively repels people under 40.*

### Keep up the Good Work!

Include things that help us run our Commanderies: MMS, MMS helps; meeting scheduling schemes; support roles for the Orders, Costume hints and fixes, Fundraising success stories, Templar demographic information, Best practices in social media, online conferences, seminars and conventions.

# Dr. Walter M. Fleming

He Saved **One Commandery** – Maybe **Hundreds**

By James A. Marples

**W**alter Millard Fleming was born in Portland, Maine, in 1838. When he was a child, the family moved to Rochester, New York, so his father could practice medicine. In due course, young Walter decided to follow in his father's footsteps and become a doctor.

During the civil war, he served with the Thirteenth New York Infantry Brigade. After receiving a medical discharge, he returned to Albany College and received his medical degree.

He practiced medicine in Rochester until 1868, when he moved to New York and became one of the city's foremost physicians. His practice lasted almost forty years. Fleming is probably best remembered for being a co-founder of the Mystic Shriners in North America in 1872, along with his good friend, the renowned actor, William J. "Billy" Florence.<sup>1</sup>

Among other endeavors impacting the fraternity, Dr. Fleming literally saved at least one Commandery of Knights Templar – and possibly saved

1. "Walter M. Fleming: Cofounder of Shriners International," Shriners International Website, updated May 24, 2022, <https://www.shrinersinternational.org/en/news-and-events/news/2022/05/walter-m-fleming-cofounder>.

knight templar



Library of Congress: Fleming and Paterson, *Ancient Arabic Order of the Nobles of the Mystic Shrine*, (New York: 1894), ix.

boosted) hundreds of other Commanderies. His zeal for Freemasonry inspired a hope for a Masonic organization – the Shrine – where members could relax and share good cheer with one another. To maintain the good character of the members, the Shrine required its



Fleming and Paterson, *Ancient Arabic Order*, 8.

The Jewel of the Order is a Crescent, formed of any substance. The most valued materials are the claws of the Royal Bengal tiger, united at their bases in a gold setting which includes their tips, and bears on one side of the centre the head of a sphinx, and on the other a pyramid, urn, and star; with the date of the wearer's reception of the Order, and the motto . . . "Strength and Fury"

members be selected from Knights Templar of the York Rite and/or the 32° of the Ancient Accepted Scottish Rite of Freemasonry. (This prerequisite changed in the year 2000, but for more than one-hundred years it added momentum to many Commanderies and Consistories). Incentives work wonders. From a humble beginning of thirteen original Shriners in the year 1872, the Shrine reached its zenith in the year 1979, with 939,000 on the rolls.

Prior to moving to New York City, Dr. Fleming became a Mason in Rochester Lodge No. 660 in Rochester, New York, on February 13, 1869, and received the degrees of Aurora Grata Consistory of the Scottish Rite on May 13, 1871. He was awarded the 33° on September 19, 1872. On December 3, 1872, he demitted from Rochester Lodge and affiliated with New York Lodge No. 330. He was exalted in Lafayette Chapter No. 207 of Royal Arch Masons, greeted in Adelpic Council of Royal and Select Masters, and knighted a Knight Templar in Columbian Commandery No. 1 of New York City. He was elected Eminent Commander of the Commandery on April 15, 1872, and retained that office for four consecutive years.

Mecca Shrine Temple received its charter on September 26, 1872, as the first Shrine Temple in North America with Fleming presiding as Potentate. When the Imperial Council was formed in 1876, he was the first Imperial Potentate of the Shrine.

Fleming provides an account of his devotion to Masonry, written for the one-hundredth anniversary conclave in 1910, when he was the oldest living past commander and too ill to attend. In it, he presents how he saved Columbian Commandery from extinction in 1873.

The Commandery was at a low ebb, largely in debt and scantily attended.

