Free LBERTA Free Tason



Editor: MWBro Robert E. Juthner

Vol. 68, No. 8

MWBro Gordon Johnston Armstrong

On August 6, 2003, MWBro Gordon J. Armstrong, age 83, passed to the Grand Lodge Above. He had been the Senior among our Past Grand Masters. On August 9th, the last rites were held for our distinguished Brother at McLaurin Baptist Church in Edmonton, the sanctuary filled beyond capacity with family and friends, among them numerous Brethren of the Craft and their ladies — Grand Lodge being represented by the Deputy Grand Master, the Senior and Junior Grand Wardens, twelve Past Grand Masters and other elected or appointed officers.

Gordon Armstrong was born January 9, 1920 in Medicine Hat, Alberta. It was there and at Fort Macleod, where he attended public and high schools. He joined the Canadian Army in 1940 as a Lieutenant and had served with distinction in England, Italy and Northern Europe. In November 1945 he was discharged with the rank of Major. His military ser-

vice, however, continued when he joined the Canadian Army Militia in 1952, serving as Commanding Officer of The Loyal Edmonton Regiment, Commander of the 23rd Militia Group, and Commander, Alberta Area Militia. He retired from his military position in the rank of Colonel in December 1968.

In 1947 Gordon commenced his career as a public servant with the Alberta Government, where he was employed in various departments, including the responsibility of Committee Coordinator for the Workers Compensation Board review. He took his retirement in 1985. In the 1980s he had also served on the Board of Governors of the Canadian Corps of Commissionaires. It was in 1960 when he married Dorothy (Dorrie) Faulder. The couple was blessed with one son, Rob, and one daughter, Patti. He is now also mourned



Grand Master 1973–1974

by grandchildren Shauna and Matthew, brother-and-sister-in-law Bill and Betty, and several nieces and nephews. Most were present at the service in McLaurin Baptist Church, where the entire family has been active for many years, and where Dorrie has been serving as church organist.

Our late Brother's Masonic career began in Strathcona Lodge No. 77, GRA,

in 1949. He was Worshipful Master of that Lodge in 1959 and DDGM of then District No. 19 (now Athabasca District) in 1966-67. Meanwhile, he became a member of the then "Ashlar Club" of Masons in the Armed Services, which led to his becoming a Charter Member and first IPM of Griesbach Lodge No. 191. First elected Junior Grand Warden in 1970, he was installed as the MW the Grand Master of Alberta in June 1973, and soon after the completion of his term he assumed the Chair of the Committee on the Work during the 1975-76 term, and remained in this position until the 1994-95 Masonic year. He has also served, successively, as Grand Representative of the National Grand Lodge of France (Grande Loge Nationale Française) and, since 1988, of the United Grand Lodge of England. In 1954 Brother Armstrong joined the Ancient and Accepted Scottish Rite of Freemasonry in the Valley of Edmonton, and was the

TPGM of the Edmonton Lodge of Perfection in 1987–88. At the Supreme Council Sessions in September 1990 in St. John's, NF, he was coronetted an Honorary Inspector General 33°.

MWBro Gordon Armstrong will be missed by all who knew him and who will preserve his memory with respect and honour, and in brotherly love.

REJ

A Grateful Bursary Recipient

I am sending this letter to express my gratitude for your contributions to my career and to update you on the paths I have ventured down since receiving your Higher Education Bursaries in the mid-nineties.

My maiden name was Irene Leard, now Hardin, and I'm currently living in Memphis, TN, with my husband. I attended the University of Calgary between 1989 and 1995, and received my Bachelor's Degree in Nursing (with distinction). As I recall, I was fortunate enough to receive the Masonic Bursary gift of \$1,000 from the Grand Lodge of Alberta five years in a row. As I was living on my own and financing my own

See **Bursary**, page 4.

