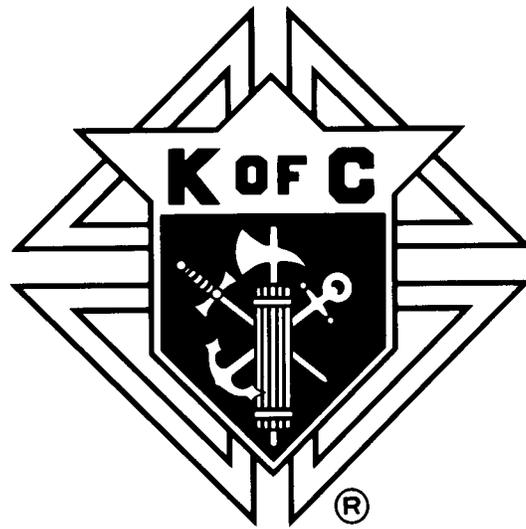


Knights of Columbus



British Columbia & Yukon State Council

PROTOCOL

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Introduction

By definition, protocol is the rigid code setting forth the degree of obedience, the order of precedence, the rules of official and social behavior. We can add further that it covers anything that is proper and in good taste.

It would be impossible to cite every rule governing every situation. The following suggestions are rather common and basic. Always apply common courtesy and you will never go wrong in those situations not covered in the booklet.

We should always display proper consideration for the office represented by the person. In no way should we let dislike for a person influence our respect for the office he holds.

Council Meetings

The Grand Knight must conduct his meetings in strict accordance with the Charter, Constitution and Laws of the Knights of Columbus, supplemented by the council's by-laws and according to parliamentary procedure. The standard reference on the subject is *"Robert's Rules of Order, Newly Revised"* available from a local library or bookstore. The order of business for conducting a council meeting is outlined in the "Responsibilities of the Grand Knight" (#1937) available from the Supreme Council Supply Department. In addition to learning these rules and following them scrupulously, the Grand Knight must control the meeting politely but firmly, so that it does not get out of hand through unnecessary arguments or unpleasant wrangling. The Grand Knight should prevent any discussion from wandering from the business of the day. ("See handling conflict page ____")

The Grand Knight is the presiding officer in the council. When a member wishes to speak, he does so by rising from his seat, addressing the chair by saying *"Worthy Grand Knight"* and saluting at the same time. The Grand Knight will return the salute and acknowledge the member.

The Grand Knight should at all times refer to and address his officers by their proper title. He thus sets a good example for the council members to follow.

All members who are not officers should be recognized by name as *"Brother"*
All speech must be directed to the chair (the Grand Knight), for example: *"Worthy Grand Knight, may I ask the previous speaker to explain..."*

The Grand Knight always speaks in the third person such as *"The chair rules that..."* or *"Your Grand Knight reports that..."*

Members should speak of the chair in the third person: *"Worthy Grand Knight, will the chair please explain the effect of the pending motion."*

Dignitaries at Meetings

Dignitaries, priests or special guests should be accorded the due recognition for the office or position they hold. They should always be seated in a place of honor commensurate with their positions when attending a council meeting.

If a dignitary, priest or special guest should arrive while a meeting is in progress, the Grand Knight should instruct the warden to escort him to the rostrum. Then the Grand Knight will rap the gavel three times for all to stand. The guest will occupy a seat of honor in the front of the room, facing the membership.

However, a State Officer or District Deputy, when present at his home council, need not be specifically recognized unless he has been invited or requests to be so recognized. This will allow the State Officer or District Deputy to engage in the regular business of his home council without involving the position he holds.

When a General Agent of the Order's insurance program is present as a guest, he should be seated with and introduced with the dignitaries.

Such dignitaries may include State Deputy, Supreme Officers or Directors, State Officers, District Master, Past State Deputies, Executive Staff members, District Deputies, Supreme Council Insurance Directors, State Directors, Chapter Presidents, State Chairmen, visiting Grand Knights, and Faithful Navigators.

Dress During Meetings

The Grand Knight, in keeping with the dignity of his office, should be neatly and properly dressed. He should request his officers to do likewise. Thus he will have set the proper dress code for the membership to follow.

After the Meeting

All councils should avail themselves of some form of identifying tag or name plate. The Grand Knight and his officers should mingle with the members before and after the meeting. Every effort should be made to visit with those who have not attended meetings for some time. In addition, new members and those who seem to feel uneasy should be approached by the officers and made to feel at home and welcomed. Hopefully the membership will follow this example.