The proposition of my acceptance of the office of Commander was an astounding surprise. However, through the influence of my official comrades in arms and their persistent insistence, I acceded to their wishes to rescue the oldest Commandery in the state. . . . These ambassadors and advisory council comprised several enthusiastic members of both Commandery and the several bodies of the Ancient Accepted Scottish Rite. I was at this



Among the flourishing manufactures of the city was a head covering called *tarboosh*, now known as a *fez*, which was dyed scarlet for the students in a great school at that city. In that way it became a mark of learning, and gradually displaced other forms and colors of hats. It was carried in all directions by caravans, and thus became the distinguishing head-dress of Moslems in every part of the empire.



Fleming and Paterson, *Ancient Arabic Order*, 17.

time an enthusiastic worker in all of the grades of Scottish Rite Masonry, and became enthused with the same spirit of perseverance and success in the Order of Knighthood. I at once proceeded to resuscitate Columbian. Had a “calling of the clans” from all the departments, and supported it to the full with both my counsel and my purse and with renewed zeal devoted all my energies to newly equip the Commandery, increase the roll of membership, arouse a new interest that would defy the angry waves of time and the storm of persecution. . . I then proceeded to make the paraphernalia and the work interesting and attractive. I then personally assumed the responsibility of all the monetary requirements. I resumed the usual banquets which had been long abandoned because of lack of funds required to sustain that interesting part of the ceremony. I then proceeded to equip the entire official corps in a full coat of mail armor, helmets, swords, staves, spears,

knight templar

hawbucks, leggings and gauntlets, all of which was strictly authentic and produced by the best costumers in the City of New York. Popularity and success following on the new regime, both officers and members seemed at once to take a new and splendid interest.

Fleming then goes on to relate that he equipped Columbian with a superb silver service and that he spared no expense to obtain the finest in every kind of equipment to make Columbian the acknowledged leader. At the same time he continued to work in the Scottish Rite, and for the four years that he served as Commander of Columbian was responsible for Knights Templar becoming Scottish Rite Masons and vice versa with the result, as he puts it, that “two separate series of rites or orders ultimately became almost a united family.” With all of this, he said, “I found it rather an arduous task to keep pace with all of the requirements in all the complicated ritualistic renditions, official and subordinate, for the several years during which I struggled to equip myself commendably in somewhere near a dozen prominent

official positions, including at the same time instituting and fathering of the Order of the Mystic Shrine, the formation of Mecca Temple, first in the City of New York, and many temples following, also the Imperial Council of the Order for the entire jurisdiction of the United States and adjacent territories.<sup>2</sup>

The fact is, of course, that Fleming needed Columbian Commandery and the Scottish Rite in order to get his own brainchild in operation.

The prerequisite of requiring the Knight Templar degree and/or the 32° of the Ancient Accepted Scottish Rite (from 1872-2000) probably did more to strengthen both Rites than any other individual act. Although both Rites were (and are) popular, the requirement of predicate membership in the York or Scottish Rites gave a huge incentive for many Commanderies to stay in operation. Thus, Fleming not only saved his own Commandery, but probably hundreds of others which might have met their demise.

Dr. Fleming kept up his medical practice as long as he could. Fleming had an active and lucrative practice in New York for almost forty years. At the 1886 Alumni Association of Albany Medical College, Dr. Fleming was elected President for the 1886-1887 year.<sup>3</sup> At the 1902 meeting of Albany's class of 1862, Dr. Fleming reported that he had become a qualified examiner in insanity in the Supreme Court of the City of New York, that he was a member of the New York County Medical Society, the Medical-Legal Society, and the Physicians' Mutual Aid. In addition, of course, he practiced extensively among the members of the theatrical profession and was one of the first physicians to be attached to the Actors Fund of America.

He wrote extensively on insanity and related subjects, including drug habits and dipsomania (alcoholism). Strangely enough, the only medical paper written by him still on file in New York's extensive medical library concerns diseases of the chest, including asthma, for which he believed snuff was not a suitable treatment.<sup>4</sup>

In 1914, William Fowler, Jr., recalled in a letter to

2. Fred Van Deventer, *Parade to Glory. The Story of the Shriners and Their Caravan to Destiny*, 3<sup>rd</sup> Edition (New York: Pyramid Books, 1968).