Editorial Our Bursary Fund

In the history of the Fund, which goes back to the days of MWBro Ross Sheppard (Grand Master 1956–57), the months of October or November have been, variously, declared "Bursary Month" in this publication. At other times the knowledge of this worthy cause to contribute to, at any time of the year, has been taken for granted as, for the most time, our Brethren have been quite generous in supporting this, the first official charity of the Grand Lodge of Alberta (followed later by the "Masonic Foundation of Alberta").

Be it as it may, whether in October or

November, or at any time, members of the Fraternity in Alberta are well advised to continue donating, ever remembering the lesson of the North East Angle Lecture.

So, how did we do this past year?

VWBro Hugh Kent, Chairman of the Masonic Higher Education Bursary Committee, reported to Grand Lodge that during that term one hundred (100) bursaries, each worth \$1,250, were awarded after 208 applications had been received by the March 1 deadline. Donations this year had reached \$152,000, a 19 per cent increase over the preceding year. Not all of this, however, came from individuals' donations — only \$77,770 did — because \$74,230

came from four corporate sources: \$53,671.77 from the fund raising efforts of Calgary Freemasons' Hall; \$14,500 from the Calgary Tuscan Society; \$3,058 from the Al Azhar Oriental Band and \$3,000 from the Leonard Westgate estate. So there is still some room for additional donations by individuals in the future.

It is interesting to note that the three corporations mentioned are all composed of Brethren in the City of Calgary, which begs the question: why cannot Masonic Groups in other locations in the Province jump on this most worthy bandwagon?

Is it worth a try to emulate the example?

Letter

Re: Letter by RWBro Clyde Elford, September 2003, "Where are the young?"

I should point out to this Brother that we "geriatrics" (his word) felt a dedication to the Craft and had something constructive to contribute, and did not prevent others under the "magic" age of 65 from running for office, nor did we require the membership to cast their ballots for us. If the membership was concerned about our mental strength, it was within their prerogative to mark their "Xs" beside those

who have not reached this apparent age of senility.

I am sad, as one of the "geriatrics" referred to, that we should be condemned even before we've entered upon the duties of our offices. Many of those elected hold office in their own Lodges and are long time dedicated members, fully aware of the problems besetting the Craft. This however appears to be the concept that Bro Elford

espouses, of limiting the influence of the senior members to the management of the Craft. Bro Elford expects that by electing an executive of young members, all problems will be handled expeditiously and the Craft will move forward "at an accelerated speed." There are a lot of words coupled with "speed," and "accelerated" is one that is frequently followed by disaster.

RWBro J. E. Forsdick, Norwood 90

A New Grand Lodge in England

From UGLE Quarterly Communication 11–12–2002

The Grand Master announced the proposed formation of a **Metropolitan Grand Lodge** and **Metropolitan Grand Chapter of London**.

The Metropolitan Grand Lodge of London will be constituted on 1 October 2003 in a ceremony at the Royal Albert Hall and the Metropolitan Grand Master (RWBro the Hon. Lord Millett, PJGW) will be installed.

The Metropolitan Grand Master will rank after Past Assistant Grand Masters and before Provincial and District Grand Masters, and will have the same powers and duties as a Provincial Grand Master. The organization of the Metropolitan Grand Lodge and the Metropolitan Area will similarly mirror that of a Provincial Grand Lodge and a Province. There will be no appointments to past Metropolitan Grand Rank, but instead the existing structure of annual appointments to Senior London Rank, London Grand Rank, and London Rank will be retained, with the addition of a new Junior London Grand Rank which will provide an opportunity for the early appointment of outstanding Brethren.

From Zetland Lodge No. 83

"Exoteric and Esoteric" — Two words often misconstrued in their application to Masonic ritual and symbolism. The former denotes modes of speech intelligible to the uninstructed and popular world — the commonplace or ordinary meaning. The latter denotes the inner meaning — intended only for the initiated

"Worshipful Master" — Comes from the Old English word Worchyppe or Worchyp, meaning greatly respected. In some old Constitutions of Masonry is the phrase "Every Mason shall prefer his elder and put him to worship", or in the more modern sense, "show respect for the position", which has nothing to do with religious devotion.

