



UNIVERSITIES SCHEME HANDBOOK 2011

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The Assistant Grand Master

January 2011

When the Universities Scheme was established in 2005, we started with a blank canvas, having only the heritage and experience of Apollo University Lodge, in Oxford, and Isaac Newton University Lodge, in Cambridge, as reference. We were well aware that freemasonry had thrived at those institutions, but were unclear whether we could replicate their success elsewhere.

To assist the initial group of seven lodges in other university cities and towns, we published a Discussion Document which set out some of the key considerations they would need to have in determining their future. Subsequently, further guidance was issued on matters such as retention of members, multiple ceremonies and development plans.

This new handbook brings together that guidance, and other information, in one volume to provide a comprehensive source of advice for the forty lodges which are participating in the Scheme, and to those that are considering joining us.

I do hope the handbook is helpful to all its readers.

A handwritten signature in black ink that reads "David Williamson".

David K Williamson
President of the Universities Scheme

INTRODUCTION

**EDWARD LORD JP
CHAIRMAN OF THE UNIVERSITIES SCHEME**

It is a basic tenet of Masonry – including University Masonry – that each private lodge may, within the bounds of our Constitutions, regulate itself and establish its own procedures and protocols. As a consequence, in pulling together the various Universities Scheme guidance documents to create this Handbook, the Committee expressly does not wish to direct that every lodge in the Scheme should act in uniformity.

To the contrary, lodges that have joined the Scheme bring a rich diversity of traditions that add enormously to the character of our ceremonies and rituals and, we hope, to the experience of new young Masons as they begin their career in the Craft. That said, we hope that the shared wisdom reflected in the pages of this Handbook will enable lodge committees to think about what amounts to best practice.

Of course, there are certain rules by which we must all operate and, in the Universities Scheme, those are set out in the Governance Framework in Section A of this Handbook and apply equally to Grand Lodge; Metropolitan, Provincial and District Grand Lodges and to each private lodge involved in the Scheme. We hope that they will not be too onerous but form a common sense structure to our work.

Finally, you may wish to know that this Handbook will be regularly updated and the most recent version will be available on www.universitiesscheme.com.

A handwritten signature in black ink, appearing to read 'Edward Lord', written in a cursive style.

C E Lord

SECTION A

GOVERNANCE FRAMEWORK

Name and affiliation

1. The scheme shall be called “The Universities Scheme of the United Grand Lodge of Antient Free and Accepted Masons of England” (hereafter referred to as “the Scheme”).
2. The Scheme is established by and under the authority of the Board of General Purposes of the United Grand Lodge of Antient Free and Accepted Masons of England (“the Grand Lodge”).

Objects

3. The objective of the Scheme is to establish or enhance arrangements and opportunities for undergraduates and other University members to join and enjoy Freemasonry.
4. In particular the Scheme shall:
 - 4.1 In collaboration with the relevant Metropolitan, Provincial or District Grand Master, identify suitable lodges in university cities and towns as may be desirous of initiating and developing undergraduate and postgraduate students (“Participating Lodges”);
 - 4.2 In collaboration with the relevant Metropolitan, Provincial or District Grand Master, identify suitable lodges as may be desirous of receiving such Brethren as have been initiated whilst a student with a view to further developing them in their Masonic careers (“Receptor Lodges”);
 - 4.3 Provide such oversight, support and training for Participating and Receptor Lodges (together known as “Scheme Lodges”) as may from time to time be considered expedient by the Scheme Committee;
 - 4.4 Foster co-operation between Scheme Lodges and their Metropolitan, Provincial or District Grand Lodges through the organisation of meetings or conferences as may be considered appropriate.

Governance

Scheme President

5. There shall be a Scheme President who shall be a High Ruler of the Craft or other Brother of similar standing nominated by the Pro Grand Master to provide strategic leadership to the Universities Scheme and to act as principal ambassador for the Scheme within Grand Lodge and throughout the Craft.
6. In particular, the Scheme President shall:
 - 6.1 agree from time to time a Strategic Plan for the Scheme setting clear objectives for the future;
 - 6.2 manage the Scheme’s relationship with the High Rulers, Board of General Purposes and the Metropolitan Grand Master and Provincial and District Grand Masters;
 - 6.3 appoint a Scheme Chairman to provide day-to-day leadership for its activities;

- 6.4 consider, and if thought fit agree, the Scheme Chairman's recommendations as to the composition of the Scheme Committee;
- 6.5 consider, and if thought fit agree, recommendations of the Metropolitan Grand Master and Provincial and District Grand Masters in respect of Lodges seeking to participate in the Scheme;
- 6.6 attend meetings of the Scheme Committee where possible;
- 6.7 undertake official visits to Scheme Lodges from time to time;
- 6.8 preside at the Scheme's Conference.