Relationship of the District Deputy and the Grand Knight

District Deputies are the personal representatives of the Supreme Knight and the State Deputy, and as such, the Grand Knights and council officers should familiarize themselves with the respect due to the important position the District Deputy holds.

The District Deputy should notify the Grand Knights of his councils in writing and in advance (one week to ten days) when making an official visit so that all officers will be present with their books and records.

District Deputies should insist and advise, if necessary, on proper setup and personal conduct of the members at all council meetings. The Warden of the council is responsible for setting up the chamber for meetings and degrees.

District Deputies should be neatly and properly dressed when attending meetings.

When a District Deputy visits a council, he should always be seated in front, near the Grand Knight.

The District Deputy should always be called upon to speak and all members should rise when he is introduced.

The District Deputy should be seated at the head table at any council function, even if not on the speaking program.

Correspondence

There are three basic types of correspondence: letters, memorandums and bulletins.

Letters should be typed, when possible, on letterhead stationery. If the council does not have stationery, the name, address, with the proper postal or zip code, and telephone number should be shown in the heading.

If the writer of the letter wishes to present several different subjects, he should deal with them in a general manner in a covering letter and provide full details on separate enclosures. The council's full name and address as well as that of the correspondent should appear on each enclosure. The topic of discussion should be stated precisely and clearly. This procedure permits the recipient of the letter to forward the enclosures to the different departments or individuals who handle details of the topics under discussion.

Memos should be typed whenever possible. If handwritten, care should be taken that they are legible to the reader. A memo should deal with only one subject. It should be short, specific and informal.

Bulletins deal with many subjects. Each subject should be separated into a paragraph. Enclosures are used when the specific matter referred to is sufficiently important to warrant additional explanation.

Correspondence should be addressed to the individual, using his full, proper name (not his nickname), followed by his proper title, whether he be a Knight of Columbus, a priest or a businessman. If an individual has more than one title, the highest ranking title is always used. Names of civic and religious individuals are prefixed by such forms as: *His Excellency*, *The Honorable*, *Reverend Mother*, etc. *Mr.*, *Mrs.*, or *Miss* should always be used as a prefix to the name as appropriate. When addressing an individual as an official of an organization, the name of the organization should always be shown on the next line. For example:

Most Reverend Archbishop J. Michael Miller, CSB
Archbishop of Vancouver
Archdiocese of Vancouver
150 Robson Street
Vancouver, B.C., V6B 2A7

The salutation in this case would be ***"Your Grace."***

Still another example of addressing correspondence in the proper manner is:

Mr. Wil Wilmot
State Deputy
British Columbia & Yukon State Council
3362 Wellsmith Crescent
Victoria, B.C., V9C 2G7

The salutation in this case would be ***"Worthy State Deputy."***

In the event that you have a close working relationship with any officer, your letter need not be so formal. However you first must acknowledge the office he holds. The salutation would then be ***"Worthy Grand Knight and Dear Jack,"***

The individual's full proper name and title are always shown on both the letter and the envelope.

When writing to a Past State Deputy, no matter what his present additional title is, always put P.S.D. after his name:

Mr. Michael Yeo, P.S.D.
State Ceremonial & Protocol Chairman

Invitations

Guests should be sent proper invitations in writing well in advance. Invitations should be mailed at least six weeks before an event.

All invitations should be sent in the name of and signed by the Grand Knight, although he may request that replies be directed to a chairman or committee member. The District Deputy, as the special representative of the Supreme Knight and the State Deputy, should be invited to all council functions. It should be understood that his schedule may not permit him to attend every affair, in which case he would notify the Grand Knight in ample time.

Never give a blanket invitation to anyone. Always send each guest a personal invitation. If tickets are being used for a function, they should be forwarded, suitably marked, along with the invitation.

Invitations should be in the form of a letter when addressed to a specific person. Printed cards or general invitation notices may be used if the occasion warrants. A bulletin may be enclosed with the invitation if it gives more detailed information. It

should not be used in lieu of an invitation. Such bulletins should never show the name of the person invited unless he has agreed to be present.