WBro Dan Elms, Secretary

Provided to Freemasons of Alberta and the Northwest Territories west of the 4th Meridian who are members of **The Grand Lodge of Alberta, A.F. & A.M.**

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The Grand Lodge of Alberta, A.F. & A.M.

Editor: MWBro Robert E. Juthner

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WBro Garth Cochran; WBro Loren Kline; Bro Trevor Morris — Ex Officio: Grand Master, Deputy Grand Master & Grand Secretary

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Our 2003 "Medal of Merit" Awards

One of the highlights of the recent Grand Lodge Communication at Red Deer on June 14, 2003, was the presentation of three Medals of Merit by the Grand Master, MWBro Terry Drolet, and of the certificates by the Deputy Grand Master, then RWBro Norman Thomas. On behalf of the Medal of Merit Committee, MWBro Calvin Shaver introduced the recipients. It is on this page that the whole Craft may learn about the outstanding services rendered to the Craft and to the community by these deserving Brother Master Masons:

Bro Donald Thomas Aylesworth

...was initiated, passed and raised in Calgary Lodge No. 23 in 1972. Shortly thereafter, he accepted the challenge of assuming the duties of Auditor for his Lodge. He held this position for twenty-five



years, and his expertise, knowledge and advice have proven invaluable and beneficial to the Lodge. During these twenty-five years he has also been the leader and prime instructor in assisting all of the candidates through their training in the three degrees. In those years very few candidates have not experienced the tutorship of Bro Aylesworth. He is also an active member of the Calgary Valley of the Ancient and Accepted Scottish Rite, and a member of the Al Azhar Temple AAONMS.

Over the years, Bro Aylesworth has been active in the Community. As a youth he joined the Boy Scouts in the early 50s, and by 1957 was Senior Troop Leader, editing and publishing monthly papers and newsletters on Scouting. He continued as a Founding Member of the 26th Calgary Sea Scout Troop in 1958, and achieved the pinnacle of Scouting, the rank of Queen Scout. On July 29, 1959, Bro Aylesworth was honoured as a representative of Calgary and District Boy Scout Association to be presented to her Majesty the Queen, Elizabeth II, when she was on a visit to the City of Edmonton. A few years ago, he was made a member of the Calgary Scout Foundation.

In the early 1960s Bro Aylesworth was instrumental in founding the Bowness Boys Choir, and for the next eighteen years was active as a leader, in fund raising, as excursion and trip organizer and a highly recognized example and guide for all young boys who passed through that organization.

Donald Thomas Aylesworth was edu-

cated as a psychologist and has always expressed a concern for young people, especially those with learning disabilities. With this in mind, he left his position as Special Education teacher with the Calgary Board of Education and in 1979 opened the Foothills Academy, an institution whose aims are to assist young people with learning disabilities to gain a high and useful level of education. The school started with 34 young people attending, and now has an enrollment of 169 happy students, the direct result of the dedication and concern displayed by Bro Aylesworth and his associates.

Notwithstanding his heavy commitment to his Lodge and community life, he still has time and energy to be a member of the Board of Directors of the Nickle Family Foundation.

Bro Arthur Maskell

...received the degrees of Free-masonry in Gries bach Lodge No. 191 in 1961. Within the Lodge, he has consistently demonstrated the most important aspects of a Free-mason. He seldom misses a



Lodge meeting and has filled the position of Registrar for the past four years. As such he has maintained and updated the Historical Register so that it is in immaculate condition. In addition to the Registrar's duties he has on several occasions, always at the last moment, acted as Chaplain at degree meetings as well as at regular business meetings. He has willingly and cheerfully taken on almost any position, short of the principal chairs, that for one reason or another was vacant at a meeting. He willingly assisted in installations and degree work, Lodge social programs, and one can count on him and his wife to attend almost every function. In all of his activities his quiet, helpful, cheerful manner assists in making others feel welcome and comfortable. In the Lodge, and in all things in which he is involved, he unobtrusively encourages and assists the organization function without looking for the honours that come with senior positions. His honesty, integrity, dedication and moral strength earned him the respect of Brethren, friends and business associates alike.