Scheme Chairman

7. There shall be a Scheme Chairman who will be a Brother of appropriate experience and skills appointed by the Scheme President to provide day-to-day leadership of the Scheme, to chair meetings of the Scheme Committee and maintain regular contact with the Scheme President.
8. In particular, the Scheme Chairman shall:
 - 8.1 consult with the Scheme President and in collaboration with the Scheme Committee, prepare from time to time a Strategic Plan for the Scheme setting clear objectives for the future;
 - 8.2 be responsible for the effective implementation of the Strategic Plan, deploying such resources as are available to deliver the Scheme's strategic objectives;
 - 8.3 maintain regular contact with members of the Scheme Committee, providing oversight and support for their work;
 - 8.4 manage the Scheme's day-to-day relationship with the Grand Secretary's office;
 - 8.5 in liaison with the Scheme President, appoint a Deputy Chairman for the Scheme and Regional and Administrative Co-ordinators to serve as members of the Scheme Committee;
 - 8.6 undertake official visits to Scheme Lodges from time to time either as escort to the Scheme President or individually;
 - 8.7 preside at meetings of the Scheme Committee, setting its agenda and ensuring follow-up action is taken as required;
 - 8.8 regularly communicate the work of the Scheme Committee to Scheme Lodges and Metropolitan/Provincial Liaison Officers;
 - 8.9 attend and present a report to the Scheme Conference.

Deputy Chairman

9. There shall be a Deputy Chairman who will support the Scheme Chairman in carrying out his duties and deputise for him as and when the need arises.

Regional Co-ordinators

10. There shall be one or more Regional Co-ordinators for each Region established by the Scheme in the Metropolitan Area and Provinces and Districts under the Grand

Lodge (see Annex). A Regional Co-ordinator shall be a Brother of appropriate experience and skills appointed by the Scheme Chairman to provide day-to-day contact on behalf of the Scheme with lodges and relevant Metropolitan/Provincial Liaison Officers within their Region and to participate in meetings of the Scheme Committee.

11. In particular, Regional Co-ordinators shall:
 - 11.1 establish and maintain regular contact with lodges within their Region, acting as a sounding board and mentor as they develop
 - 11.2 establish and maintain regular contact with the relevant Metropolitan, Provincial or District Liaison Officer(s) on matters of concern to the Scheme nationally as well as locally
 - 11.3 in liaison with relevant Metropolitan, Provincial or District Liaison Officer, to visit each lodge at least once per calendar year, more if invited or considered desirable (in cases where there is more than one Co-ordinator per Region, this can be shared between them)
 - 11.4 attend meetings of the relevant Metropolitan, Provincial or District Universities Scheme committees (where they exist) and the Metropolitan, Provincial or District Annual Meetings, if invited by the Metropolitan, Provincial or District Grand Master
 - 11.5 attend meetings of the Scheme Committee and report on progress of lodges in the Region as well as contributing to the overall direction of the Scheme
 - 11.6 attend the Scheme Conference and lead a session/make a presentation if requested
 - 11.7 assist generally with the administration of the Scheme, including the collection of statistics and other data as required
12. Regions with four or more lodges will usually have two or more co-ordinators, one of whom will be appointed to act as 'Lead' and who will liaise between the team in that region, allocate colleagues to have responsibility for individual lodges, and organise any cross-regional events. The Lead Co-ordinator will also take responsibility for the initial stages of any new development opportunities, working with the relevant Metropolitan, Provincial or District leadership.

Other Committee Members

13. In addition to the Regional Co-ordinators the Scheme Chairman may appoint additional members of the Scheme Committee (to include a Secretary) to perform such administrative and operational duties as shall from time to time be regarded as necessary.

Metropolitan, Provincial and District Grand Lodges

14. Scheme Lodges remain fully under the jurisdiction of the relevant Metropolitan, Provincial or District Grand Master and therefore the active participation of the Metropolitan, Provincial or District Grand Lodge in the work of the Scheme is essential.