When an invitation is extended to anyone it should contain all details such as dress, extent of participation, etc. It is embarrassing for a guest to appear and find that he is the only one at the head table not in a tuxedo, or the only one present wearing one.

State Deputy Visit

When the State Deputy is scheduled to attend a council function, always be sure that he is advised of the date, time, place, purpose, type of affair and other individuals on the program, including their function and other pertinent data.

If women are to be present, the State Deputy's wife should be invited. Advise her of the proper dress and arrange for a ladies' committee to greet and welcome her.

Always advise the State Deputy and head table guests of the proper dress for the affair.

Determine his time of arrival and arrange to greet him. On his arrival at the site of the affair, the Grand Knight and his committee should greet the State Deputy. He should be properly introduced to the other dignitaries in attendance. The committee should attend to all of the State Deputy's needs and comforts.

In recognition of his high office, special appreciation should always be expressed to the State Deputy for his visit to the council.

Arrange proper speaking facilities, including podium, podium light and microphone.

The State Deputy is the highest elected official in the jurisdiction and proper attention must be given to seating arrangements.

If there is additional entertainment after the banquet, a special table for the State Deputy should be arranged so that he will be with the Grand Knight and other dignitaries.

The toastmaster should be provided with a resumé of the State Deputy and other head table guests so that he can make proper introductions. If glossy photographs are required for publicity purposes, they should be requested directly from the guest.

If some other high-ranking official, other than the State Deputy, is invited to attend a council function, the sponsoring organization should extend the same courtesies as those suggested for use with the State Deputy.

Greeting Your Guests

All guests should be greeted by the Grand Knight. The Grand Knight should be assisted by a committee whose function would be to care for the guests' coats, to introduce them to others in attendance and to answer any questions they may have.

Guests should not be left talking among themselves. They usually do not know many of your council members, and therefore should not be left alone for any period of time. Various persons should be alerted to converse with and keep company with guests during their visit

Introduction of Guests

Many if not most introductions involve people of unequal or different status or position. They can differ in rank, in age or in sex, but the result is the same: an introduction often consists of presenting one person of lesser importance or status to another of greater importance or status.

In introducing someone to a group, avoid running through all the names without a break. It is better to introduce two or three people at a time, so that names can register properly. This is where use of name tags is most effective.

A form of acknowledgement used chiefly when meeting a group is repeating the name of the person to whom you have just been introduced.

Before introducing dignitaries at the head table, be certain names are spelled correctly and proper titles are used. It is a good idea to check the pronunciation of any names to be announced. The order of rank should be observed scrupulously. A person who has been elected but has not yet taken office is called by the title of that office with -- "*elect*" after the title. A Monsignor is not addressed as "*Father*" and a state officer is not addressed as "*Brother*." Remember, if you don't announce the name and title to the gathering, how can they be expected to know who the person is?

Speakers and Speeches

Whoever sets up the program should decide in advance who he wants as speakers and the length of the speech desired. He should give ample notice to those selected that they are expected to speak. He should never ask an invited guest to speak unless the person has been forewarned. Nor should he ever ask a guest at an affair if he wants to speak. So many times a Grand Knight or Master of Ceremonies will approach a guest during the program and ask if he wants to speak, giving the impression that they would prefer he did not. There should be only one main speaker -- normally the last speaker on the program. Remarks from others should be limited to two minutes each.

A State Officer or District Deputy should always be given an opportunity to speak whenever he appears in an official capacity at a function or meeting. When several are present it might be necessary to call on the senior ranking officer to speak. In any case, all should be recognized and accorded proper respect.

A General Agent also should be accorded the opportunity to speak, particularly when he is present at official meetings of the state or a local council. If several General Agents are present, one should be invited to speak for the group.

The main etiquette problem posed by councils is that of handling speakers and speeches. When the speaker is not a member of the Knights of Columbus or a personal friend, the chairman owes it to him to:

1. Give complete information about his audience so he will not produce boredom and embarrassment all around with an inappropriate speech.
2. Give him a definite time limit well ahead of the occasion so he can prepare the speech accordingly. Just before he begins to speak, arrange a mutually agreeable signal to tell him he has, for example, three minutes left to talk. Advance arrangements are necessary so that the pull on the coat tails will not appear to be related to the interest of the speech itself.
3. Provide adequate acoustical facilities and, if possible, give the speaker a choice between use or non-use of a microphone.
4. Show interest in the speaker before and after the speech-making. Bring members to him for introductions instead of circulating the speaker around the room. Center the conversation around the guest, not around council affairs he has little interest in. Help to reassure both the best and worst speaker alike as to the effectiveness of his speech. Introduce a speaker briefly, with only enough biographical material to establish him as an authority on his subject. Elaborate introductions deny their content. Remember: it takes only one line to introduce the Prime Minister of Canada.
5. If the speaker is a woman or if the main speaker's wife attends, she usually is presented with flowers.
6. Thank the speaker at least three times:
 - a) In public from the rostrum.
 - b) In private before his departure.
 - c) In a letter from the council the following day.
7. Master of Ceremonies should familiarize themselves with Knights of Columbus titles and protocol.
8. Appropriate salutations to those present should always be used before speaking.
9. Jokes or comments that relate to ethnic groups should be discouraged -- one never knows who is in the audience.

Head Table

At a banquet where there is a head table, the Hierarchy, Clergy, State Deputy, Supreme Officer and Director, District Master, District Deputy, Grand Knight, Honored

Guest and Banquet Chairman should be seated there along with their wives. Past State Deputies, Former Masters, Insurance Representatives, Executive Staff, State Directors and Chairmen, visiting Grand Knights and Faithful Navigators should be seated prominently in the audience and be introduced at an appropriate time by the Master of Ceremonies.

Seating is arranged by rank from the middle out to either end -- with the highest ranking official seated at the middle of the head table. If other State Officers are present besides the State Deputy, they may be seated at the head table if there is room, otherwise they should be seated with their wives at a table directly in front of the head table. Guests are introduced from right toward the middle, then from left toward the middle, regardless of rank, and no one should be excluded, including those who will speak later. All should rise when said members enter and remain standing until they are seated.

For speaking programs, guests are introduced from lowest rank up to the main speaker of the occasion. A person of junior rank should never speak after someone with a higher office unless he has been selected specifically as the speaker for the occasion. Persons introduced from the audience should be ranked from top down as opposed to speakers who appear from the lowest up.

The Master of Ceremonies should always be seated next to the podium and not at a seat at the end of the table. This is simply done so that he will not be running back and forth after each speaker is introduced. Master of Ceremonies should familiarize themselves with Knights of Columbus titles and protocol. They should also know the background of speakers at the head table and should use the proper salutations for titles when he first takes over the podium.

When introducing Past State Deputies or Past Grand Knights, the Immediate Past State Deputy or Past Grand Knight is introduced first and then the others are introduced by seniority, with the most senior one being introduced first and the least senior being introduced last.

When more than one priest is present and a speaker does not wish to mention each by name, he should say: *"Your Grace, Your Excellencies and Reverend Fathers."* One never should use *"Reverend Clergy"* unless clergymen from other faiths are present. At cooperative affairs, officers of other organizations should be seated by Knights of Columbus officers of equal rank and introduced at the same time.

Flags

Officially, there is no law that dictates the proper use of the Canadian flag. However, Canadian Heritage released guidelines on how to correctly display the flag alone or with other flags. The guidelines deal with the order of precedence the Canadian flag is placed, where the flag can be used and how it is used and what people should do to honour the flag. The suggestions, titled ***Flag Etiquette in Canada***, were published by Canadian Heritage in a book and online format, <http://www.pch.gc.ca/pgm/ceem-cced/etiqt/index-eng.cfm> which had a last update of November 2010.

The Canadian flag may be displayed flat, above and behind the speaker; if on a staff it should always be at the right side of the speaker as he faces the audience. Other flags

should be at the speaker's left. The flag should not cover a speaker's desk nor be draped in front of a platform.

For more on flag protocol, see the Knights of Columbus Fourth Degree website: <http://kofc4th.blogspot.com/p/sword.html>

Jewels

All officers should wear their current jewel of office at all council meetings. At council functions and socials, it is proper and fitting that Grand Knights, District Deputies, etc. wear their jewel of office. In all cases the remaining council officers are encouraged to wear their jewel.

When a Fourth Degree member attends an official function of the Order where Fourth Degree dress is requested, he may wear the jewel of his current office around his neck, be it an assembly or council jewel, together with the social baldric. If a council officer is not a Fourth Degree Knight, he should wear his jewel of office without the baldric. A supreme director should not wear the social baldric if he is wearing his jewel of office, since the jewel features both the emblem of the Order and the Fourth Degree emblem.

