



Edward R. Polich, State Deputy – 2018-2019

Membership Handbook

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Introduction

The purpose of the Membership Handbook is to serve as a resource to help you recruit, retain, and reclaim members. It is intended as a guide. As each council has its unique situation, you and your council must decide how best to use the information provided.

Our Goal

Every Catholic Man must be given the opportunity to live the **EXPERIENCE OF A LIFETIME** by becoming a member of the single most important Catholic Fraternal Service Organization in the world – **The KNIGHTS OF COLUMBUS!** For the Knights of Columbus to continue to fulfill Fr. McGivney’s dream, it is up to each member to **recruit** new members into our Order while promoting the Principles of the Knights of Columbus: charity, unity, fraternity, and patriotism. We as Knights have an obligation to ask our fellow Catholic layman to join our ranks to make our order even stronger than we are today!

The State Membership team is here to work with you as you recruit, retain, and reclaim. Our personal pledge to each of you is to make sure you have the information and tools to have a successful membership year. **Our goal** is to provide you with the tools necessary to **recruit** new members, **retain** existing members and **reclaim** those we have lost by strengthening our Council Programs. We are here for you.

Activities show potential Knights and their families what Knights do to assist their communities and the Church. Members who are involved in programs are less likely to

become inactive. These active Knights are vital to the survival of any council. Programs, within the state organization and council's, must be designed with each member in mind so that they will want to **retain** their membership within the Knights of Columbus and be an active member of your council. Active service programs in each council is a valuable asset in recruiting new members.

Additionally, we must reach out and **reclaim** those we have lost and re-invigorate them with a renewed spirit and commitment by showing them that we are involved, concerned, and committed to the core values of the **KNIGHTS of COLUMBUS – CHARITY, UNITY, FRATERNITY, and PATRIOTISM**. By our works and deeds, through renewed and strengthened programs, we will bring these men and their families back into our fellowship.

If any council wishes to hold training for their membership committee, please contact the State Membership Director to establish a date where this could be accomplished. If members are not informed as to what is entailed within the duties, failure is almost certain.

Schedule and conduct Admissions (First) Degrees early and frequently. Each Council should schedule and conduct an Admissions Degree during the month of July, if possible, and no later than August 15th to commemorate the birth and death of our founder, Fr. Michael J. McGivney.

The Grand Knight, Financial Secretary and District Deputy can access their Council or District figures through the Supreme website on July 1.

Responsibilities

This section provides an overview of the responsibilities of the State Membership Team, District Deputy, and Grand Knight for developing and executing on a membership plan for the fraternal year.

The State Membership Team:

- Provides assistance and support to each District Deputy, Council, and Council membership teams.
- Is responsible for ensuring that each council is provided every opportunity and resource in order to fulfill their membership goal, thus fostering membership growth within each Council, the Virginia State Council, and the Supreme Council.
- Commits to supporting each council, and is there to help, guide and ensure the success of each and every council.

The District Deputy, selected by the State Deputy and approved by the Supreme Knight, acts on their behalf to support his District's Councils. One of his goals is to assist each Council to meet or exceed its membership goals.

The Grand Knight:

- Is the vital **key** to the success of the Council and the State membership program.
- Appoints a Membership Director, Program Director, Admission Committee, Recruitment Committee, Retention Committee, and Admissions (First) Degree Team Captain. All members of these committees should be properly informed, trained, and receive the membership material provided by Supreme Council.
- Informs the District Deputy of his goals, committee assignments, councils programs and their results, and any problem areas requiring assistance. This should be done routinely, but no less than once per month.
- Contacts the State Membership Team for ideas or assistance.

Council Membership Team

This section of the Membership Handbook explains the council membership team's roles and responsibilities.

Membership Director

The council's Membership Director:

- Should be a council officer such as the Deputy Grand Knight, Chancellor, a Past Grand Knight, or a person who has demonstrated equivalent leadership abilities.
- Foster high standards, enforce established procedures from Supreme, the State Council, and his Council in the area of membership.
- Provide the membership team with a training program that ensures that all team members know how to be effective in their responsibilities and know the proper procedures of the membership program.
- Coordinate Admissions (First) Degree dates with the Grand Knight.
- Maintain a current list of Formation (Second) and Knighthood (Third) Degree dates in the local area to notify candidates in a timely manner and coordinate this information with the Financial Secretary to ensure that eligible members advance to the next higher degree as soon as possible.
- Encourage sponsors to accompany candidates to **all** degrees.
- Ensure recruiting teams are informed of dates the Admission Committee will meet and dates of all degrees
- Assist the Grand Knight in coordinating requests to the District Deputy for Formation (Second) Degree dates within the District
- Publicize and supervise VIP, Shining Armor, and Golden Knight incentives and awards for active sponsors and any membership incentive program.

Recruitment Committee Chairman

The council's Recruitment Committee Chairman:

- Should be a Past Grand Knight (e.g., the three-year trustee), or someone else with a good knowledge of the Order, a friendly disposition, and the ability to talk to anyone.
- Establish a program in support of the Council's recruitment goals.
- Assist sponsors with prospective member initiatives.
- Assist the Financial Secretary and sponsors with preparing prospective members for the Admissions (First) Degree.
- Encourage sponsors to accompany candidates to **all** Degrees.
- Get new members involved in Council activities and committees in cooperation with sponsors and the Council Program Director.
- Provide notice via Council newsletter, email, and personal telephone calls to members on upcoming dates and places for recruitment drives and ask for their support
- Plan Open House and Membership Night events **early** in the fraternal year and often to reach Council goals early in the fraternal year.
- Supervise invitation of prospective members and Two-on-One Recruitment Committees.
- Feel and **be** responsible for the success of the Council's recruitment efforts.

Retention Committee Chairman

The council's Retention Committee Chairman:

- Should be a Past Grand Knight or current Council officer (except Financial Secretary) who understands the membership program and requirements as set forth by Supreme and State representatives.
- Establishes a Retention Committee that includes the Council Trustees at a minimum, and other members who know the members personally, especially those who haven't attended council meeting or activities in a while.
- Works with the assigned Field Agent who may know of other issues because of his contacts.
- Develops and executes a retention program that seeks to contact members who no longer attend meetings or functions. The chairman should:
 - Use sponsors to assist in this process.
 - Seek out reasons why they are not attending and advise them of upcoming functions and events
 - Ask them to participate or assist in these programs to support the Council.

Note: Do not hesitate to seek assistance from the District Deputy, State Membership Director, State Retention Chairman, Field Agent, or General Agent.

- Promotes all retention programs sponsored by Supreme and State Councils.
- Helps promote Council activities which encourage and foster fraternity among **all** members and their families.
- Meets frequently with Retention Committee members to review status of membership contacts and to assess suggestions and programs for resolving membership or retention problems.
- Ensures that all committee members are properly instructed on the information required to intelligently discuss problem areas with Council officers and members.
- Works with the Financial Secretary to identify all Council members in arrears and in danger of being suspended, or who have requested a final withdrawal card.
- Coordinates calls to members having received a Second Notice with the Financial Secretary and Trustees.
- Becomes aware of potential financial hardships, and works with the Grand Knight and Trustees to consider waiving partial or full dues of Knights who cannot pay but wish to remain in the Order.
- Offers transfers to members who are out of the area and delinquent on dues.
- Offers dues forgiveness for past debts if members are willing to "start fresh" and the Grand Knight and Trustees agree.
- Encourages a member to withdrawal rather than be suspended after contacting the member and determining that retention is not possible.
- Establishes a program in support of the Council's retention goals.
- Advises the Grand Knight of reasons causing members to be "inactive/absent" with recommendations to rectify.
- Prepares information to inform all members subject to suspension of alternatives to being dropped (alternatives are to be with approval of the Grand Knight).
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Admissions Committee Chairman

The council's Admissions Committee Chairman:

- Is preferably a PGK assisted by at least seven members (e.g. Membership Director, Recruitment Chairman, Trustees, Field Agent, and others). The Financial Secretary can also serve as a useful resource.
- Schedules meeting dates and times to speak with prospective candidates about their intentions and to inform the candidates about the functions of your local Council's programs and activities.
- Coordinates with the Membership Director and Recruitment Chairman scheduled admission committee meeting dates and times to meet with prospective candidates.
- Meets with prospective candidates using the Admission Committee Inquiries Guide provided by the Supreme Council Office to ask prospective candidates simple questions.
- Ensures the candidate understands who we are and what your Council's activities are in the Church, Community, and other areas.
- Makes use of the variety of membership aids available at little or no cost from Supreme, such as flyers, posters, videos, and other information, which will assist your council in making membership attractive.
- Advises the candidate of Council dues and initiation fees and the importance of communicating with the Financial Secretary when any personal data (i.e. address, phone, etc.) changes.
- Informs the candidate of the many benefits of the Order and of the importance of his admission to any Council in the order with his traveling card and paid up dues.
- Remembers as Knights we do not determine the status of an individual and their being in Union with the Holy See. The Bishop of the diocese, the Council Chaplain or Parish Pastor will provide the status of the candidate in question. The Council must abide by his response.
- Presents the committee's decision and recommendation on each candidate for admission.
- Ensures the candidate's sponsor is in attendance and informs the sponsor of his responsibilities to take the candidate to degrees and assist him in getting involved in the many programs in your Council.
- Promotes the insurance program to the potential New Member.
- Ensures that the proposed candidate in addition to the form 100 completes the Form 391, so that the council leadership can get an idea of what the candidate is interested in before he takes his Admission (First) Degree and becomes active. This is a great tool for the council's program director. It will give him firsthand knowledge of who he can approach to chair or be part of a council committee or event.

Grand Knight

The council Grand Knight is a member of all council committees. Although carried out by others, the Grand Knight is responsible for overseeing the screening of prospective members and the orientation of new members.