Metropolitan, Provincial or District Committees

15. Metropolitan, Provincial or District Grand Masters are encouraged to establish a Scheme Committee for their Area normally under the chairmanship of a member of the Metropolitan, Provincial or District Executive. The membership of such a

committee is discretionary but may include Brethren with relevant experience and representatives of Scheme Lodges or prospective lodges within the Metropolitan, Provincial or District Area.

Metropolitan, Provincial or District Liaison Officers

16. Metropolitan, Provincial or District Grand Masters are asked to nominate a Metropolitan, Provincial or District Liaison Officer, being a Brother of appropriate experience and skills, normally a member of the Provincial Executive, appointed by the Metropolitan, Provincial or District Grand Master to provide day-to-day leadership of the Scheme within their Metropolitan, Provincial or District Area, to liaise with the UGLE Scheme Committee and to chair meetings of Metropolitan, Provincial or District Scheme Committee (where one exists).
17. In particular, a Metropolitan, Provincial or District Liaison Officer shall
 - 17.1 With the Metropolitan, Provincial or District Grand Master's approval to progress and facilitate applications from prospective Scheme Lodges
 - 17.2 To maintain regular contact with Scheme Lodges within his Metropolitan, Provincial or District Area, overseeing and supporting their development and providing assistance as and when required
 - 17.3 To visit each Scheme Lodge at least once per calendar year, more if invited or considered desirable
 - 17.4 To establish and chair meetings of the Metropolitan, Provincial or District Universities Scheme Committee (where applicable)
 - 17.5 To liaise with the relevant UGLE Scheme Regional Co-ordinator and report on progress of lodges in the Metropolitan, Provincial or District Area
 - 17.6 To attend the Scheme Conference and encourage participation by lodges in the Metropolitan, Provincial or District Area
 - 17.7 To assist generally with the administration of the Scheme, including the collection of statistics and other data as required
 - 17.8 To advise Metropolitan, Provincial or District Grand Masters when dispensations are required to initiate candidates under the age of 21 and to undertake multiple ceremonies (pursuant to Rules 157 and 168 respectively).

Scheme Lodges

Criteria

18. In order to assess the suitability of a lodge to join the Scheme, the Scheme Committee has established a series of mandatory criteria ("the Criteria") to which lodges agree to subscribe by resolving to join the Scheme:
 - 18.1 That it supports the objectives of the scheme
 - 18.2 That it obtains the agreement of its Metropolitan, Provincial or District Grand Master to its participation
 - 18.3 That it agrees in open lodge that it wishes to participate
 - 18.4 That it applies for and receives approval from the Scheme President

- 18.5 That it agrees to its participation being included in the Grand Lodge website and any other Grand Lodge register, published or otherwise, of scheme participants (“the Scheme Register”)
- 18.6 That it is represented at the Scheme’s conference
- 18.7 That it provides to the Scheme Chairman any statistics or other information requested
- 18.8 That it agrees to pass on all concessions on dues owed to Grand Lodge and the Grand Charity to the masons to whom those concessions relate
19. In addition, as guidance to Metropolitan, Provincial or District Grand Masters, the Scheme Committee has indicated that it would normally expect a lodge wishing to join the Scheme to have:
 - 19.1 a membership and leadership that should make it a congenial and enlightened lodge for keen young joiners;
 - 19.2 (in place or under active consideration) an appropriate mentoring scheme;
 - 19.3 costs (especially dining charges) that are expected to be realistic for young professionals;
 - 19.4 (or proposes) meeting times that are consistent with attendance by students and young professionals;
 - 19.5 a website providing appropriate information about masonry and the lodge, including details of how to apply for membership.
20. Lodges seeking to join the Scheme as a Receptor Lodge will be required to confirm that they will *consider* applications for joining membership from members of other Scheme Lodges even if they are not known to any member of the Receptor Lodge, provided that the potential joiner has a confidential recommendation from (and remains in good standing with) his original Scheme Lodge.