3. *Albany Medical Annals: A Journal of the Medical Society of the County of Albany*, Vol. VII (Albany: Burdick & Taylor, 1886) 82.

4. Walter M. Fleming, "Origin and History of the 'Mystic Shrine,'" *The Masonic Voice-Review*, Vol. 8, Nos. 1-12, (Chicago: 1906), 246..



Fleming and Paterson, Ancient-Arabic Order, 30.



SHRINE OF MECCA.

SCOTTISH RITE HALL, MADISON AVE. AND 29th ST., NEW YORK.

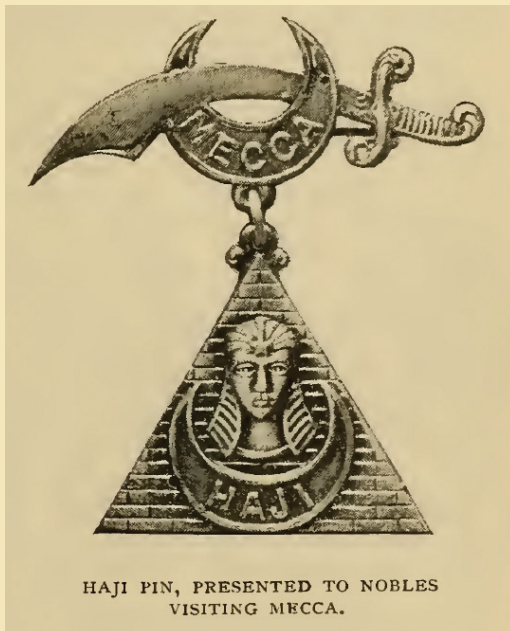
Saram R. Ellison, Recorder of Mecca Temple, that “from about 1870 to 1880 when my father was proprietor of Knickerbocker Cottage, we had there the Masonic Club. The membership consisted of those prominent in the Scottish Rite and York Rite, and the first duty of one joining the club was to send his picture to be hung upon the walls of the club room, and we finally had a very valuable collection of pictures. At this time, Dr. Fleming was in the height of his popularity – as was supported by Charley McClenachan, Henry Banks, George Millar, Bill May, Genl. Roome, D. Northrup and many others of note. I distinctly remember on a certain Sunday afternoon, my father coming downstairs and telling me that they were hatching, up in the club, a new order to be called the Mystic Shrine.”<sup>5</sup>

Sir Knights Fleming and William Florence's institution of the original Shrine

5. Fred Van Deventer, *Parade to Glory*.

prerequisite of attaining the order of Knights Templar and/or thirty-second degree in the Scottish Rite, helped Templar Commanderies and Preceptories across North America. One man who was knighted in Aleppo Commandery No. 31 in Hays, Kansas, Sir Knight Robert J. Dole, later became a Noble in the Shrine at Salina, Kansas, in the 1970's. He would also serve the United States Senate for twenty-seven years.

Whether it be a century ago, or more recently within our lifetimes, the Shrine has been beneficial to Templary. We can thank Past Commander, Sir Knight Walter M. Fleming for building better than he knew.



Fleming and Paterson, *Ancient Arabic Order*, 31.

Sir Knight James Marples is a life member of Mt. Olivet Commandery No. 12 in Wichita, Kansas, and currently resides in Texas. He can be contacted at [rosehillks@yahoo.com](mailto:rosehillks@yahoo.com).





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**H**ow well do you follow? As a Knight Templar, you are inherently a follower of Christ. You may or may not be a leader in any Masonic body or in any organization. You may be a leader and yet you are still a follower. How well do you follow? Ask a leader how well his followers perform, and you might find that there are awards and recognition to identify “good followers.”