Screening of Prospective Members

The Grand Knight must:

- Determine if recruiters are adequately explaining the Knights of Columbus to prospective members.
- Ensure that the Council has an active Admission Committee, which interviews all prospective members.
- Monitor the Council's method of selecting prospective members.
- Determine if the Admission Committee is using the "Admission Committee Questionnaire" (Item 391) for each applicant.
- Ensure that all Council members who are proposing or sponsoring a candidate are advised of their responsibilities as a sponsor.
- Remind the members of the Recruitment and Admissions Committees that they play a major role in forming a new member's first impression of the Knights of Columbus and the Council. This first impression may very well determine whether or not the new member remains active in our Order. Therefore, the recruitment process must be thorough, but not objectionable to the prospect. In order to properly evaluate this process, it is recommended that all Retention Chairmen participate as active members of their Councils' Admission Committees.

Orientation of New Members

The Grand Knight must ensure:

- The Admission Committee is explaining the various programs and activities within the Order, State Council, and the Council to the prospective member.
- The new members and their families are introduced to the Council at a meeting and family event.
- The new member understands the reason and purpose for each program and the part his family plays in the Council.
- The new member is made to feel welcome at all Council functions.
- The new member is promptly given committee assignments based on his interests as indicated on the Admission Committee Questionnaire.
- Periodic programs, which acquaint members with Council procedures, i.e., membership, finances, sponsor's duties, committees, and activities, etc., are part of the Council's lecture program.

Financial Secretary

The council's Financial Secretary:

- Verifies the Council roster for accuracy and maintains current member addresses.
- Meets with applicant during or after the Admission Committee to ensure paperwork is complete and that fees and dues are paid.
- Updates membership and degree information, notifying Supreme of changes
- Provides the Membership Director with names, phone numbers, and addresses of eligible candidates for advancement to meet District and State scheduled degrees.
- Prepares membership cards for those candidates advancing to the next higher degree and provides them to the candidates at the degree.
- Coordinates early with the Grand Knight and Retention Committee Chairman concerning members in arrears.

Sponsor

The sponsor is the member who proposed the candidate for membership and signed the Form 100. He is the **key** to the successful recruitment and retention of the candidate. Without a sponsor's support, new members may wrongly feel rejected or unaccepted and quickly become a retention problem.

The sponsor:

- Introduces the candidate to the Admissions Committee and indicates why he should be accepted as a member of the Council.
- Takes the candidate to all degrees.
- Introduces the new member to the current Membership Director, the Financial Secretary, and Grand Knight at a minimum.
- Gets him active and involved in Council programs.

Recruitment

This section of the Membership Handbook focuses on strategies, tools, and resources for recruiting new members.

Membership 365 Objective

To promote membership recruitment, the State Deputy and the State Membership Team has adopted the Membership 365: One Member Per Council Per Month program.

Online Membership

The State Deputy and the State Membership Team fully endorses the Supreme Council's Online Membership initiative. This is a program for Recruiting and Engaging New members. The Supreme Council Online Membership initiative began in fraternal year 2017/18 as a pilot program in a limited number of U.S. and Canadian jurisdictions. This Online Membership initiative is a web-based program through which eligible Catholic men are able to join the Knights of Columbus online. This initiative is not meant to replace traditional recruiting methods, nor is it meant to change councils or degrees. Instead, it is meant to supplement traditional recruiting by offering a new, digital experience for certain men who are not yet ready for council-based membership.

WHY ONLINE MEMBERSHIP?

The Supreme Council has conducted numerous listening sessions and surveys with both members and non-members over the last few years. Among the many findings was a strong indication that the Supreme Council should develop a new, online way to recruit potential members and form those men for committed, lifelong membership in the Knights of Columbus. This new fraternal program seeks to help the Order maintain sustainable long-term membership growth by providing the opportunity for membership throughout the modern man's life cycle. This streamlined alternative helps acclimate men to the Order. Once a man has joined online, we will then work to incorporate him into a council and get him fully integrated with its activities. WHAT ONLINE MEMBERSHIP DOES This initiative is an important step for our Order, and presents a tremendous opportunity for membership growth and engagement.

The initiative allows for:

- A Faster Way to Join – One of the most common objections to joining the Knights of Columbus is "I don't have time." Through Online Membership, a join process that can take as many as two months now takes five minutes.
- A Digital Experience – This initiative provides a new membership experience that is tailored to younger men and busier men who may not yet be ready for council-based membership. This low-pressure, low-commitment and digital experience meets men where they are, helps to form them as Catholic men, and enables us to bring more men into the fold.
- An Amplified Message – The Online Membership initiative is backed by a substantial marketing campaign that will find and work to convert prospective members.

WHAT ONLINE MEMBERSHIP DOES NOT DO

The Online Membership Initiative Does not change requirements for membership. Membership in the Knights of Columbus remains open to practical Catholic men.

Does not eliminate degrees. Men who join online are non-degreed members. Once they are ready to convert to a local council, they are required to take the first degree.

Does not eliminate councils. The goal of online membership is to form men for committed, lifelong and councilbased membership in the Knights of Columbus. In fact, Online Membership creates a pool of recruits for local councils to engage with.

Does not eliminate dues. Online Members are required to pay \$30 annual dues.

Does not create a new class or type of member. Online Members are members of the Knights of Columbus. They are non-degreed members, and they do not belong to local councils, but they are not provisional or partial members.

MEMBERSHIP BENEFITS

Members who join online will receive the following:

Welcome Package – All new members will receive a Welcome Package (contents include membership card, Columbia, welcome letter, and copy of Into the Breach).

Access to Online Membership Portal – All new members will receive full access to the Online Membership portal and all of its faith, values, insurance, and charitable content, as well as Supreme Council and State Council news and events content.

Membership Communications – Members will receive weekly emails from the Supreme Council on a variety of topics, including faith formation, public policy developments, charitable opportunities, financial planning, Order-wide news, and membership events.

Programs & Events – Members will be eligible to participate in or attend local, regional, and national charitable and fraternal events.

Columbia Magazine – Members will receive the print edition of our monthly magazine, as well as any special fraternal publications produced throughout the year.

Insurance – Members, their spouses, and their dependent children are eligible to purchase our life insurance, longterm care insurance, disability income insurance, and retirement products.

Accidental Death Coverage – Eligible members and their spouses will be automatically enrolled in the Order's accidental death coverage at no cost.

Annual Financial Review – Members are entitled to an annual review by one of our field agents.

QUESTIONS & ANSWERS

What will these members do?

Once they have completed their registration, men who join the Order online will be given access to a web-based Online Membership portal and will begin receiving regular electronic communication from the Supreme Council. While they will receive a number of other benefits, the digital experience will form the core of their Knights of Columbus experience.

Content distributed to the member through the portal and direct communication will revolve around the four themes of: Lead with Faith, Protect Your Family, Serve Others and Defend Your Values. Through these four themes, these men will not only grow as individuals, but will become acclimated with the good work and rich history of the Knights of Columbus, thereby strengthening their affinity with the Knights of Columbus brand, and setting the stage for lifelong, active membership. They will also receive regular news updates from the Supreme Council, as well as news and event information from their State Council. Do these members

belong to councils? Online Members do not belong to local councils. Instead, they belong to state divisions. Each jurisdiction will have one state division, which houses all of that jurisdiction's Online Members.

How does these members differ from members of local councils?

Though they have not yet taken the first degree, online members are members of the Knights of Columbus. As members, they are entitled to all of the great benefits listed in the "Membership Benefits" section above. These benefits include: a welcome package, access to the Online Membership portal, a membership card, Columbia, and the ability to participate in our insurance program. They are not a different "class" or "type" of member, but as they are not yet degreed members and not yet members of local councils, they are at the earliest stage of their Knights of Columbus journey.

Can these members join local councils?

Yes. State division members who have joined online can transition to local council membership, just as members from other local councils do today. When a State Division member finds a local council he likes, he may deepen his involvement in the Knights of Columbus by converting his membership from his State Division into that local council to take his degrees. Since these members will not have taken the first degree, that ceremonial will be part of their transition to a local council.

How will councils know about these potential new members?

During the application process, applicants will need to provide the name of the parish they attend. There is a field to indicate if they would like to join a local council, and the opportunity to indicate their preferred council number if they have one. Both of these tools will generate reports and emails to facilitate the transition towards local council membership.

How would a council admit a member who joined online into their council?

A transition would be initiated by the local council's Financial Secretary. The receiving council would complete a Form 100 for "Transfer" after the First Degree and submit to the Supreme Council. After transitioning to a local council, the member would retain his online access to the Knights of Columbus membership experience, but cease paying his membership dues online, and instead begin to pay his local council's membership dues. The receiving council would receive the member's dues adjustment for the fraternal year.

How will we know that prospective online members are eligible for membership?

When a prospective member begins the Online Membership application process, the first step is for them to declare that they are: (1) a baptized Catholic male, (2) 18 years of age or older, and (3) a practical Catholic. Once they check those boxes, and agree to abide by the laws and rules of the Knights of Columbus, they click "Proceed to Join" and proceed to the next page. They cannot continue if any of the boxes have not been checked.

Additionally, before they hit the "proceed to join" button, they are presented with the following message: "Failure to answer truthfully to any of these declarations, or failure to remain a practical Catholic in union with the Holy See, renders void your membership in the Knights of Columbus." Prospects are also required to submit parish information during the application process.

5 Step Strategy for Successful Recruitment

Use this strategy to recruit new members.

1. Plan Ahead

Put your recruitment activities on the Council **and** Parish calendars early. Coordinate all activities with your Pastor and invite him to be present for the recruitment events.