Procedure

21. A lodge which wishes to join the Scheme must first inform the relevant Metropolitan, Provincial or District Grand Master or Liaison Officer of its intent. Alternatively a Metropolitan, Provincial or District Grand Master may identify a lodge within their Area as being suitable for participation in the Scheme.
22. At the initial stage, a lodge should be provided with the Criteria together with any Guidance to Scheme Lodges produced from time to time by the Scheme Committee and local guidance issued under the authority of the Metropolitan, Provincial or District Grand Master.
23. A lodge should consider carefully the Criteria and Guidance either in a full lodge committee meeting or in a sub-committee established for the purpose of guiding the Lodge on University Scheme matters. It will be vital at this stage to identify whether the lodge can fully comply with the Criteria and whether there is opposition within the lodge which would cause serious disharmony were the Lodge to proceed to join the Scheme. Assistance in this process should be provided by the Metropolitan, Provincial or District Liaison Officer or his representative.

24. At the same time, the Metropolitan, Provincial or District Liaison Officer should make an assessment of the lodge to establish whether, in his opinion, it meets the Criteria and is otherwise suitable to become a Participating or Receptor Lodge within the Scheme. In a case where the Metropolitan, Provincial or District Liaison Officer considers that a lodge does not (yet) fulfil the Criteria or is for any other reason unsuitable, he shall inform the lodge forthwith and may, if appropriate, provide it with advice as to steps to be taken should the lodge wish to be reconsidered at a future date.
25. At this stage it would be desirable that an informal report be made to both the relevant Metropolitan, Provincial or District Grand Master and the Scheme President to ensure that they are both content to proceed further rather than cause any embarrassment should they decline to endorse a lodge at a later stage.
26. Where a lodge is deemed suitable by the Metropolitan, Provincial or District Liaison Officer and the Lodge committee or sub-committee has confirmed that it is in a position to fulfil the Criteria, a Notice of Motion shall be given at the next regular meeting of the lodge in the following terms: ***“That the Lodge being supportive of the objectives of the United Grand Lodge of England Universities Scheme resolves to apply to become a Participating/Receptor Lodge within that Scheme and agrees to comply with the Criteria for participation published from time to time by the Scheme Committee”*** and that Motion will be placed on the summons for next following meeting at which a vote shall be taken.
27. A resolution applying to join the Scheme having been passed, it shall be laid before the relevant Metropolitan, Provincial or District Grand Master who, after taking the advice of his Metropolitan, Provincial or District Liaison Officer, shall determine whether or not to recommend to the Scheme President that the lodge be admitted to the Scheme.
28. The Scheme President, upon receiving a written recommendation of a Metropolitan, Provincial or District Grand Master in respect of a particular lodge shall, in his absolute discretion, determine whether or not to admit the lodge to the Scheme. Having accepted such a recommendation, the Scheme President shall cause his decision to be communicated to the lodge forthwith.

Removal

29. Where it appears to the Scheme President, having taken advice from the relevant Metropolitan, Provincial or District Grand Master and Regional Co-ordinator, that a Scheme Lodge is no longer complying with the Criteria or is for any other cause no longer suitable to participate in the Scheme, he may in his absolute discretion and without ascribing any reason therefore, determine that the lodge be removed from the Scheme’s Register forthwith. In that event the Scheme President shall cause his decision to be communicated to the lodge and its Metropolitan, Provincial or District Grand Master forthwith.

Oversight and performance

30. In pursuance of section 18.7 of this Framework, the Scheme Chairman shall cause once each year a pro forma to be sent to the Secretary of each Scheme Lodge requiring him to provide statistical and other information about the lodge for the calendar year ended on 31 December last, such Return must be returned to Grand Lodge within one month of its receipt by the Lodge Secretary.
31. Metropolitan, Provincial or District Liaison Officers together with Regional Co-ordinators have a responsibility for monitoring the performance of Scheme Lodges under their purview to ensure that they continue to meet the criteria for participation

and are achieving (or making steps towards achieving) the goals of recruiting and developing student members of the Craft. To assist Liaison Officers and Co-ordinators to perform this duty, Scheme Lodges shall provide such information, including copies of summonses, minutes and other circulars as may be reasonably requested. The relevant Liaison Officer and Co-ordinator shall also visit their Lodges at least once each Masonic season.

Conference

32. The Scheme Committee shall, normally biennially, organise a conference for the better dissemination of good practice amongst Scheme Lodges and their Metropolitan, Provincial or District Grand Lodges.