A Past State Deputy, Past Grand Knight, Past Faithful Navigator, Former Vice Supreme Master, Former District Master or Former District Deputy is authorize to wear the miniature jewel of these offices on the left breast pocket of his jacket. The miniature jewels, approved by the board of directors, allow those who have served the Knights of Columbus in a position of authority to wear the jewel that acknowledges their contribution, while at the same time giving due and proper credit to the current officer. No specific order of precedence is prescribed, but the following is suggested: Past State Deputy, Former District Master, Former District Deputy, Past Grand Knight, and Past Faithful Navigator.

Conclusion

As has been mentioned earlier, it is impossible to cite a rule for every situation. No doubt there will be times when the Grand Knight will encounter some rather difficult and even unique situations. Under those circumstances the Grand Knight must use his judgment and simply apply common courtesy.

Mark Twain summed up the situation when he said: *"Always do right. You will please some people and astonish the rest."*

APPENDICES



Litany

The Knights have a strict protocol, sometimes referred to as the "Litany" which dictates the order of rank with the Order, and is typically used at formal functions or presentations in the Order:

Hierarchy

Clergy

Supreme Knight

State Deputy

Supreme Officers

Supreme Directors

Vice Supreme Master

State Officers

Masters of the Fourth Degree

Immediate Past State Deputy

Past State Deputies

Former Masters of the Fourth Degree

District Deputies

Supreme Council Insurance Directors

Supreme Council Benefits Advisors

State Directors

State Chairmen

District Wardens

District Marshals

Grand Knights

Faithful Navigators

Past Grand Knights

Past Faithful Navigators

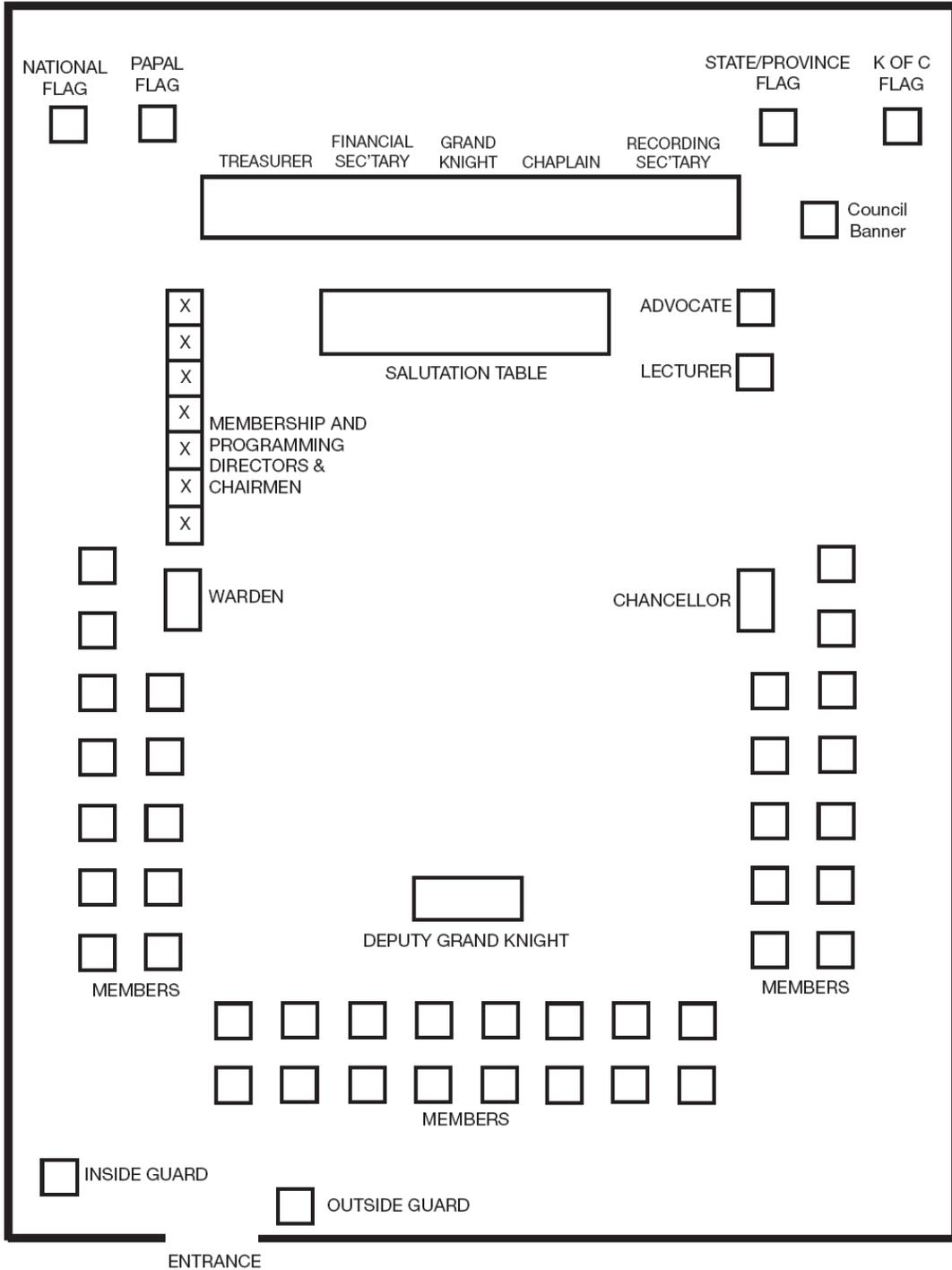
Council Officers

Assembly Officers

Additionally only officers elected to the chief position in a State, Council and Assembly are referred by the title "Past" once they have left office.

All other members having previously held a chief position are referred by the title "Former", the distinction being made between having been elected (Past) and having been appointed (Former).

COUNCIL MEETING CHAMBER SETUP



Managing Conflict