2. Attract New Members and Their Families

Attracting new members and their families occurs over time. It begins and ends with fraternal activities that include *families*. It is usually more difficult to attract new members and their families if you try to do everything on a single day or weekend.

Additionally, focused membership campaigns bring greater awareness of and visibility for your Council's contributions to the parish and community. However, we need to avoid the temptation to believe that this is the only approach to Council growth. Every program and fraternal activity provides an opportunity to generate interest among the men of your parish and within your communities. Consider how your Council can combine recruitment and retention goals with KOVAR, KCIC, fraternal activities, and special parish initiatives suggested by your pastor or Chaplain.

3. Hospitality Sunday (Awareness)

Serve coffee, juice, donuts, and pastries following each Mass to bring families of the parish together and to have an opportunity to become better acquainted with one another. Knights should be visible and wearing the emblem of the Order. Ensure the parish community knows that this Hospitality Sunday is sponsored by the Knights of Columbus (through bulletin and pulpit announcements).

4. Tri-Fold Drive (Information)

Distribute a localized tri-fold flyer (Item #4242) one or two weeks after Hospitality Sunday describing all the wonderful work your Council is doing for the church and local community. This flyer should also invite parishioners to an Open House to become better acquainted with the Knights. For those parishes that have a Hispanic community, have available a Spanish tri-fold flyer and distribute them after the Spanish mass.

5. Open House (More Detailed Information)

The Open House should be a cordial, but informative event, held in the afternoon or evening that includes families and provides an opportunity for prospective members to complete a Form 100. The program could include recruitment DVDs or videos, but most definitely should include presentations by your Council's Chaplain (when available), your Field Agent, your Membership Team, and your Grand Knight. It may be very helpful to ask one of the wives to offer a family perspective. Parishioners who are not members may have lots of questions, so allow time. As a rule, potential members are attracted through discussion, not lecturing. It may be advisable to plan a separate agenda for the children in an adjoining room. This approach will allow the parents to learn more about your Council's role in the parish and will also demonstrate that you are taking family needs into consideration.

Some Councils have arranged backyard barbeques or pot-luck dinners to provide an opportunity for prospects and their families to informally mingle with the membership. The purpose of the afternoon or evening is strictly social—an opportunity for parishioners to get better acquainted and to enjoy each other's company.

Develop prospect lists from these contacts and personally invite these men and their families to future activities so they may learn more about the Order and its many benefits. There is no substitute for the personal approach to recruiting. Tell the prospect and his family why YOU joined the Knights and what you and your family see as benefits of your membership.

Sometimes candidates may identify another potential candidate for the Knights of Columbus. If this situation presents itself, try to arrange for both families to meet with you at the same time. Encourage sharing the experience with a friend who would also be new to the Knights.

Have the Knights of Columbus literature available for the prospect to share with his friend, and make sure each has your contact information.

Admissions (First) Degree Exemplification Within Two Weeks (Commitment)

Don't Delay. Hold an Admissions Degree within two weeks of the Open House. Once a candidate has expressed interest and signed a Form 100, the Council should respond immediately to ensure there is interest exhibited for his admission degree. The sponsor and membership director should have the schedule of Admissions degrees in the area and have several dates available for the candidate to choose from, so it will be difficult for him to say "no" to schedule his Admissions degree. The council membership director should coordinate with the candidate's sponsor to ensure the candidate is picked up and the candidate knows how long the degree will take. The sponsor and the membership team are vitally important to how the candidate is introduced to the Knights of Columbus, and to the success of his journey to Knighthood.

Host a "Social Event" Honor New Members (Fraternity)

Hosting a "social event" immediately following the degree allows families to participate in the recognition of new members. Council leadership should plan this event carefully to ensure that it is at a convenient time for all. One possibility would be on a Sunday afternoon after the last mass where the council membership could attend together followed by a social gathering by all. You want to make this event special for the new member as well as his family. Make sure that you have the new member certificate on hand and when presented to him, invite his family to the podium with him.

When you include a new member's family when he begins his **JOURNEY OF A LIFETIME** you are letting him and his family know that the Knights of Columbus is truly **A CATHOLIC FAMILY FRATERNAL SERVICE ORGANIZATION**. Including families in council programs significantly improves their success.

Low-Cost Recruitment Aids

To assist you with the recruitment effort, there are a number of well-designed printed materials available from Supreme Council. (In most cases, you are required to pay only shipping costs). The first item you'll want to have on hand is Item 4242, the Council Brochure Template (tri-fold flyer) so you can prepare information specific to your Parish and Council. Below is a listing of other effective recruitment aids.

Item No.	Title
1073	"New Member Insurance Program" Flyer
2599	Membership Invitation with Envelope
2773	Member/Spouse Fraternal Benefit Flyer
4494	In Service to One, In Service to All (folder)
4495	What This Organization Stands For
4496	The Greatness of a Man is Not Always Defined By ...
4497	As Knights, We Not Only Act on Faith; We Act Because of It
4498	We Don't Wonder What Kind of Man Can Make a Difference (poster)

The Member/Spouse Fraternal Benefit Flyer (#2773) has proven equally valuable in retention efforts. Many Financial Secretaries include a copy of this publication with the dues statements each year. Including this item does not increase postage costs, but it may encourage rapid payment of dues as it reminds the member and his family of the many benefits of membership in the Knights of Columbus.

For a complete listing of materials available from the Supreme Office and instructions for ordering, refer to this year's edition of the Supply Catalog, Item 1264.

Pulpit and Parish Bulletin Announcements

Following are tips for creating effective pulpit and parish bulletin announcements.

Pulpit Announcements

Be sure to include the following six points in your council's pulpit announcement.

- Purpose (Open House invitation, Council Meeting Reminder, etc.)
- Target Audience (members only or open to the entire parish)
- Time
- Date
- Location
- Refreshments (if any are being served)

If a council member is reading the pulpit announcement, then add the following to the six points stated above:

- Thank the celebrant for the opportunity to address the parishioners
- Have the member introduce himself and state title
- Brief mission of the Knights of Columbus and council
- Keep it brief – get right to the point

Bulletin Announcements

Space is usually limited in Parish Bulletins and time is of the essence. Time is critical, place the announcement not too far in advance where parishioners will not remember but not too close where it may be too late for a perspective member to re-arrange another commitment.

Round Table Program

When Fr. Michael J. McGivney founded the Knights of Columbus in 1882, he intended that a close working relationship should exist between pastors and Knights. In his writings, he envisioned the council as a social and charitable arm of the parish. The Knights of Columbus Round Table Program – a bright facet of Columbianism – seeks to make Fr. McGivney's dream a reality.

History of the Order to date demonstrates that close ties between councils and parishes is mutually beneficial and helpful to the members in developing their lives of faith, worship, and service. History further shows that priests have played a vital role in Columbianism. Their contributions as members and as chaplains have given the Order strength and direction.

The relationship between parishes and councils has been and continues to be good. However, when a council has members from several parishes, the members may feel that what is done for one parish must be duplicated for all, while experience shows this is often

not possible. Consequently, these multi-parish councils may fail to realize their full potential in service to the Church at this basic level.

The K of C Round Table concept has been designed to overcome the multi-parish problem and make the tremendous manpower of the Knights of Columbus readily available to our pastors. Simply stated, the K of C Round Table Program puts Knight parishioners at the disposal of parish priests for whatever purposes the pastors deem necessary.

One fact regarding this program must be crystal clear. The K of C Round Table initiative – an offer to serve – will not interfere with any existing or contemplated parish program or organization, since the pastor himself sets the programs. It is simply a matter of going to the pastor frequently and asking: "Father, what can the Knights of this parish do to help?"

An effective Round Table Program can demonstrate to the pastor and the parish the tremendous potential and value of having a Knights of Columbus based at that parish. Ideally, the Round Table will lead to the development of a New Council. (See Item 2632, *Parish Round Table Guidelines*)

New Council Development

Shortly after the founding of the Order, Father McGivney wrote a letter to every pastor in the Diocese of Hartford, which then encompassed all of Connecticut. He asked his fellow priests to "exert your influence in the formation of new Councils in your parish," thus showing that Father McGivney saw new Councils as the best viable means of growth and expansion for the Order and that new Councils should be parish-oriented.

Today, we are still pursuing Father McGivney's dream of establishing a Knights of Columbus Council in every parish. We have done well in Virginia, but there is still a long way to go.

The development of new Councils is primarily the responsibility of the District Deputy, with the assistance of the State Council and the Fraternal Benefits Counselors. (See Item 2119, *New Council Development Guidelines*)

Other Recruitment/Retention Opportunities

Columbian Squires

If your council sponsors a Squires Circle, one way of furthering the Order is by increasing the number of Circle members. As the official youth organization of the Knights of Columbus, the Squires is a wonderful training ground for future Knights.

Fourth Degree

Promote membership in the Fourth Degree. Fourth Degree members are dedicated to the cause of patriotism. They are some of the most visible Knights since they wear the formal regalia while participating in special Religious and Civil ceremonies. Urge Council members to "reach higher" and "Go for the Fourth Degree." Help them achieve the Fourth Degree, with its proud and visible heritage. It is often stated that the Fourth Degree is the optional degree within the Knights of Columbus. Although not a requirement, it is a known fact that members of the Fourth Degree are less apt to be suspended by councils because in order to be a member of the Fourth Degree your dues must be current at the council level.

Insurance

As a fraternal benefit society, the Knights of Columbus maintains an insurance program for the protection of its members. Our life insurance, retirement annuity, and long term care programs are of sufficient scope and flexibility to meet almost any conceivable need.

This insurance program is operated solely for the benefit of its members and their families. Thus, it is in a position to offer a variety of insurance certificates comparable to policies sold anywhere -- and at competitive premiums. It provides members and their families with financial protection and allows them to know where their money is and what it's doing.