Annex – University Scheme Regional Structure

Greater London

Metropolitan Grand Lodge of London, Province of Middlesex

East and South East England

Provinces of Bedfordshire, Berkshire, Buckinghamshire, Cambridgeshire, Essex, Guernsey and Alderney, Hampshire and Isle of Wight, Hertfordshire, Jersey, East Kent, West Kent, Norfolk, Oxfordshire, Suffolk, Surrey, Sussex

Midlands

Provinces of Derbyshire, Gloucestershire, Herefordshire, Leicestershire and Rutland, Lincolnshire, Northamptonshire and Huntingdonshire, Nottinghamshire, Shropshire, Staffordshire, Warwickshire, Worcestershire

North West England and North Wales

Provinces of Cheshire, Cumberland and Westmorland, Isle of Man, East Lancashire, West Lancashire and North Wales

South West England and South Wales

Provinces of Bristol, Cornwall, Devonshire, Dorset, Monmouthshire, Somerset, South Wales, West Wales, Wiltshire

North East England

Provinces of Durham and Northumberland

Yorkshire

Provinces of Yorkshire North & East Ridings, Yorkshire West Riding

SECTION B

INITIAL CONSIDERATIONS

1. Lodges that are keen to embrace the prospect of joining the Universities Scheme will need to make many decisions as to how to encourage and retain student members. A sensible first step, therefore, would be the setting up of a special small committee or steering group specifically to address these issues. It would, of course, be for each lodge to decide whom this should comprise, when it should meet and so on, but it is vital that there is some nucleus for generation of ideas and a driving force for implementation of those ideas. It would not be appropriate for everything simply to be left to the Secretary of the lodge: not only will he be busy enough in any event, but the decisions taken must reflect the feelings and opinions of the lodge as a whole if it is to succeed. This committee or steering group would also provide a clear means of liaison between the lodge and others (such as Scheme representatives, Provincial contacts etc.).
2. In considering ways to attract undergraduates there are some policy decisions that the lodge will have – either implicitly or explicitly – to take that will have an impact on all its members. These might usefully be considered in advance, with members being given the chance to sign up to living with the consequences of them over a long period, or rejecting them. Each lodge's committee will want to draw up its own list, but early decisions are important on such issues as those outlined in the following subsections.

What success looks like

3. Does the lodge want to retain its current character but initiate numbers of young men in order to launch them into freemasonry elsewhere, or is it also going to try to develop a cadre of permanent younger masons from among those undergraduates whom it initiates? Experience elsewhere shows that the latter option is more likely to inspire a beneficial cycle, although Oxford experience suggests that there will be a high drop-out rate through undergraduates either not taking to the Craft at this stage in their life or through new members going to work elsewhere and leaving freemasonry behind or carrying it on in their new location. The lodge steering group may feel it wise to set an optimum number of undergraduate initiates per year and then decide how they will be encouraged and managed.

Times of meetings

4. Undergraduates are likely to want to meet later in the day, after they have done everything else they want to do, and are less likely to be concerned about an early night or a last train. Younger non-undergraduate members are also likely to favour later meetings as they will probably find that their new jobs require them to work long hours.

Days of meetings

5. The day of the week on which the lodge meets is unlikely to make a significant difference to undergraduates, although lodges will wish to ensure that their meetings do not clash with any obvious university events. Further, if a lodge finds that it is relying on a particular 'key area' for recruitment (e.g. a particular club, society, college or other social group), it may wish to take into account the commitments held by those in that key area in order to avoid conflict. Particular consideration should be given to the holding of meetings during term-time only: undergraduates are less likely to attend during vacation.

6. Similarly, the day on which lodge meetings are held will make a very significant difference to the number of recently graduated members who return for meetings: few will be able or willing to take half a day's leave (or more) in order to return to their university lodge during the week. By holding meetings on Saturdays, both Oxford (6 meetings p.a., all on Saturdays) and Cambridge (6 meetings p.a., three on Saturdays) have found that many more young members can come back for meetings; this in turn helps with retention both because it makes the lodge feel younger and because young members know that other contemporaries will also be present.