Don't get alarmed if the discussion in your meeting begins to get animated. A little conflict going on when programs or ideas are being discussed is not necessarily bad. You will never be able to avoid conflict and actually, conflict when properly managed, can provide positive results. So then, how do you capitalize on the constructive side of conflict? Differences in personality, competition, rivalry, and other forms of conflict serve to moderate a meeting's effectiveness. Well managed conflict provides the following effects:

- Desire to participate - increased motivation
- Creative thinking
- Understanding the pros and cons of an issue

Don't expect that you will be able to eliminate conflict. You simply cannot expect consensus on all issues, or how something should be done. Instead of trying to eliminate conflict, make sure that both sides of an issue are discussed thoroughly, and that all concerns are articulated and understood. When the group gets to that point, look for adjustment and compromise, then seek consensus. When all concerned know that their comments and concerns are being fairly addressed, better overall understanding of the issue is achieved, and reaching consensus is simplified. Should an impasse occur, table or delay the issue, then suggest that the objecting parties work with the proponents of the issue to achieve compromise.

WHAT CAUSES CONFLICT?

Conflict occurs when the desires of two individuals or groups appear incompatible.

It often occurs when individuals come to a meeting with preconceived ideas about the outcome of the meeting rather than working together to find a solution that is acceptable to the group. Here are four classic conditions that often lead to conflict:

- **Miscommunication:** People often don't listen well. As a result, misunderstandings occur that may lead to conflict.
- **Different Perceptions:** Two or more people experience a common event but come away with different views of what happened.
- **Different Values:** Different value systems lead people to define acceptable actions differently.
- **Different Preferred Outcomes:** Two or more people want different solutions to the same problem.

UNDERSTANDING CONFLICT

How situations are handled will have a dramatic impact on the group and its member's ability to work together in the future. There are two dynamics to be sensitive to:

- the concern people have for winning a point
- the concern for maintaining relationships

How these two dynamics interrelate leads to five different approaches for dealing with conflict: demanding, problem solving, bargaining, giving in, and avoiding.