Our insurance program gives us the financial muscle and organizational framework to recruit new members and to strengthen the loyalty and dedication of those within our fold. Throughout the Order, our insurance and fraternal aspects must be blended into a smooth-working team. Such is the task of the Grand Knight, the Financial Secretary, and the Insurance Promotion and Membership Chairmen.

The General Agent and Field Agents are integral parts of the Council's membership and retention campaigns. Their expertise regarding the fraternal benefits of our Order and their knowledge of the members of the Council are invaluable. Use these professional assets to the fullest.

The General Agents serving the Virginia State Council offer the **Golden Knight Award** as an incentive and recognition for members recruiting five or more members. See the Awards and Recognition section for details on how to obtain one of these awards.

Promotion of the New Member Annuity is primarily the responsibility of the Council's Membership Team, including the Financial Secretary – not the Field Agent. The Membership Team and Financial Secretary should be acquainted with the New Member Annuity and should be able to explain its financial and fraternal benefits to every prospect and new candidate.

Note: Flyer #4794, "A Special Opportunity for new members and their wives" (available free from Supreme Council) is a useful promotion tool and provides answers to frequently asked questions about the New Member Annuity.

Retention

This section of the Membership Handbook focuses on strategies, tools, and resources for retaining members.

Experience has proven retention to be a perennial problem for all Knight of Columbus Councils. Year after year, the hopes of many a Council for an outstanding membership campaign have been diminished by membership withdrawals or suspensions. While most Council chairmen and directors are guided in their duties by detailed handbooks, the men in charge of retaining our Council membership - the Grand Knight and Retention Chairman - must find their guidance briefly summarized in the Surge With Service Manual. This source, although helpful, does not provide an abundance of detail on how to perform this sensitive and important role.

This section of the handbook has been prepared as a convenient guide for all Council retention personnel. It compiles, coordinates, and amplifies the retention guidelines published by Supreme into a format, which provides easy and quick reference for all committee members. In addition, Appendix A lists frequently encountered problems, and provides techniques, which other Councils have found to be effective for handling each problem. This section is not the answer to all problems - Retention Chairmen are encouraged to improvise and use initiatives to meet their own specific needs.

It is our hope that by clearly defining the duties of the Retention Chairman and Committee in this handbook, and by providing workable solutions to many Council retention problems, you may successfully stem the tide of membership losses in your own Council and throughout the Virginia State Council.

Causes of Membership Suspensions

Before discussing the composition of the Retention Committee, it is first necessary to develop an understanding of the most common causes for membership suspensions.

These causes include, but are not limited to:

- Members lose interest because they are uninformed or are not involved in Council activities.
- Members do not perceive Council activities as being sincere, meaningful, or diversified.
- Members become bored with Council meetings due to late starts, late adjournments, wasted time, and meaningless discussions or debates.
- Members experience a personality clash with other Council members or officers.
- Members are not made to feel comfortable and welcomed at Council meetings or activities.
- Members are experiencing financial problems and cannot afford their Council dues.
- Members become ill and should be afforded the disability dispensation – follow the established guidelines.
- Members are not asked to participate on committees after volunteering to become involved.
- Members are not encouraged to take degrees and advance.
- Sponsors neglect responsibilities and do not follow through.

- Recruiters and Admission Committees do not emphasize importance of keeping dues current.

Retention Committee Personnel

A quick review of the list of causes for membership suspensions above reveals several areas that are not under the direct control of retention personnel. For example, if changes in Council meetings or program activities should be considered in order to solve retention problems, the changes must be coordinated and implemented through the Council Grand Knight and the Program Chairman. In fact, experience shows that retention, like recruitment, is the responsibility of all Council members. Thus, the Retention Committee personnel must act as the Council's eyes and ears for membership related problems and work closely with other Council officers and committee chairmen to correct all identified problems.

Since those members serving on the Retention Committee must deal with both Council officers and individual Council members, they must possess special personal characteristics to properly perform their job. For instance, they must be both personable and diplomatic. It is not always an easy task to tell a Council officer he is not performing his job properly, or to remind a member that he is two months behind in paying his dues, without upsetting him to the point of rebellion.

In order to intelligently discuss problems identified by individual members, the Retention Committee must also have a thorough understanding of Supreme, State, and Council operating procedures, Council activity programs, suspension and withdrawal procedures, membership readmission procedures, inactive insurance member fees, and other pertinent information which may be applicable to a number of diversified situations.

Retention Committee Operation

Often Retention Committee members, lacking information, and guidance to the contrary, assume that their only function involves contacting members who are delinquent in paying Council dues and urging them to bring their dues current. However, the purpose of members of this committee is neither that simple nor that limited in scope. While a significant portion of their responsibility will involve contacting members in arrears, the majority of their time should be spent in monitoring the conduct and performance of Council meetings, certain Council committees and program activities, and membership attendance at meetings and events to detect symptoms of pending membership problems.

Once problem areas are identified, the Retention Committee is responsible for recommending defined solutions for each problem. Then, working with Council officers, committee chairmen and the membership, they should follow up on the action taken. Obviously, this will require the participation of more than a "One Member" committee, particularly in those matters dealing with individual Council members. Seldom will the responsibilities of the Retention Committee be satisfied by a single phone call to a member who is overdue in paying his dues.

How to Identify Symptoms

One of the key factors in successfully meeting the responsibilities of the Retention Committee is the ability to recognize the symptoms of a pending membership/retention problem. Briefly, these symptoms include (but are not limited to) infrequent meeting attendance, reluctance to advance in the degrees, dues in arrears, and expressions of dissatisfaction with Council procedures and/or activities.

Members of the Retention Committee must work closely together to detect these symptoms and then act on them as soon as they are noticed. Unnecessary delay could result in the loss of a valuable Council member and deter more members from joining the Knights.

The duties and responsibilities of the Retention Chairman and the Committee cover an extensive amount of Council business, activities, and events. When these responsibilities are performed in a diligent and conscientious manner, membership losses in the Council will be significantly reduced. The Retention Committee is a very important part of every Knights of Columbus Council.

For convenience, the duties of the Retention Committee have been subdivided into three categories:

- Screening of prospective members during Admission Committee interviews
- Orientation of new members
- Retaining members subject to suspension

Again, it must be emphasized, while the Retention Committee may not have direct responsibility and authority for some actions needed to enhance the retention of Council members, the committee does have an obligation to ensure that the responsible individuals (including the Grand Knight) are informed of the appropriate actions required.

Retention of Council Members

- Promote all programs sponsored by Supreme and State Councils.
- Support the various membership recruitment campaigns outlined in the Membership Director's Handbook.
- Keep council finances and reporting in good shape. A council may not suspend ANY members unless it has its two previous semi-annual audits completed and on-file at Supreme. You cannot judge what financial impact retention will have unless you have completed the council audit section concerning outstanding dues. In addition, **no council may suspend more members than its audits show as delinquent.** In other words, if your past audit showed only nine members with outstanding dues, you may not try to suspend twelve members for non-payment of dues.
- Continually be alert to the symptoms of a potential problem as defined earlier.
- Be sure that the Financial Secretary is closely adhering to the prescribed procedures for sending out first and second notices to members who are late in paying dues.
- Consider a member to be in danger of suspension and initiate Retention Committee action when the Financial Secretary issues a "Second Notice". Arrange for the Financial Secretary to provide a list of all members issued a second notice to the Retention Committee through the Grand Knight. See Appendix B for sample Retention letters that may be sent by the Grand Knight prior to and with the Second Notice.

- Establish two-man teams from members of the Retention Committee and divide the list of members receiving second notices. If possible, each team should personally visit those assigned in their own homes. Remember, telephone and letter contacts are acceptable, but only as a last resort.
- When members residing outside Council boundaries are contacted, they should be encouraged to remain active in the Order by transferring membership to a Council in their new local area. Remember, transfers do not count against your Council's quota.
- Be courteous and tactful when meeting with or talking to members who are in danger of suspension.
- Be familiar with all Knights of Columbus rules and procedures governing readmission of former members. This will allow discussions to include details involving readmission to the Knights of Columbus should the delinquent member be suspended and decide to rejoin the Order at a later date.
- If the member in arrears indicates financial problems, clearly inform him of options available to him through the Grand Knight, such as: bi-weekly or monthly payments; a temporary reduction of dues, forgiveness of past-due dues, etc.
- If the member wishes to pursue one of the above options, assist him in contacting the Grand Knight personally.
- When a member continues to express a desire to leave the Order after an interview with members of the Retention Committee, encourage him to request a final withdrawal card instead of undergoing a suspension.
- The Retention Committee should FOLLOW UP on the resolution of all problems identified during discussions or interviews with Council members.

Common Retention Problems

Included here are some problems commonly encountered during retention interviews and recommended, tried and proven techniques for resolving these problems. These techniques are not the only ways to handle these common problems. Remember each case must be handled positively and individually.

Problem #1: Delinquent Members Do Not Recall Being Officially Contacted by the Financial Secretary or the Retention Committee

Following is the recommended approach to resolving this problem:

- Do not informally conduct retention business when you meet a delinquent member on the street, in church, or at some other location.
- Formally identify yourself as a member of the Retention Committee.
- Do not berate the member for forgetting or losing notices.
- Make it clear to the member that you are visiting or calling him in an official capacity as a member of the Retention Committee and it is your intent to help him.

Problem #2: Delinquent Members Can Be Defensive and Have a Cold Attitude When Contacted About Unpaid Dues

Following is the recommended approach to resolving this problem:

- Do **not** bluntly confront a member with such questions as: "Why are you behind in your dues?" or "When are you going to pay your dues?"
- Start your conversation by extending an offer of help. For example, the following opening statement might be appropriate: "Brother _____, my name is _____ and I'm a member of the Retention Committee for Council

_____. Grand Knight _____ has informed me that we have not received your dues payment for this quarter (or year depending on how the council's bills). The Grand Knight has asked me to contact you to remind you that your dues are due and to see if there are any issues as to why you haven't paid your dues.