A follower’s purpose is not to seek recognition. Within the purpose of Freemasonry of “who can best work and best agree,” it is not intended that there is a competition that some Masons will perform poorly while

others perform well. This competitive culture within Freemasonry treats the fraternity as a sport, which it is not. Freemasonry’s purpose is to help Masons improve themselves (to make good men better), to unite all men, to relieve the distressed, and to be good and true, supporting each other’s welfare and rejoicing in each other’s prosperity.

In 2018, Google Scholar contained 139,000 articles on leadership and less than 3,000 articles on followership. We know there is at least one follower for every one leader that exists. We might expect an equal or greater number of articles and programs for followership to create the greater number



# Followership

by Michael F. Feld

of followers needed compared to the fewer number of leaders. In a Masonic Lodge, there is one Worshipful Master (leader) and at least two or more followers. Yet, the study of how to follow is not something widely encouraged. For our Masonic organizations' Leadership programs to be successful, it is necessary that these programs are complemented with a study of *followership*. The study of followership is necessary for both leaders and followers.

As Christian Knights Templar, we share an important belief that in every station we are all followers of Jesus Christ. Some of us are leaders – but all of us are followers.

The binding elements between leaders and followers is *purpose*.

“In the beginning was the Word...”

The original Greek in the New Testament for which “Word” was translated, was *logos*. Secondary meanings include speech or principle. In this context, when we read of leaders and followers united by a common principle, as Christian Knights, we can understand that we are united in that *logos* established at the beginning of creation.

The importance of this to followership is that every leader within our organization and outside of our organization is subordinate to the *logos*. When a follower in any



capacity sees that a leader is in violation of the *logos*, it is necessary for the follower to hold the leader to account, to whisper good counsel, to steer him back towards the path of the shared organizational purpose, the *logos*.

The Grand Encampment Leadership Program is earnestly recommended for your study. This leadership program gives each student a copy of the *Seven Habits of Highly Effective People* by Stephen Covey. Habit 2: “Begin with the End Mind” references Victor Frankl’s logotherapy which focuses on individuals identifying their personal mission or sense of purpose. This ties into the study of followership where the relationship between leaders and followers is centered around the common purpose of the organization. The *logos*, or purpose, is the highest priority. The appropriateness of the intentions and actions of the leaders and followers is determined based on their alignment to the common purpose. This is one reason why it is important for leaders and followers to be able to clearly state the purpose of the organization. The purpose is the plumb line and rule by which all things are measured. If the common purpose of the organization is not clearly defined, the goals of the organization cannot be achieved. Leaders must be able to state and communicate the goals of

the organization and then identify the type of follower in relation to the organization’s purpose or mission statement.

In *The Courageous Follower: Standing Up To & For Our Leaders*, by Ira Chaleff, there are four types of followers, each with a varying mix of “low challenge,” “low support,” “high challenge,” and “high support”: Resources, Implementers, Individualists, and Partners. The book is recommended to your reading, but for the purpose of applying this concept to Freemasonry I will apply it to recognizable characteristics of Masons:

**Resource:** These followers are low challenge and low support. When a motion is made in lodge, they tend to vote “aye” in every case because their primary goal is something outside the lodge. Perhaps they need to get home early for work, their family is waiting, or they trust leadership to have already made all necessary investigation. A resource individual may be able to attend regular meetings but unable to assist with committees, ritual, or building maintenance. A resource may also be a dues payer who wants to support the purpose but does not have the time.

Positive: Resource followers are low challenge, low support. These followers rarely question leadership and give a minimal amount of support. Resource individuals are





necessary followers to give an organization a larger base of followers. They may be able to move into other follower types in the future or they may have become followers due to physical, mental, or financial constraints. Resource followers make an important contribution towards the shared purpose, but a leader needs other types of followers to avoid unrestrained decision making that allows for poorly informed decisions. A leader also needs supporters willing to put in extra time and effort to accomplish difficult goals.