In a career that spanned thirty-five years in the Royal Canadian Air Force and the Canadian Forces, he served in a variety of positions and bases, including a period where he served as a Staff Officer with the Canadian Forces Air Cadet Program. He has continued with his interest in the Cadet movement and is one of its staunch supporters. He is active in the Royal Arch and the Probis Club. An avid lawn bowler, he is also involved with a lawn bowling club in the City of Edmonton. Willing to contribute much time and effort in community support, he volunteers his time to work weekly at the Alberta Provincial Museum and acts as a guide at the Air Force Museum in Edmonton.

Bro Arnold R. Murray

...was initiated, passed and raised in Carstairs Lodge No. 20 in 1975. He has served his Lodge in many offices and on many occasions, currently occupying the chair of Junior Steward. No matter



which office or duty, he performs all of his tasks with dignity and dispatch. During the festive board he sees to the welfare of his Lodge members with great care. He and his wife attend all Lodge functions very faithfully. Bro Murray is a very dedicated Freemason and an asset to the Lodge and the Masonic Fraternity.

Continued on next page.

Our Brother is very active in community affairs and organizations related to his professional life. Dr Murray is a life member of the College of Physicians and Surgeons of Alberta and a life member of the Alberta and Canadian Medical Associations. He has served on the local school board and as an elder in his church. He found time to help initiate the Lions Club in his community and to be a member of the Rotary Club. He is a sustaining member of the Paul Harris Fellowship, Arnold Murray was instrumental in the establishment of the Inglewood Wildlife Park through the Rotary Club of Calgary. He helped to establish the Family Services Association, forerunner of the Social Services in Alberta. He has also served on several boards reviewing support services and curriculum relating to his profession.

Bro Murray has served as President of his Shrine Temple's Clown Unit, and is a very active member participating in all of the parades, circus and other move-outs. He is presently his Shrine Temple's hospital representative, a very

demanding task, as the Temple has over 300 patients being actively supported in conjunction with the Shriners' Hospital Program. The duties include identifying patients who can be assisted by medical care within the expertise of the Shrine hospital, arranging transportation, evaluation of the medical situation and follow-up with the patients. He is a very dedicated Mason and is equally dedicated to all other activities in which he is involved. Where he sees a need, he applies his talents and solves the problem.

Bursary, from page 1.

education, this was a welcome relief each year. I will be forever grateful.

In an attempt to make you proud of your repeated decisions to support me, I would like briefly to explain where I'm at today.

After graduation in 1995, with the healthcare crisis as it was, I moved to Dallas, TX, with a couple of nursing friends and we all secured employment at Parkland Memorial Hospital. I initially began work on a Pulmonary Medicine and Infectious Disease medical floor. This is where I began to develop my most basic nursing skills. Within a year and a half, I decided I was ready to satisfy my hunger for "intensive care" nursing and began the next phase of life at Baylor University Medical Center in Dallas, on their Cardiovascular Surgery and Heart and Lung Transplant ICU. I spent the next four years there, climbing the nursing ladder to include "Charge Nurse" and "Preceptor" to many new and experienced nurses on the unit. I became an Intra-Aortic Balloon Pump Inspector, a Continuous Dialysis Instructor and a Thoratec and

The NE Angle, Again

This year, the second year in a row, Balmoral Lodge No. 185, of St. Albert, in conjunction with the Masonic Foundation of Alberta, made a presentation of \$6,000 to the Sturgeon Hospital Foundation to assist in the purchase of a CATSCAN machine for the hospital, following a donation of \$3,000 the previous year. This made the news in the local paper.

The Lodge also gives \$500 to each of the local public high schools (the Catholic School Board having declined acceptance of the same). This has been the practice for the past four years.