- Listen attentively to the member's response and try to resolve any Council related problems that may be identified during the conversation.
- If this is not possible, tell him you will take the problem up with the Grand Knight or appropriate Council officer(s) and try to get it resolved. REMEMBER: **DO NOT PROMISE WHAT YOU CANNOT DELIVER.**
- Always provide some feedback to the member on the results of the ensuing discussions with the Grand Knight or Council officer(s).
- Always make the member comfortable and try to make him feel important and needed during the conversation.
- If the member is delinquent because of personal problems, listen carefully and assure him that you will contact the Grand Knight or Chaplain, as appropriate, if he desires to be assisted. If he does not, or if his problems are financial, explain the options available to him, which would allow him to remain a member in good standing in the Knights of Columbus.
- If, after your discussion, retention does not appear to be possible, suggest and explain the withdrawal option to the member.
- Document the stated reason for withdrawal.

Problem #3: The Financial Secretary Does Not have a Current Phone Number or Address for a Delinquent Member

Following is the recommended approach to resolving this problem:

- If the member's address is known but his phone number is unknown, obtain his number by searching the Internet or contacting the telephone company. Councils should establish a budget item to cover long distance calls in cases such as this.
- If a local member's phone number is unlisted or out of order, personally pay a visit to the member at his home. As an alternative, but by not embarrassing the member, contact him at work if his place of employment is known.
- When the member's current address is unknown, draft a cordial letter to him and mail it to his last known address.
- Contact the State Membership Director whose staff members have resources to potentially locate members who have moved but not provided the council with updated contact information.

Problem #4: Retention Committee Members are Hesitant About Calling a Delinquent Member Because He is Currently or Formerly a High-Ranking Council, District, or State Officer

Make no exceptions. Call all delinquent members. Some Council, District, or State Officers who are familiar with the retention process, will intentionally withhold payment of their dues to test the system and see if the retention process is working properly in their Council.

Problem #5: A Delinquent Member Indicates During a Retention Contact That He Wants to Remain in the Knights of Columbus and Intends to Pay His Back Dues but Does Not Submit a Check to the Financial Secretary

Following is the recommended approach to resolving this problem:

- Wait a reasonable length of time (no more than 1 to 2 weeks after the contact) to take action.

- Ensure the Financial Secretary, the Trustees, or the Retention Committee contacts the delinquent member again
- When the delinquent member is contacted again, reconfirm his intentions to remain a member in good standing in the Knights of Columbus.
- If necessary, extend an offer to personally pick up the member's payment for delivery to the Financial Secretary.

In each case do not badger the member. It is imperative that each contact point, the member feels compassion and understanding. Remember confidential information may be revealed during these conversations and it is of the utmost importance that the member feel he is being treated with respect.

Also solicit the help of the member's sponsor as well as the Grand Knight who was at the helm when the member joined our order. There may be some hidden insight as to why the member has become disenchanted with the council or even the order.

The Retention Letter

If the all avenues of retention have been explored and the Retention Committee requests that the Grand Knight write a letter to the member, please make sure that each letter:

- Is on Council stationery
- Is personalized – Address the letter to Dear Brother _____
- Is signed by the Grand Knight
- Explains the benefits of membership
- States the amount of dues in arrears
- Offers payment options (if need be)
- Ensures confidentiality
- Is sympathetic and empathetic
- Solicits the Brother's response. He may be embarrassed, upset and angry. There are many reasons for being in arrears. Make sure you furnish the Brother Knight with a phone number where you can be reached should he feel the need to talk. Remember this is personal and confidential. It may require to this situation be brought to the attention of your council's Chaplain. The member may need to be placed on disability due to an illness. **BE VERY CAUTIOUS and LISTEN ATTENTIVELY** even if the response is in writing. The member might be telling you a story. The member may have gone through an unpleasant experience and lost his desire to stay a Knight.

Once the letter has been sent, the Grand Knight should follow up within a couple of weeks. If there is still no response from the member in payment of dues, the "Knight Alert" letter signed by the Grand Knight and the Trustees is sent. The "Knight Alert" letter is sent between the first and second month of delinquency and prior to the member being sent the "Notice of Change of Status" (Form #1845).

Membership Conservation Program

The following procedure is now part of the "Notice of Change in Status" procedure to be followed before suspending any member. It is mandatory. The Supreme Office will not process your paperwork if this form is not attached.

- All members listed on the 1845 Notice must have a member of the council Retention Committee contact the member in person (not by telephone) if at all possible. During

this visit, ensure that the member is aware of the fraternal benefits offered by the Order.

- The 1845 Notice of Intent forms must have this form attached when copies are mailed to the State Deputy and District Deputy. An additional copy of this form is mailed directly to the State Retention Chairman. The original is submitted to Supreme along with any 1845 forms for which conservation efforts were unsuccessful.
- Councils with incomplete audits, or no audits on file, **cannot suspend** members until two consecutive audits are properly completed and filed.
- Since the VSS 200 has been done away with, once the State Deputy and the Membership Director receives from Supreme the monthly Conservation Report we will match this with the State Deputy's copy of the 1845 NC to ensure accurate reporting.
- Any council attempting to suspend members whose aggregate dues are in excess of the dollar amount in Section C of the most recent audit under "Due From Members" must submit a detailed explanation of the discrepancy to the State Deputy before suspending the members.
- Any council proposing to suspend more than 25% of their current membership must provide special documented information to the State Deputy.
- If the member is contacted and retention efforts are unsuccessful, each member to be suspended must be asked:
 - Why did you join the Knights of Columbus?
 - Why are you leaving?

This process should not be done in an accusatory manner, but made clear that we are truly seeking to improve our programs and retention.

Member Withdrawal Request Procedures

As June, 2018, the withdrawal process effected September 16, 2003 remains in effect. This requires a member to personally write to the Supreme Office requesting withdrawal. Since this process was enacted, the Supreme Office has experienced a variety of methods in which withdrawal requests have been received: form letters on council letterheads, check box options on billing notices, and generically-produced messages urging members to submit a withdrawal request. **These examples have not conformed to the intent of the revision and clearly appear to circumvent the published form #1845 retention procedures.** The Supreme Office will only accept a withdrawal request by personal communication sent by the individual.

Members in Uniform and in the Foreign Service

Exceptional care should be taken not to separate, or send suspension notices to members of our Armed Forces or Foreign Service for their failure to pay dues. The council should give members in this status some special consideration until the member returns to his council or asks to transfer. The Council should strive to maintain close contact with these members

with council bulletins or other means of communication. **COUNCILS ARE URGED TO FOREGO THE DUES OF EACH MEMBER WHILE ON ACTIVE DUTY OVERSEAS.**

Awards and Recognition

This section of the Membership Handbook focuses on the Awards and Recognition programs offered from the Supreme and State Councils. Although our members don't join the Knights of Columbus to receive awards, recognition is part of the entire retention process. Everyone wants to belong to a winner.

Very Important Proposers Club

The VIP (Very Important Proposers) Club offers councils a way to publicly honor recruiters and inspire future recruiting. The VIP Club keeps everyone aware of the importance of recruitment as an ongoing activity. Following are the requirements for the VIP Club:

- Recruit two or more members
- Complete Section 6 of the Membership Document (Form #100) with the recruiter's name
- Deliver the fully completed Membership Document (Form #100) to the council's Financial Secretary
- Record the name of new members into the Personal Recruitment Book (Form #1768)

Initial enrollment in the VIP Club occurs at the 2-member level. Knights can ascend to higher levels by recruiting 5, 10, 15, 20, 25, 50, 75, 100, 200, 300, 400, or 500 members.

Councils should take every opportunity to acknowledge and honor VIP Club recruiters by:

- Publicly recognizing VIP Club members at council meetings and announcing new levels of membership in the council newsletter
- Presenting VIP Club certificates at council meetings. Supremes' Department of Fraternal Services automatically sends the certificates to councils. The certificates are signed by the Supreme Knight and denote the recruiter's membership level.
- Presenting VIP Club lapel pins. Lapel pins for levels 5, 10, 15, 20, 25, 50, and 75 are available from Supreme for a nominal charge. Supreme automatically distributes lapel pins for the initial 2-member level and then at the 100, 200, 300, 400, and 500-member level.

Supreme Council Recognition

The Supreme Council recognizes those councils that excel in the areas of membership recruitment, insurance promotion, and service programs during the fraternal year. Following are the awards available and the requirements for earning them.

Award	Requirements
Columbian Award (Programs)	The council must submit an approved Columbian Award Application (Form SP-7) to Supreme by June 30. Approved Columbian Award Applications include four activities in each of the six service program areas. A Supreme featured program may be substituted for all four activities in a service program area if minimum requirements are met. In addition, sponsoring a Squires Circle meets the four-activity requirement in the Youth Activities service area. Finally, at least four of the programs listed on the SP-7 must be designated as "Domestic Church" activities to earn the Columbian Award.

Fr. McGivney Award (Membership)	The council must attain its membership quota set by the Supreme Council.
Founders Award (Insurance)	The council must attain its insurance goal set by the Supreme Council.
Star Council	The council must complete the following requirements to earn the Star Council Award: <ul style="list-style-type: none">• Submit the Service Program Personnel Report (Form 365)• Submit the Annual Survey of Fraternal Activity (Form 1728)• Earn the Columbian Award• Earn the Fr. McGivney Award• Earn the Founders Award• Be in good standing with the Supreme Council

Appendix 1: Focused Recruitment Activities

Following is a monthly plan of focused recruitment activities that councils can follow.