**Negative:** A leader who only has resource individuals may feel comfortable being able to spend money at will, commit the lodge to any project, or announce grandiose goals without objection. He will find himself disappointed that a resource follower does not share his idealistic expectations and is not willing to contribute more. The danger for the leader is to blame or punish resource followers for being unwilling to do more. For the resource follower, the purpose is shared but it is a lower priority than outside purposes (work, school, family, *etc.*). The challenge for the leader is to identify or create followers who fall into one of the other categories. As a leader, the goal with resource followers is to identify them, retain them, and be aware of opportunities when they may be able to

act as another follower type (for example, a follower may be a resource until there is a project that appeals to their specific skillset, then they may move into one of the other follower types).

**Implementer:** These followers are “all-in.” They are low challenge, high support. The implementer may share the same goals and interests of the leader or be a friend of the leader or someone who seeks recognition for being an excellent follower. Implementers tend to vote “yes,” like resource followers, rarely challenging the leader’s proposals. The implementer is ready to do whatever the leader asks. Implementers can be given a project and expected to run with it, no questions asked. If the leader proposes using a large portion of the lodge’s funds to run an advertising campaign, the implementer will think of how to make the advertising campaign successful without asking if it is necessary or prudent.

**Positive:** Implementers allow leaders to do things quickly. If the leader is correct, and there are no pitfalls to the leader’s proposal, the implementer will get the ball rolling immediately and follow through putting his personal interests to the side to focus on the common purpose. A leader’s strengths can be quickly actualized by implementer followers.

**Negative:** Implementers allow leaders

to do dumb things. They do not challenge a leader's flaws. If the leader is incorrect and there are pitfalls to the leader's proposal, the implementer remains blind to them and charges ahead indiscriminately. A leader's flaws can be quickly actualized by implementer followers. A leader wants to identify implementer followers so that the leader can be cautious that all due diligence has been done regarding the viability of a project before handing it off to an implementer.

**Individualist:** These followers are always questioning. They are high challenge, low support. Individualists frequently want to contribute to discussion before every vote. They may frequently vote "no" even when the rest of the lodge votes "yes." Individualists are unintimidated by authority and may or may not develop a relationship of friendship with authority. At first glance, individualists feel as if they are opposed to the purpose of the organization when they express opposition to leadership. In fact, individualists oppose leadership when they perceive that leadership proposals are not aligned with, or violate, the shared purpose. An individualist could be a Past Master with a long history of experience that questions any change. An individualist can be the newest member who is still learning how the organization currently functions and the details of its constraints and its purpose. Individualists may sound like a source of negativity and constant opposition, but they provide two functions useful to leadership. First, they bring to light considerations of pitfalls, constraints, or deviations from the organizational purpose that have not been considered by leadership. Secondly, they create the opportunity for leadership to educate resource and implementer followers who are willing to show support even though they do not understand why there is value in a proposal or what the risks and costs are. A leader who learns the value of an individualist follower uses their opposi-

tion to hammer out any missing details that need to be addressed for the proposal to be a success. A leader may also realize that even if the individualist never supports the leader's plan, the individualist is loyal to the shared purpose and may become a partner in the future.

**Positive:** Individualists provide a check to the leader's flaws. If the leader is about to make a terrible mistake, the individualist is unafraid to point it out. If the leader has been too hasty in planning and overlooked risks to the purpose, the individualist will call it out. If the leader is about to violate a law or do something unMasonic, the individualist feels a duty to bring it to the leader's attention.

**Negative:** Individualists can erode trust the leader's ability to lead and discourage support for the leader's programs. To avoid the negative effect of an individualist, the leader is challenged to be qualified, prepared, and honest in the performance of his position. Individualists are a terror to the unqualified and unprepared leader who is unwilling to continue to improve his leadership abilities. The negative influence of individualist followers can be offset by a leader who is humble, prepared, and adaptive to criticism.