Abiomed Ventricular Assist Device Instructor (these are bedside heart bypass machines). Cardiac ICU nursing has become my passion.

Within time, I met the man who is now my husband and we bought a "fixerupper" house in a historic district of Memphis (keeps us busy!). For the past year and a half, I have been working on the Cardiovascular ICU at Baptist Memphis Hospital, which is the leading centre for cardiovascular care in Memphis. Again, I frequently function as "Charge

Nurse" and "Preceptor." Now I was offered and accepted the position of "Head Nurse" of my CVICU. I am looking forward to tackling all the new challenges this title brings.

Thank you for allowing me to share my story. I just wanted you to know your contributions to my education went to good use and I may not be where I am today without such kindness and assistance.

In great appreciation,

Irene J. Hardin

Is Ignorance a Crime in Masonry?

The statement "Education makes the man" is also true in Masonry. The obligation does not virtually make a man a Mason. The Masonic world acknowledges him as such, but if he has not knowledge of Masonry and does not seek to obtain any, he is simply a fraud upon the Craft and has no rights that Masons are bound to respect. He is a living monument of the folly, so common at the present day, of making Masons of all applicants without regarding their mental qualifications.

A committee has called on a candidate and found him honest, truthful, upright, with no bad habits and a good member of his Church... so he is made a Mason in due form.

In his Masonic life, he merely attended meetings and hardly participated in anything, even the rituals, so when he dies we ask "Did Masonry make him a better man?" We have to answer in the negative because in his Masonic life he learned nothing about [Freemasonry]. He refused to drink at the fountain of information provided in every Lodge. Such ignorance casts a stain upon Masonry. No such person can be considered a worthy candidate. His life is a blank to Masonry. The AntiMasons of today come from such men, since ignorance breeds hatred of what is unknown.

To prevent such men from damaging our image, we must be certain that every candidate receives education about Masonry. How else can a man represent us if he knows so little about our history and our actions in today's world? Other countries have education as part of the growth of a candidate so that as his knowledge grows, he is able to give lectures on aspects of Masonry even before he passes out of the Entered Apprentice degree! This is how a Freemason becomes a responsible member of our Craft.

West Edmonton Lodge No. 101

District Meetings

October

- 24 Athabasca District meeting, Fort McMurray, Golden Years Society
- 18 Calgary-Highwood District Meeting, Calgary Freemasons' Hall
- 23 Chinookarch District Meeting, Lethbridge Masonic Hall
- 25 Palliser District Meeting, Medicine Hat Freemasons' Hall
- 25 Three Rivers District Meeting, Cowley Masonic Hall

The 2004 Workshop

The Theme in 2004 is "Tolerance"

Have you given much thought to the subject of Tolerance? Maybe yes, maybe not. A lot of us take it for granted. As Masons, we are taught that tolerance is a core



value. At our first ceremony as Masons we are taught that Freemasonry is open to all free men over the age of 21 (in Alberta anyway) regardless of race, religion, colour or nationality. Because we are taught to value the friendship of our Brethren, we soon learn to be tolerant of personal quirks and foibles to preserve harmony and maintain that bond of fellowship we hold so dear.

We are charged "to practice outside the Lodge" that same toleration "ever

inculcated within it," even though those around us may not share our values. But sometimes it is a real challenge to be tolerant of others who are being intolerant

themselves.

When you come to the Masonic Spring Workshop 2004, you will get a chance to explore many different aspects of intolerance we face every day; racial intolerance, religious intolerance, Masonic intolerance and even food intolerance. Expect to be challenged, stimulated and entertained once again at North America's premier Masonic weekend... the living room of Freemasonry!

Alberta DeMolay Convention 2003

The Convention will be held at the Four Points Sheraton Hotel in Canmore, Alberta, from November 7 to 9, 2003. **Attendance by Brother Freemasons is very much desired.**

Friday, November 7th, 8 PM: Opening Ceremonies Saturday, November 8th, 3:30 – 5:30 PM: Chapter competitions

6:30-8:30 PM: Banquet and Installation

8:30-9:30 PM: Public talks

9:30 PM - 12:30 AM: Dance and socializing

Sunday, November 9th, 9:00–10:00 AM: Closing ceremonies and church service.