July: Officers Challenge

At the start of the new fraternal year during this normally slow summer month, give your recruitment efforts a jump by participating in the Order wide "Officers Challenge." Under this challenge every Council officer is urged to recruit at least two new members during July and August to set the example that recruitment is everyone's job.

August: Family Week

The Knights of Columbus is all about families. Our annual celebration of Family Week the third week of August is a clear reflection of this ideal and also a terrific opportunity to bring not only your Council's families together, but to also invite the families of prospective members. Have recruiters ready to talk to the prospect about the Order and your Council. Schedule an Admissions (First) Degree around the anniversaries of the birth (Aug. 12) and death (Aug. 14) of Father McGivney during August as a part of your observance of the family.

September: Public Relations Blitz

Contact local newspapers, cable television and radio stations and ask them to consider running an article on your Council. Prepare a press release about your Council (when formed, names of current officers, number of members, outstanding service programs for the Church and community that you conduct, when your recruitment drive is scheduled, who to contact to join, etc.). For more information on working with the media consult the Getting Your Message Across: Public Relations & Publicity Guide (#2235) include in the "Surge ... with Service" kit. Additional copies are available from the Supreme Council Supply Department.

October: Recruitment Church Drive

The Knights of Columbus Membership Recruitment CHURCH DRIVE is a proven strategy for successful recruitment. Plan on holding a membership recruitment DRIVE at your local Parish. Once your DRIVE is done have an open house scheduled to follow up with your prospects and to inform them and their families about your Council and the Order. Also schedule an Admissions (First) Degree exemplification to immediately bring these new members into the Knights of Columbus.

November: Turn Those Prospects into Members

In November make sure that your Council joins in the Every Council Active Challenge. Through this challenge, each Council is asked to have a net gain of at least one new member during the month. To accomplish that and more, follow up on the prospect list you put together through your Council's recruitment DRIVE. Start by contacting each prospect and inviting him and his family to the informational open house set up last month. This is the perfect opportunity to let these potential members and their families learn about the benefits of being a Knight of Columbus. Finalize your plans for an Admissions (First) Degree exemplification in early December.

December: A Knight Before Christmas

Share the joy of the Christmas season with potential Knights and their families by inviting them to your Council's Christmas social as part of the "Knight Before Christmas" initiative. Invite all Council members in addition to prospective members and their families to show prospects that the Knights of Columbus is all about families and the sharing of our faith.

January: A New Year – A New Knight

What better way to kick off the new calendar year than by recruiting a new Knight into your Council. Council officers are encouraged to be recruitment active during January to once again set the example in their entire Council. New members bring fresh ideas and new perspectives to existing Councils, events, and programs. A new member or two might be just the thing your Council needs.

February: Ask 1 2 B 1!

“Are you carrying a Form 100 right now?” That’s the question being asked of every Knight during February. The recruitment of new members is of vital importance to your Council and the Order as a whole. It’s up to every Knight to offer membership in our organization to every qualified man. The only way to recruit a new member is if you have a Form 100 with you at all times.

March: Church Membership Drive

March “Recruitment Madness” is upon us and it’s time once again for an all-out membership DRIVE! Start planning early for your DRIVE on a weekend in March and keep your local media notified of your Council’s efforts. What better way to observe our Order’s anniversary celebration. (Founder’s Day) than to bring new members into the Knights of Columbus?

April: Ask RCIA

The Rite of Christian Initiation for Adults (RCIA) is a spiritual step whereby adults look to the faith of Catholicism later in life. RCIA candidates learn about the Church and how service to one’s fellow man is the best way to enact their faith. Invite these new Catholics to join the Knights of Columbus in service to all by asking them to join your Council. Spring, as the season of rebirth and renewal, is also an opportune time to invite former members and inactive insurance members to consider once again becoming a part of our fraternity.

May: Conduct an Open House

As we near the end of the fraternal year, now is a great time for one last recruitment effort. Hold an open house and invite all of the candidates left on your prospect list (including any prospects from your March DRIVE not yet contacted, as well as RCIA candidates and inactive insurance and former members who have not yet been approached). Have teams of husband and wife recruiters on hand to tell prospects and their families about the benefits of membership in the Knights of Columbus. These new members should also put you on course towards attaining STAR COUNCIL for the fraternal year.

June: Calling All Fathers!

On Father’s Day, we honor our fathers and the role they play in our development as people. Honor these men who are leaders of our families by asking them to join an organization that is focused on serving both the Church and its families. Include our spiritual fathers in your efforts also by offering membership in the Knights of Columbus to every Catholic Priest.

Appendix 2: How to Conduct a Successful Membership Drive

1. **Time.** Coordinate your drive with an Admissions (First) Degree date. If your Council does not have a team, check with other Councils in your district for their degree dates, places, and times. Do not lose a prospective member by making him wait too long for his initiation.
2. **Facility.** Clear the drive with the pastor. Are you prepared for inclement weather? Will there be other things going on outside the Church on that date? Consider every possible scenario and be prepared to adjust and regroup.
3. **Advertisement.** Place an announcement in the Church bulletin the week before the drive. Ask the pastor for permission to make a pulpit announcement. Better yet, ask your Chaplain to make the pulpit announcement. If he is willing, ask him to follow up with information of what the Knights have done in the Parish for him and the value of being a Knight.
4. **Support.** Notify the following people about the drive dates and provide them with the Grand Knight's goals:
 - a. The Chaplain. Ask him to assist after Masses if he is available.
 - b. The State Membership Team.
 - c. The District Deputy.
 - d. The Fraternal Benefits Advisor.
 - e. The Council Membership Team. Have men well versed in the Order present to answer questions. Have Knights well known in the Parish visible. It may appeal to members to join based on their association with these men.
5. **Training.** Review with your membership team the following information. Make sure that the team is well versed in the principles of the Order, the tenets of our Faith and the workings of your particular Council.
 - a. **Surge With Service Program** (how your Council participates in each category)
 - i. Family
 - ii. Church
 - iii. Community
 - iv. Youth
 - v. Council
 - vi. Culture of Life
 - b. **State-sponsored Programs and Events**
 - i. KOVAR
 - ii. VKCCI
 - iii. Scholarship program (available to members and their families)
 - c. **Communications** (have copies available)
 - i. Knightline (Supreme newsletter)
 - ii. Columbia magazine
 - iii. Council newsletter
 - iv. Websites (Supreme, State, Council – if available)
 - d. **Supreme Fraternal Service**
 - i. Insurance
 - ii. Retirement Annuities, Long Term Care, Salary Protection
 - iii. Educational Funding Plans
 - iv. Scholarship Programs

- e. **Recognition Programs**
 - i. Knight of the Month/Year
 - ii. Family of the Month/Year
 - iii. Recruitment Awards (Golden Knight, VIP, etc.)
 - iv. Retention Awards (Shining Armor)
 - f. **Membership Costs**
 - i. Initiation Fees
 - ii. Council Dues (payment plans available)
 - iii. Time Commitment
6. **Materials.** Place an order from Supreme for the following materials well in advance of your membership drive:
- a. Form 100's
 - b. Prospect cards (Form 921 – 921A) or make your own information sheets
 - c. Fraternal benefits flyers: #2761 – A Program of Fraternal Benefits, #2668 – College Education Guarantee, #1078 – Are You Enjoying All the Benefits of Membership, #2773 – Member/Spouse Fraternal Benefits, #3079 – Our Beliefs Are His Beliefs (obtain from Fraternal Benefits Advisor)
7. **Information Night (Open House).** Chose a date in the near future for prospective members and their families to meet with the Grand Knight, the Admissions Committee, and the Fraternal Benefits Advisor.
- a. Have sponsors, or men willing to be sponsors, on hand for the event.
 - b. Have a television and multi-media device available to show Knights' videos.
 - c. Prepare a photo album or display of past events.
 - d. Allow time for the Chaplain, Grand Knight, and Fraternal Benefits Advisor to speak **BUT KEEP THE PROGRAM SHORT!**
 - e. Have Council members' wives on hand to answer any questions that the ladies may have.
 - f. Invite prospective members as the Grand Knight's guest to a social event that the Council may be having in the future.
 - g. **GET THE FORM 100 SIGNED!**
8. **Admissions (First) Degree.** Have the dates, times, and locations of Admission (First) Degrees in the area available.
- a. The Grand Knight should send the candidate a personal invitation.
 - b. Offer to carpool the men to the degree if it is not at the home Council.
 - c. Make sure that the sponsor or Council representative accompanies the candidate to the degree. **DO NOT ALLOW HIM TO GO ALONE!**
 - d. Have the member's Admissions (First) Degree card prepared and with you.
 - e. The Grand Knight or sponsor should invite the candidate to sit with you for the rest of the meeting and during refreshments. Make him feel welcome.
 - f. Advise the candidates as to the dates for the second and third degrees and make arrangements to get the member there.
9. **Follow-Up – Keep Records.** Have a progress report on each candidate as they proceed through the ranks of Knighthood in our Order.
- a. Utilize forms in this handbook's appendix to keep track of new Knights.
 - b. Periodically review their progress and check on their involvement with the Council.
 - c. Have sponsors call new members and invite them to Council events. This way they will know someone and not feel like a stranger.

Appendix 3: How to Conduct an Effective Membership Recruitment Blitz

A coordinated membership Recruitment Blitz is an all-out effort to maximize your membership teams' efforts by canvassing an entire Parish on one weekend, gathering the names of prospective new members for follow-up.

THE PREPARATION PHASE

- ❑ Obtain the pastor's permission to conduct a Blitz at the church during a specific weekend.
- ❑ Advertise the event weekly in the Parish bulletin building up to when it is held.
- ❑ Order recruitment materials from the Supreme Council Supply Department (allow four to five weeks for delivery). Use the Blitz Kit Order Form when ordering materials.
- ❑ Inform the insurance representatives about the dates of the recruitment drive.