**Partner:** These followers are high support, high challenge. Partners possess the minimal attributes of a resource as well as a balance of the positive attributes of implementers and individualists. Partner followers in a lodge are most like the best secretaries and wardens. A fortunate leader has more than one partner follower. No leader is perfectly humble, perfectly prepared, or perfectly qualified. Partners are often, but not always, past or future leaders. Partner followers embrace proposals by the leader and also question them. Partners have strengths, experience, and areas of expertise that complement those of the leader. Partners have a close relationship with a leader



like implementers but theirs is balanced with a strong attachment to the shared purpose, like individualists. Partners are willing to confront leaders like individualists but look for ways to do so without discrediting the leader in front of other followers.

**Positive:** Partners have the positive attributes of every other type of follower and manage the potential negative attributes with their humility, courage, temperance and prudence. Partners have time and resources available similar to those of leadership which allows them to be able to support and investigate opportunities and implement programs. Partners possess a level of education and experience equal to or greater than the leader in certain areas. This allows them to restrain leadership flaws and weaknesses while enhancing the leader's strengths.

**Negative:** Partners are not easily found and not easily created. Leaders that feel threatened by a partner's abilities or reputation within the organization push partner followers to the side in favor of unquestioning resource and implementer followers. Leader's that do not like to be questioned by followers may mistake unquestioning implementer

as good partners. The greatest negative for a leader regarding partner followers is not having one.

The leader must understand that what may be perceived as insubordination is, at times, necessary questioning and suggested correction from his followers. Leaders must beware of followers who are silent, unquestioning, or motivated by recognition or acceptance rather than the shared purpose. A leader who bristles at being challenged or questioned is susceptible to fall into his own weaknesses and vices. The unifying principle to distinguish insubordination from collaboration is to remain oriented on the common purpose. In all differences of opinion, the leader must make a judgment call oriented towards the common purpose and the follower must make a personal judgment to trust the leader's decision in spite of misgivings, or if the voice of conscience guides the follower to withdraw, the leader must respect the moral compass of the individual. The leader must prove his choice as the prudent course and in so doing demonstrate consistent positive outcomes aligned with the shared purpose. This builds trust

with followers over time.

Leaders must have quality followers rather than a quantity of followers. Masonic organizations for years have discussed the declining quantity of membership. We have created programs to develop leaders. The bulk of Masonic membership, as is in any organization, is made up of a quantity of followers equal to or greater than the quantity of leaders. What qualities do we expect from the followers? How do we develop quality followers? From the victories of World War II emerged several examples of great leaders and followers. In *Patton's Principles*, one section is titled "Always Do Everything You Expect of the Men You Command." This principle is similarly stated in the *Alabama Masonic Monitor* charge to the wardens, "it is only by due regard for them in your own lives and conduct that you can expect obedience in others."

Patton demonstrated followership to soldiers so that they would know exactly what was expected. Concerning the number of followers, Patton once announced "I have in my hand the orders for the transfer of every officer in I Armored Corps. Every order is signed and dated today. Every officer wanting a transfer or refusing to run a mile will leave this command before the sun goes down!" Patton did not only expect his soldiers and officers to run, he ran with them. Patton was not concerned with how many soldiers he had. He was concerned with how many soldiers he had committed to doing what was necessary to achieve their common purpose. He was not concerned with the quantity of soldiers at the expense of the qualities they possessed to accomplish the goal. He expected every follower and leader to have the specific qualities and commitment necessary to succeed. In Masonic terms, "it is better that no workmen be added to the role than that one unworthy foot be allowed to cross the threshold of the lodge."

Of the four follower types presented above, which one are you? What areas do you need to moderate? What areas do you need to develop? Even a cursory study of followership can add new light to an organization's opportunities to clearly define its purpose and develop harmony in planning and execution.

To be a successful leader, you must understand what makes a successful follower. "Therefore, prepare yourself to command by learning to obey." *Scottish Rite Ritual Monitor & Guide*, Southern Jurisdiction, Secret Master.

To study how to improve your abilities as a follower and support leaders, or to be a leader who better understands types of followers, see the references for recommended reading materials regarding followership.