Support our youth groups!

DDGMs of Two Jurisdictions Met

On April 16, 2003, RWBro Charles R. Burns, DDGM of Northern Lights District visited Temple Lodge No. 690 GRC, in Waterloo (Ontario). It was also the official visit of RWBro Barry Snider, DDGM Waterloo District. With 58 Brethren in attendance, three Russell generations were represented at the initiation of Bro Ken Russell: the initiate; his father, WBro Glen Russell; and his grandfather, RWBro Frank Russell.

Pictured below are, left to right: RWBro Frank Russell, WBro Glen Russell, Bro Ken Russell, WBro Pat Schlitt — Worshipful Master, RWBro Barry Snider, RWBro Charles Burns.



More on Tolerance

Tolerance has always been one of the tenets of the Craft. What do we mean by "Tolerance"? It does not mean, by any stretch of the imagination, that one belief is as good as another, or is as true as another, or is as valuable as another. Freemasonry does not advocate a general indifference to all beliefs, nor does it hold that all differences of opinion should be melted down into a drab compromise. We, as Freemasons, take the opposite position. We believe that one belief is truer than another, that one opinion is better grounded than another, and we want the truth to prevail. But we know that truth can never emerge unless man is free to observe the world itself. Every human mind must be left free to observe the world for itself.

This Freemasonry believes is the one way in which truth about any of the great subjects of human life will ever be found. Tolerance, therefore, is a positive and constructive thing, encouraging man to think for himself, because not otherwise will men learn in the long run to think the same things. In all our Masonic meetings we try to deal with one another, insofar as religious and political matters are concerned, in the spirit of fair play. We may well disagree, but we try not to be disagreeable.

John Bourne, WM Vermilion Lodge No. 24

Popow at Fiat Lux

Victor Popow of Winnipeg, a Masonic speaker who is known and published internationally, will be the guest speaker at the next



meeting of Fiat Lux Lodge of Research No. 1980 at Freemasons' Hall, Calgary, on 4 October 2003.

The meeting tiles at 1 PM for a brief business me4eting followed by the Installation of RWBro Tom Hargreaves and his officers by members of Concord Lodge No. 124 the host Lodge for the event. Bro Popow's paper — "Veritas" — will conclude the afternoon followed by a Banquet at a cost of \$20. For further infomation or to book a ticket, contact Garth Cochran, 403-274-0563 or email sgarthc@shaw.ca.

Brethren are also invited to attend Concord Lodge following the banquet.

Controversial?

On July 16, 2003, Redwood Lodge No. 193 of Edmonton held its traditional, annual "Klondike Lodge" which featured a program with a difference, a debate on the topic "Should the Craft offer a Commercial Advantage?" Clearly, the title had been selected somewhat with tongue in cheek, but it proved stimulating before an audience of many Brethren. With VWBro Cameron MacKay (63) as moderator, the affirmative speaker was WBro Chris Williams (81 & 91), advocating that it be Resolved that Freemasonry has to do more to promote the self-interest of its members. The opposing side was represented by WBro David Maddin (193). The audience was the panel of judges, charged with first registering their opinion before the debate (which resulted in a majority against), and voting once more after the conclusion of the debate, to determine which side had gained the largest increase in votes, rather than basing the verdict on an

absolute majority. Interestingly enough, the pro side won.

The following were among the points made. First **FOR** the resolution: Why, as Masons, we should not give a plumbingjob to a trusted fellow Mason, rather than to a stranger; in a hiring situation, the nod would go to a Mason only if all other qualifications were at least equal. There was even a proposal to circulate a list of Brethren looking for work. The call was for esprit de corps and a creed of "one for all and all for one" (shades of the three musketeers), including redirecting (some) Masonic charity to benefit more Masons (which is already in the sphere of the Board of Benevolence). The speaker agreed that there might be a potential for abuse which must be curtailed by being careful and showing good judgment.