- Each of the above approaches is appropriate under the right circumstances. Frequently, however, people do not analyze conflict and choose an appropriate approach. The tendency is to use a comfortable strategy in all situations. This often leads to addressing conflict improperly and/or damaging important relationships.
- **Demanding:** This approach suggests that winning is more important than the relationship. Demanding is aggressiveness that often evokes an aggressive response. While it maximizes the individual's outcome, it's usually at the expense of the relationship because, in demanding, there is a winner and a loser. Most people don't like to lose. When they do, they are often motivated to get even. When conducting meetings, you should work to avoid issues polarizing group members to this extent.
- **Problem Solving:** This approach shows high concern for both winning and maintaining the relationship. It is characterized by both parties working together actively to find a mutually satisfactory solution to a common problem. It requires joint problem solving, which in turn leads to creative solutions with commitment to carry them out.
- **Bargaining:** Bargaining is a retreat or backup position when a solution can't be reached by demanding or problem solving. It remains moderately high on both concerns. It is most effective when both parties are willing to give a little to resolve their differences.
- **Giving In:** With this response, maintaining the relationship is viewed as more important than winning the point. It is also an appropriate response when new information invalidates a position. In meetings you conduct, you may need to help participants find face-saving ways to give up their positions on issues under discussion.
- **Avoiding:** Every conflict need not be resolved immediately. Avoiding confrontation can be appropriate when the issue is trivial. It also can be used on a temporary basis to allow people time to cool off, or to gather additional facts.

DEALING WITH CONFLICT

There are five general ways for dealing with conflict in a meeting and they are as follows:

- **Confrontation:** Those involved exchange information about a situation and express their feelings openly. Under these conditions, problem solving becomes a matter of working through differences based upon valid data. Consensus is the objective. Confrontation requires emotional and intellectual energy as well as a high degree of interpersonal skill.
- **Compromise:** Instead of working through confrontation, another approach to split differences and reach a compromise satisfactory to the various parties. Often a compromise resolution will not meet the needs of the whole group.
- **Smoothing:** Instead of confronting issues, it is possible to smooth them over in these cases, the approach is, "We are friends and shouldn't let this problem disrupt our relationship. Let's allow it to work itself out." Unfortunately, when problems are smoothed over, they usually are not solved. They often become worse with time.
- **Use of Power:** Conflict can be handled by using power (of knowledge or position) to force a solution that is satisfactory from one point of view. One way this occurs is when a superior renders a unilateral resolution.
- **Coalition:** Conflict can also be resolved by factions forming an alliance to force others to accept their position. The disadvantage of this approach is that other parties feel their wishes have not been taken into account and therefore are less motivated to carry out the decisions.

Research indicates that confrontation is the best approach to conflict resolution. Properly done, it preserves the best interests of those involved. People can engage in effective problem solving under conditions of conflict if they are willing to generate valid data about their differences.

HANDLING CONFRONTATION IN MEETINGS

The following ideas should help one in handling confrontations in a positive way:

- **Clarify Objectives:** Conflict sometimes develops because participants have different understandings of the meeting's objectives. Clarifying and reaching agreement on objectives is an important first step.
- **Strive for Understanding:** Often, when involved in argument, people do not listen carefully to the opposition's presentation/remarks.
- They are too busy formulating a rebuttal to listen.
- **Focus on the Rational:** Emotional involvement is a natural part of confrontation. However, sound decisions cannot be reached when participants are too emotional. Therefore, for the benefit of the outcome, one should keep attention focused on rational consideration-facts, supporting reasons; potential problem if a certain course of actions is followed.
- **Generate Alternatives:** Are there alternatives that integrate the needs of the diverse points of view involved in the confrontation? This is one of the

most challenging part of the process. Participants often cannot see alternatives to their solutions. Here is where group members not at either extreme can become a resource to generate some reasonable alternatives.

- **Table the Issue:** Tabling can be an effective way to deal with conflict when you feel the group needs time to consider the arguments that have been presented. It works particularly well as a face saving device. People sometimes find themselves in a position of having argued so strongly for a position; they cannot gracefully change even after being convinced of the logic of a different position. Tabling gives a person time to work this out.
- **Use Humor:** If you are good with humor it can be used to reduce the emotional tenseness of confrontation. It can serve as a release and clear the way for more rational problem-solving.

OTHER THINGS THAT HELP MANAGE CONFLICT

- Acknowledging deadlines
- Involving everyone in the process
- Allowing time to think
- Taking a break (i.e., calling time out)
- Referring the item to a committee
- Allowing for expression of strong feelings

CONFLICT SHOULD NOT BE AVOIDED IN MEETINGS. IT IS A NATURAL OUTCOME OF STRONGLY HELD POINTS OF VIEW. HOWEVER, IT MUST BE CONTAINED AND FOCUSED TOWARD RESOLUTION.



KNIGHTS
OF COLUMBUS
IN SERVICE TO ONE. IN SERVICE TO ALL.