THE EXECUTION PHASE

- ❑ Set up informational tables at every door of the church. Have plenty of prospect cards and pencils on hand to distribute to each man as he enters the church.
- ❑ Arrange for a membership recruitment announcement to be made during Mass by the Priest endorsing the Council.
- ❑ Have brother Knights on hand to answer questions and to collect prospect referral cards or names and contact information as men leave the church with their families.

THE FOLLOW-UP PHASE

- ❑ Personal contact must be made with every prospect within 48 HOURS.
- ❑ Inform each prospect and his family of the date, time, and location for the informational seminar, and invite them.
- ❑ Offer transportation if necessary.

THE ORIENTATION PHASE

- ❑ Order recruitment brochures about the Order for prospects and their families to read.
- ❑ Request that your Council's chaplain start the event with a prayer and some words about the Order and its mission.
- ❑ Consider showing one of the recruitment videos available from the Supreme Council Supply Department.
- ❑ Make the requirements for membership known to those assembled.
- ❑ Offer each prospect a Membership Document (Form 100) to fill out before the event's conclusion.
- ❑ Have brother Knights on hand to assist prospects in completing these forms.
- ❑ Conclude the event with some light refreshments.
- ❑ Inform the candidates of the date of the Admissions (First) Degree.

THE ADMISSIONS (FIRST) DEGREE

- ❑ Schedule an Admissions (First) Degree no more than two weeks after your informational session.
- ❑ Contact the candidates to remind them of the degree date.
- ❑ Ensure they have transportation to the location.
- ❑ Order degree certificates from the Supreme Council Supply Department as a fitting way to recognize your new brother Knights.
- ❑ Don't let the new members leave the degree without getting them involved and explaining the Shining Armor Award program.

Appendix 4: A Few of Our Favorite Recruiting Materials

Forms:

100	Application for Membership
781	Student Loan Program
921	Prospect Referral Card (For Distribution to Members)
921a	Prospect Card
951	Financial Aid to Education
1267	Did You Know (Flyer)
2761	Family Fraternal Benefits (Flyer)
2773	Knights of Columbus Benefits
2925	Experience of a Lifetime (Flyer)
3079	His Beliefs Are Our Beliefs
4497	Faith Based Recruitment (Flyer)
4552	Family Recruitment (Flyer)
4553	Community Recruitment (Flyer)
10099	24 Hours Can Change Your Life
10100	Why You Should Become a Knight

Current Certificates:

2919	Experience of a Lifetime - Honoree Scroll
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Posters:

4247	Experience of a Lifetime Poster
4355	Shoulder to Shoulder Poster
4498	Make a Difference Poster
4564	Consider Yourself Asked Poster

Video:

Experience of a Lifetime (DVD/VHS)

Appendix 5: Proper Billing Procedures

Proper Billing Procedures Include Use of the Notice of Intent to Suspend (Form #1845)

1. The financial secretary will mail the Membership Bill – First Notice Form #423 **15 days prior to the billing period.**
2. If payment is not received in 30 days, the financial secretary will mail the Membership Bill – Second Notice Form #424.
3. If payment is still not received within **30 days from the date the second notice was sent...**
 - The financial secretary will provide the names, addresses, telephone numbers, and amounts of delinquency for each member in arrears to the retention committee. The committee should include – but is not limited to – the Grand Knight, chairman ex officio; the trustees; and the proposer, if available.
 - A “Knight Alert” letter Form #KA1 will be forwarded to each delinquent member, signed by the Grand Knight and trustees.
 - The Grand Knight will assign a member of the retention committee to make personal contact with the delinquent member to remind him of his obligation. The committee member will provide a written report of his findings to the Grand Knight. If the member is experiencing financial difficulty, the Grand Knight will direct the committee members to visit the member and make arrangements to accommodate him with either a payment plan or other financial arrangement acceptable to the council. Again, a full report is to be provided to the Grand Knight as to why the member is delinquent and why he is considering leaving the Order. **Financial difficulty is not a valid reason for suspension.**
4. If **at the end of the second month** of arrearage the member still has not paid his dues, the Notice of Intent to Suspend Form #1845 is to be prepared and signed by the financial secretary, countersigned by the Grand Knight, and **distributed immediately after completion** as follows:
 - The Original Copy is sent to the delinquent member.
 - The Supreme Office Copy is forwarded to the Department of Membership Records. The Supreme Knight will mail a personal letter to the delinquent member. This letter will convey the Supreme Knight’s interest in having the member retain his “good standing” status.
 - The State Council Copy is mailed to your state deputy. He will write to the member, offering assistance and advising him that the District Deputy in his area is available to help with any particular problems.
 - The District Deputy Copy is sent to your District Deputy. He will telephone the delinquent member to discuss the arrearage situation. During the telephone visit, suggestions as to a possible solution will be recommended, and the District Deputy will volunteer to assist the member, if the need exists. The District Deputy will also determine whether the council has made personal contact. The response and reaction

- received from the delinquent member is recorded on the reverse side of the District Deputy Copy of the Form #1845 and then forwarded to the state deputy.
- The Council Copy is retained for council files.
5. If the delinquent member does not meet his obligation or arrange a satisfactory payment schedule **within 60 days following processing of the Form #1845**, the council may file a **Form 100 Membership Document, indicating suspension**. However, the suspension will not be processed at the Supreme Council office unless a Notice of Intent to Suspend Form #1845 has been on file for the required 60 days.
 6. The Notice of Intent to Suspend Form #1845 becomes **null and void 90 days following the date it is recorded at the Supreme Council office**. After the 90-day period has elapsed, the form will be removed from the file under the assumption the council has been successful in retaining the member.
 7. If, subsequently, the member on whom the council previously filed a Notice of Intent to Suspend Form #1845 should again become delinquent, the entire billing/retention process must be re-implemented as described herein.

Appendix 6: Application for Relief from Payment of Dues and Per Capita Taxes

APPLICATION FOR RELIEF FROM PAYMENT OF COUNCIL DUES AND SUPREME AND STATE COUNCIL PER CAPITA TAXES

I hereby certify that I, _____
Name Address

Am a member in good standing of Council No. _____ and that I am totally disabled and hereby request that I be relieved of payment of all Council dues and Supreme and State Council per capita taxes under Section 118(e) of the Laws of the Order. In support of this request, I submit one of the following as evidence of my total disability.

- () Certification from Health and Human Services, or
- () Certification from Internal Revenue Service, or
- () Certification from Veterans' Administration, or
- () Certification from attending physician

Dated _____
Signature

CERTIFICATION OF COUNCIL

Council No. _____
Location

This is to certify that _____, _____,
Name Membership Number

Is a member in good standing in this Council and that he has presented evidence of total disability that warrants consideration for relief from payment of all Council dues and Supreme and State Council per capita taxes, under Section 118(e)?

Attest: _____
Financial Secretary Grand Knight

(Council Seal) Dated _____

CERTIFICATION OF DISTRICT DEPUTY

This will certify that Brothers _____ and _____
are the duly recorded Grand Knight and Financial Secretary respectively of Council No. _____

District Deputy

District No _____
Jurisdiction _____

NOTICE: Approval of this application for dues consideration does not have any effect on the waiver of insurance contribution on an insurance certificate held by the member.

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Appendix 7: Disability Exemption Guidelines Memo from Supreme Secretary

Knights of Columbus
ONE COLUMBUS PLAZA
NEW HAVEN, CONN. 06510-3326

Charles H. Foos
SUPREME SECRETARY

MEMORANDUM

FROM: SUPREME SECRETARY
RE: DISABILITY EXEMPTION GUIDELINES

At the Supreme Council meeting held in Chicago, Illinois, August 5-6-7, 1986, Section 118(e) of the Order's Laws was amended to read as follows:

"(e) Any member who is disabled by bodily injuries or disease and is thereby prevented from engaging in any occupation or employment for remuneration or profit and shall have been so prevented for a period of no less than six consecutive months may, on due request in writing to the Supreme Council and upon certification by evidence satisfactory to the Supreme Council of such disability, be relieved from the payment of all Council dues and Supreme and State per capita taxes as of the date of approval of said request and any suspension of such member for non-payment of such dues and tax shall cease as of the date of such approval."

Application for relief under Section 118(e) shall be made as follows:

1. The Application, Form 1831, shall be completed by the member, and attested to by the Grand Knight and Financial Secretary. The signatures of the council officers shall be certified by the District Deputy
2. The application shall be submitted to the Supreme Secretary with one of the following as evidence of total disability:
 - a. Certification from Health and Human Services, or
 - b. Certification from Internal Revenue Service. or
 - c. Certification from Veterans' Administration, or
 - d. Statement from attending physician.
3. The application and supporting evidence shall be considered by a committee comprised of the Supreme Secretary, Supreme Advocate, and Supreme Physician. Their decision may be appealed to the Board of Directors by the applicant only.
4. If the application is approved, dues and per capita shall be waived until the following December 31.
5. Application for renewal of relief under Section 118(e) shall be as follows:
 - a. The Supreme Secretary shall provide each council with a list of its members shown on Supreme Council records as exempt from payment of dues and per capita taxes as of October 1 of each year;
 - b. The Grand Knight and Financial Secretary shall certify to each member's continuing disability by signing the form;
 - c. The District Deputy shall certify that the Grand Knight and Financial Secretary who sign are the duly recorded council officers, after which the form is to be sent to the Supreme Secretary;
 - d. Upon receipt of the properly completed form by the Supreme Secretary, he shall continue the dues and per capita waiver under Section 118(e);
 - e. If the Grand Knight and Financial Secretary fail to certify the continuing disability of any member within the 90-day period, the waiver of dues and per capita charges shall terminate.
6. Where an application for relief under Section 118(e) is filed on a member duly qualified for recognition as an honorary life member, the Supreme Secretary shall record said application under Section 118(d).