AGAINST the resolution: Men who join in order to gain commercial advantages are not living up to the true intent of Freemasonry which is symbolized by a personal journey from the rough ashlar to the perfect ashlar. If young

prospects ask "What does Freemasonry offer to me?" the answer should be that betterment for himself, in the sense of self-improvement, is the only acceptable motive for entering the Craft, and that any accompaniment of a commercial element is just plainly wrong. The speaker appealed to preserve our Masonic ideals and our strong moral beliefs at a time when society is awash in a sea of crass commercialism, deterioration of sexual mores, and a lack of respect for one's neighbour and the agents of our government. A member of the audience added that Masons should come to the assistance of all humankind in distress, not only fellow Masons.

This was the type of meeting and style of programming that should be adopted by Lodges throughout the jurisdiction. Visitors were rewarded with a marvelous free dinner, courtesy of the Brethren of Redwood Lodge No. 193.

Based on a report by Bro E. Kottke, 193 (edited)

Book Review

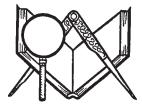
Leadership

Rudolph W. Giuliani Miramax Books, NY ISBN 0-7868-6841-4, \$36.95

Leadership is a word and

concept often on our minds both in the Craft and our everyday lives. We usually recognize it when we see it, but often have trouble describing it or developing it. Rudolph Giuliani is probably the most famous former Mayor in North America. His book, to me, has three purposes: a) discuss insider events around September 11th; b) discuss how he accomplished some remarkable changes in New York City; and c) keep his political future on the right track.

The format of the book is to use specific examples from Giuliani's childhood, his days in the Attorney General's office, and as mayor to illustrate his ideas of leadership. First, in Rudy's opinion, leadership requires strength of character that allows one to stay true to one's values despite life's many pressures. Leadership also works two ways: it is a privilege, but it also carries responsibilities. These range from establishing a structure suitable to an organization's purpose, to forming a team who bring out the best in each



other, to taking the right, unexpected risks. A leader must develop strong beliefs, articulate and act on those beliefs, and be held accountable for the results.

Under Giuliani's tenure the murder rate in NYC decreased remarkably. In 2001, there were fewer than 600 homicides or less than in 1963. He also reformed the welfare system, integrated several police forces, and the educational system. Your reviewer was in NYC in 2000 and can personally attest that the City was cleaner with few homeless people on the street and more police visible than on any previous visit. No part of the civic government was untouched by Rudy. He even ended his term with the city having gone from a heavy debt to a \$2.9 billion surplus. He reduced the payroll by 20,000 while adding teachers and uniformed police to the ranks.

While he admits his approach did not always work, he always accepted responsibility and tried another approach. What was his approach? He established goals, such as reducing crime or the debt. He gathered good people around him, and established a plan of action. In the case of crime reduction, he made each precinct captain

accountable for the amount of crime in his precinct each month. At a monthly meeting each captain had to report to the assembly of all precinct captains on the crime rate and what actions had been taken to reduce crime. The approach was initially resented. It was new; it was not how things had always been done; it was not fair. It worked! While Giuliani emphasizes being very well-prepared for every meeting, it is my opinion that the crux of Giuliani's success was that he did not accept the argument that doing things as they always had been was acceptable. It leads to stagnation and decay or in NYC's case, debt and high crime.

The book presents new and interesting information on the events of 9/11. It also covers Giuliani's thoughts on leadership with examples from his life experience. However, it is also a political piece to promote his next step in politics. It is a good thought-provoking read.

Loren Kline

Grand Master's Itinerary

October

7 Jordan Lodge, Calgary

15–17 Inter-Provincial Conference of the Four Western Jurisdictions

18 Calgary-Highwood District Meeting, Calgary

31 The Rosslyn Lecture, Saskatoon