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# Weaving Memories

By Breanne Gannaway

W eave a dream with me  
Step up to the stars  
Search your memories  
Beautiful pasts  
Experiences  
Tapestry lasts.

We share with others  
The parts that we love  
So bring your stories  
Find the connection  
For then we can build

Dreams with our sisters.  
We share them to find  
Threads we can entwine  
Gather them to form  
These bonds that are born  
Faith, loyalty, love.

Now our memories  
Intricately bound  
The patterns of us  
In each other found  
Interconnected  
Stories reflected  
Good will and good times  
Piece them together  
Forever remembered.

# Cleveland Assembly No. 15 Celebrates 100 years!

by Kim Burnett

**T**he Assembly was constituted on April 29, 1921! Yes, that's really 102, but due to COVID we had to postpone our party.

We enjoyed a wonderful evening, sharing our love of this beautiful order, the Assembly's history, the many achievements, numerous charitable works and our commitment to the Sir Knights with all of our visiting Beauceant sisters, Sir Knights, friends and family.

*The time we share together is precious and the memories we make are priceless!*



# 50 Year Award



Supreme Worthy President, Mrs. Jon Spann got to present a 50 years certificate and pin to Supreme Director of Music, Mrs. William Matyastik. (aka Mom).

## Other News

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### **Ladies from Kingsport Assembly, No. 244, TN, were honored to join the Upper East TN Battalion of Knights Templar for Good Friday and Easter Observance**

Pictured with Sir Knights from Watauga Commandery No. 25, St Omer Commandery No. 19, Kingsport Commandery No. 33, Carter Commandery No. 37 and Greenville Commandery No. 43 are Mrs. Linda Sutton, Mrs. Royce Peterson, Mrs. Tim Sutton, Mrs. Jay Young, Mrs. Charles M. Thames, Mrs. Tracy Rhoton, Ms. Lisa Leonard, and Mrs. Doyle Skinner.

## 2023 Travel Grants

The Association for Research in Vision and Ophthalmology (ARVO) has awarded 95 travel grants this year to help student/trainee members attend the 2023 annual meeting in New Orleans, Louisiana, thanks to a grant to the ARVO Foundation for Eye Research from the Knights Templar Eye Foundation, Inc. (KTEF).

These funds from the KTEF represent 23% of the total travel grants awarded by ARVO and the ARVO Foundation annually. In total, ARVO and the ARVO Foundation supported 424 travel grants in 2019.

As the KTEF has grown since its 1955 inception, we have expanded the number and

size of our grants, and we have commenced new initiatives in ophthalmology research and education. Our research grants are targeted to new researchers which are those in the early stages of their careers.

After years of funding and observing the ARVO program we dramatically increased our funding over the years. We believe this is an ideal expansion of our funding concept. By stretching out a helping hand to those just starting their careers, we hope to encourage and expedite successful careers.

For these PhD and MD students, travel grants can make all the difference in whether they can attend and present their research.



## KNIGHTS TEMPLAR HOLY LAND PILGRIMAGE

**TWO GREAT OPPORTUNITIES TO EXPERIENCE THE HOLY LAND!**

### **Knights Templar Holy Land Pilgrimage for Christian Ministers**

2024 – *tentatively*

Group A: February 5 – February 15, 2024

Group B: February 19 – February 29, 2024

*Program Overview, Nomination Forms, Guidelines for Selection, Fees, etc. for local Commanderies and State Committees are available on the website.*

### **In the Footsteps of Jesus**

A Pilgrim's Journey for Sir Knights, Ladies, Friends, and Guests

November 5 – November 15, 2023

For full information, forms, and details, go to:

[www.kthlp.com](http://www.kthlp.com)





Representing the Knights Templar Eye Foundation, Inc. at this year's ARVO Annual meeting (pictured above with the travel grant recipients) were David J. Kussman, President and Trustee; Robert W. Bigley, Assistant Secretary; and Marci L. Martinez, Director of Operations KTEF Office.