- 7 Membership that is continued under the provisions of Section 118(e) shall be construed as active membership in computing the membership requirement for recognition as honorary or honorary life membership
- 8 Approval of an application for relief under Section 118(e) does not have any effect on waiver of insurance contributions on an insurance certificate held by the member

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Appendix 8: Sample Bulletin Announcement

1. On _____, the Knights of Columbus of _____ Council will be conducting a recruitment drive here at the Parish. As advertised in the _____ (Catholic Standard, Catholic Review, etc.) you will see that the Knights have the full support of the Archdiocese and the Ordinary. Please consider joining our Order and experience what the Knights can offer you, your family, your Faith, and your community. Please contact _____ at (____-____-____) for more information.
2. With the full support of the Archdiocese and the Ordinary, the Knights of Columbus will be conducting a recruitment drive in the Parish on _____. The Knights of Columbus is the largest Catholic family fraternal organization in the world and can offer you a deepening of your Faith, increase your family association and peak your community involvement. Please contact _____ at (____-____-____) for further information. Join us . . . you won't regret it!
3. Have you considered deepening your Faith, your family involvement and increasing your community support? Then look no further. The Knights of Columbus, with full support of the Archdiocese and as advertised in the Catholic press, will be conducting a recruitment drive on _____. We have what you are looking for. Please contact _____ at (____-____-____) for more information.
4. We are looking for eligible Catholic men over the age of 18 to help fill a void in our churches, our community and our youth and family activities. We want you to join the Knights of Columbus. There will be a recruitment drive here at the church on _____, as advertised in the Catholic press. The Knights have been fully endorsed by the Archdiocese, the Ordinary and Our Holy Father. Please consider joining our ranks . . . you won't regret it! Please contact _____ at (____-____-____) for more information.

Appendix 9: Sample Pulpit Announcement

I want to thank you Father for the privilege of allowing me to speak to the Parish today. My name is _____ and I would like to talk to you about the Knights of Columbus here in the State of Virginia. We are the largest, family, fraternal service organization in the world. Pope John Paul II has referred to us as the right arm of the church and his own personal Knights. President George Bush referred to the Knights as “advocates for life” and acknowledged our ten-year history of over 1 billion dollars in charitable contributions and over 400 million hours of volunteerism. The Knights of Columbus is the first organization to assist those members of the police and fire and rescue team who lost their lives in New York on September 11th.

So, what can the Knights offer to the men here at _____? Let me answer that while explaining our six service areas.

Church – we stand in solidarity with our Priests and bishops. We support the vocations by offering monetary and moral support to our seminarians. Our Parish Priests know that to ask for support from the Knights is a project completed.

Family – we have many social events that help to bring families together. Our family values are a pride of our Order.

Community – we support mentally and physically challenged people. Last year, the Knights of Columbus in the State of Maryland raised \$300,000, which stayed in the State to help God’s special children.

Youth – Soccer shootouts, basketball free throw tournaments, and baseball games are just a few of the activities that we offer our youth. Again, our family values are a high priority of our Order. We strive to make the world a better and safer place for our children by setting the right example.

Council – By joining the Knights each man will be introduced to other Catholic men with similar values, beliefs, and concerns for the world around us. We can make this world a better place to live, one Council at a time.

Culture of Life – one of the most important tasks that we can undertake is the fight to protect the innate right to life of every human being, from the moment of conception to the moment of natural death.

So now let me tell you what our Council does in this community and for this Parish.

(Insert your Council’s particular contributions)

What does it take to join? There are only two requirements: 1) to be a Catholic male over the age of 18 years old and 2) to be a practical Catholic. What can you get from it? You will get a deepening in your Faith, a greater circle of friends with similar goals and ideals, and the ability to make a difference in your community, your church, and your families.

I would like to personally extend to each Catholic male over the age of 18 here today an invitation to experience the pride and enjoyment that I have received from the Knights of Columbus. Please stop by and see us after Mass and we would be happy to answer any questions. Thank you for your time.

Appendix 10: Top Recruiting Ideas for Councils

1. Grand Knight to appoint a Council Recruitment Director who has a passion for recruitment and who will devote the time and energy to develop and implement the Council Recruitment Plan.
2. Grand Knight and Council Recruitment Director to develop, review, revise and implement the Council Recruitment Plan throughout the year.
3. Grand Knight and Council Recruitment Director to review monthly membership numbers.
4. Grand Knight and Council Recruitment Director (and others as desired) to identify where potential new members may be and explore ways to engage them.
5. Grand Knight and Council Recruitment Director to ask all "active" members in the council to recruit at least one new member during the fraternal year.
6. Grand Knight to review council programs, events and activities to ensure that existing programs, events and activities are effective in promoting the missions of the Order, and to determine if new programs, events and activities are needed to meet unmet missions of the Order. This is all done under the premise that an active counsel will have better exposure and favorability, and, with these more will want to join the Order.
7. Grand Knight to encourage greater council member involvement in council activities under the premise that happy members will be more involved, and more involved Knights will attract others who will want to join the Order.
8. Grand Knight to encourage greater council member involvement in charitable work. This is done under the premise that with more exposure and favorability, more will want to join the Order.
9. If in a parish church, Grand Knight to meet with the pastor to obtain approval for recruiting activities and to elicit his assistance by announcements in support of the Order.
10. If in a parish church, Grand Knight to publicize the good works that the Knights do for the parish. This is done under the premise that an active counsel will have better exposure and favorability, and, with these more will want to join the Order.
11. Grand Knight to publicize the good works that the Knights do for the community. This is done under the premise that an active counsel will have better exposure and favorability, and, with these more will want to join the Order.
12. If in a parish church with a parish school, Grand Knight to develop a team of younger Knights who will actively recruit Knights from the school fathers.
13. Grand Knight and Council Recruitment Director to schedule quarterly recruitment events.
14. Grand Knight to expand On-Line membership opportunities by having all council members download the online membership link on their phones to have available for recruitment anytime, anywhere.
15. Grand Knight to expand On-Line membership opportunities by having laptops or tablets available at all functions with the downloaded online membership link for recruitment anytime, anywhere.

16. Grand Knight to (with the assistance of the District Deputy) ensure that monthly degree ceremonials are available within a short driving distance for all councils.
17. Grand Knight to (with the assistance of the District Deputy) ensure that the 1st degree ceremonial video is available at all counsels for occasions where a live 1st degree is not immediately available.
18. If in a parish church, Grand Knight to explore the need for council round tables: ethic community.
19. If not in a parish church, Grand Knight to explore the need for council round tables: churches that are a distance away from the council; ethnic community.

What your Virginia State Membership Team will do for Recruiting

1. Provide support to Councils for the "Top Recruiting Ideas for Councils" list.
2. Monitor Council progress on the "Top Recruiting Ideas for Councils" list.
3. Maintain regular contact (at least monthly) with all District Deputies.
4. Maintain regular contact (at least quarterly) with all Grand Knights.
5. Maintain regular contact (at least quarterly) with all Council Recruitment Directors.
6. Review all localities for Round Table possibilities.
7. Review all localities for new council development.

Appendix 10: Top Retention Ideas for Councils

1. Grand Knight to appoint a Council Recruitment Director who has a passion for retention, and who will devote the time and energy to develop and implement the Council Retention Plan.
2. Grand Knight and Council Recruitment Director to develop, review, revise and implement the Council Retention Plan throughout the year.
3. Grand Knight, Council Recruitment Director & Financial Secretary to identify delinquent members. Assign a sponsor to each delinquent member to call them to encourage them to pay their dues (if possible, seek a waiver if not), and to make monthly contact with them for communication and involvement in council activities.
4. For those members who will drop from the council, Grand Knight and Council Recruitment Director (in conjunction with the District Deputy) to develop a plan to (1) drop in a way that will not result in a net loss if possible (e.g., transfer, left the church, etc.) and (2) increment the losses.
5. Grand Knight and Council Recruitment Director to identify non-active members. Assign a sponsor to each non-active member to make monthly contact with them for communication and involvement in council activities.
6. Support new members. Grand Knight and Council Recruitment Director to appoint sponsors for each new member who will "follow" these new members through at least their 3rd degree, and to make monthly contact with them for communication and involvement in council activities.
7. Grand Knight to review council programs, events and activities to ensure that existing programs, events and activities are effective in promoting the missions of the Order, and to determine if new programs, events and activities are needed to meet unmet missions of the Order. This is all done under the premise that an active counsel will have better exposure and favorability, and, with these more will want to stay a part of the Order.
8. Grand Knight to encourage greater council member involvement in council activities under the premise that happy members will be more involved, and more involved Knights will attract others who will want to stay a part of the Order.
9. Grand Knight to encourage greater council member involvement in charitable work. This is done under the premise that with more exposure and favorability, more will want to stay a part of the Order.
10. If in a parish church, Grand Knight to publicize the good works that the Knights do for the parish. This is done under the premise that an active counsel will have better exposure and favorability, and, with these more will want to stay a part of the Order.
11. Grand Knight to publicize the good works that the Knights do for the community. This is done under the premise that an active counsel will have better exposure and favorability, and, with these more will want to stay a part of the Order.

What your Virginia State Membership Team will do for Retention

1. Provide support to Councils for the "Top Retention Ideas for Councils" list.
2. Monitor Council progress on the "Top Retention Ideas for Councils" list.
3. Maintain regular contact (at least monthly) with all District Deputies.

4. Maintain regular contact (at least quarterly) with all Grand Knights.
5. Maintain regular contact (at least quarterly) with all Council Retention Directors.