# *Knights Templar Eye Foundation, Inc.*

March 1, 2023 – March 31, 2023

## **GRAND MASTER'S CLUBS**

AL Lawrence R. Levin Jr.	NE Frank L. Borden Jr.
AZ Donald R. Tapia	NJ Charles E. Taylor Jr.
AR Jerry W. Brooks	NJ Robert Thornborough
AR Levert E. Stringfellow	NC Miles C. Washburn
CA Rick L. Baca	OH Art Moore
CA Edwin S. Balao	OK Gerald K. Hornung
CA Tuoc K. Pham	OK John L. Logan
CA W. Bruce Pruitt	PA John B. Austin
CA Thomas L. Pryor	PA William D. Hartman
CA Roger S. Ross	PA Brenden R. Hunter
CA Edgar Tuna	PA Robert E. Kayal
CO Darren Klinefelter	PA Robert B. Kording Jr.
DC Louis N. Abreu III	Philippines Dexter L. Ng
FL Alan R. Chancey	SC Richard E. Papenfuss
FL Carlos Correa	TN Michael L. Lawler
FL Brett A. Gordon	TN Jerry V. Smith
FL Benjamin P. Minichino	TX Robert B. Cook
FL Paul F. Ritchie	TX Nikolaus K. L. Fehrenbach
FL Joseph A. Schoonover	TX Eric D. Fenton
FL Robert D. Sever	TX Michael Wisby
FL Steven Q. Steele	VA Joel T. Bundy
GA Roy H. Miller Jr.	VA Craig A. Cox
IA William R. Clark Jr.	VA Emmett G. Dalton Jr.
IA Charles W. Flick	VA Shelton S. Mackey III
IL Enrique J. Unanue	VA Brian L. Rumley
ME Alan D. Johnston	VA Jason C. Trenary
MA/RI Rick Baccus	VT Jon W. Hosford III
MA/RI Robert J. Jingoian	WA Gerry A. O'Brien
MI Charles W. Woodrum	WI Stephen Britton
MN Roberto S. Gardiner	WI Richard J. Rausch
MN Douglas E. Pamp	WI Russell P. Witte-Dycus
MS James A. Birdsong	WY Lewis E. Shepher
MO Michael S. Smith	

## GRAND COMMANDER'S CLUBS

- |                           |                           |
|---------------------------|---------------------------|
| AL John R. Appleton Jr.   | MO Michael S. Smith       |
| AZ Donald C. Anderson     | NJ Robert Thornborough    |
| AR Levert E. Stringfellow | NY Roy L. Hamilton        |
| CA David A. Lane          | ND Dale V. Sandstrom      |
| CA Michael J. Sekera      | ND Zachary A. Steele      |
| CA Edgar Tuna             | OH Jerry L. Ashcraft      |
| CO Michael P. Rowan       | OH Robert J. Davis        |
| FL Paul W. Friend         | OH Donald S. Judisch      |
| FL Brett A. Gordon        | OH Jerry C. Scott         |
| FL James R. Hawkins       | OK Christopher M. Sheehan |
| FL Edward J. Mayfield Jr. | PA Bruce A. Markle        |
| FL Benjamin P. Minichino  | PA David W. Robertson     |
| FL Hector Mirabile        | SC Ronny D. Powell        |
| FL Giancarlo E. Oderda    | UT Jason C. Varner        |
| FL William R. Paulchek    | VA Joel T. Bundy          |
| FL Julio Sanchez          | VA Craig A. Cox           |
| FL Joseph A. Schoonover   | VA Jason C. Trenary       |
| GA Jeffrey B. Warner      | VT Bruce R. Howard        |
| IN Jordan M. Demaree      | WI Ernest W. Anderson     |
| IA Scott A. Schabacker    | WI Michael L. Bessette    |
| IA Wade E. Sheeler        | WI Stephen Britton        |
| MN Roberto S. Gardiner    | WI Stephen D. Dake        |
| MN Eric J. Thiem          | WI Richard J. Rausch      |
| MN Gerald Zierdt          |                           |

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