Volume of work

7. Lodges may well wish to decide on an annual optimum number of meetings, number of ceremonies and number of candidates. Even once they have succeeded in attracting undergraduates, lodges will have a maximum of four years (and usually significantly less than three) to confer three degrees on them and give them experience of office, as well as providing sufficient candidates to sustain a high drop-out rate while retaining keen young masons for the future. Many lodges may therefore find that an increase in levels of activity is required. Of course, it will be up to each individual lodge to decide how many candidates, ceremonies and meetings it will wish to have each year.
8. On average, an undergraduate will be in residence for about two years after initiation, before going down after graduation. The consequence of this is that the lodge will have at any one time about twice as many undergraduates as it can initiate in one year. If a lodge initiates, passes and raises one candidate per year, it will only ever have a couple of active undergraduates. If, however, a lodge sees around a dozen undergraduates as active members of the lodge as a desirable number, it will need to be capable of initiating (and passing and raising) half a dozen undergraduates annually, i.e. an average of 18 candidate ceremonies per annum.
9. Even if a lodge were only looking at half that number, having six undergraduate members at a time means three initiations, three passings and three raisings in a year. Nine candidate ceremonies is far more than many lodges are used to carrying out, and they may well feel that it is beyond them to do so.
10. One solution would be to hold more meetings, either by changing the by-laws to have more regular meetings, or by holding occasional emergency meetings. But people are busy and require routine in order to be able to arrange their diaries. Further, it is often difficult to find suitable dates for emergency meetings, and arranging them involves the Secretary in a significant amount of extra work.
11. Another option is to 'farm out' candidates to other lodges, in particular for their passing. This can be a good way of encouraging members to visit, and can lead to strong relationships with other lodges. Furthermore, borrowing a candidate in this manner can be a lifeline for the host lodge, particularly if it does not often carry out ceremonies.
12. A third, perhaps better, solution is to conduct multiple ceremonies within the lodge. This can mean one of two things: either carrying out more than one ceremony at a single meeting (e.g. a third degree and a second degree) or carrying out just one ceremony, but with more than one candidate. The former type, of course, is much more work for the officers but therefore provides much more opportunity for the officers or, importantly, their understudies (see 'Responsibility' in section 3 below); furthermore, a dispensation would **not** be required for a 'double' meeting such as this. Guidance on 'Multiple Ceremonies' is set out later in this handbook.
13. With regard to the latter type of multiple ceremony: under rule 168, Book of Constitutions, any lodge can work multiple ceremonies without a dispensation, but

only up to a maximum of two candidates at a time. If a lodge wished to work a ceremony on more than two at a time, a dispensation from the relevant Metropolitan, Provincial or District Grand Master (through the Metropolitan, Provincial or District Grand Secretary) would be necessary.

14. The advantages of this sort of multiple working are manifold: first and foremost, having three or four candidates instead of one or two does not involve significantly more work for the officers, but it revolutionises the opportunities to bring in candidates. A lodge would quickly be able to reach a 'critical mass' where there are plenty of active, young university masons bringing in their friends, doing small pieces of work, gaining early experience and enjoying themselves. This in turn improves levels of interest and experience, which leads to improved retention.
15. Working in this way has so many advantages for a university lodge. A young mason is more likely to stay in the Craft after leaving university if he has had the opportunity to go through all three degrees and participate in ceremonies thereafter, either as an officer or an assistant. Most undergraduates will only be in residence at their university for a year or two after initiation, and a lodge working only one ceremony on one candidate each meeting simply isn't going to be able to give many (or indeed any) young masons this range of experience before they leave university.
16. There are, of course, potential challenges: it is a slightly different way of doing things, and therefore requires a good understanding of logistics as well as a thorough grasp of the ritual. Above all, it is of great importance to make the ceremony significant for the candidates. This, however, is true of all ceremonies, and in the experience of those lodges that often work multiple ceremonies, the candidate's experience is in no way diminished by being one of several candidates at the same time. On the contrary, anecdotal evidence suggests that many young candidates prefer to go through the ceremonies with one or more others, especially their friends, and this can forge a most productive bond between them in future years.
17. In lodges where double (or more) ceremonies are rarely worked, it may be helpful for the Director of Ceremonies and other officers to visit a lodge that frequently performs such ceremonies in order to see multiple workings and report back to their lodge. No lodge should suddenly attempt frequent multiple ceremonies without first ensuring that its current standard of ritual is sufficient to cope with an increased workload and that the officers are capable of making a long ceremony with multiple candidates succeed (and, if not, the lodge may wish to consider ways to improve the situation).

Promotions policy

18. If a lodge wishes to appeal to undergraduates, the prospect of relatively rapid promotion will be critical. If a lodge were to stick to the 'Buggins' Turn' principle of one office per year, in sequence, undergraduates would of course not reach the chair until long after they had left the university, if at all. Lodges may therefore wish to consider alternative systems, such as giving undergraduate members preference. An example of such a system is seen in Apollo University Lodge (Oxford), which has a requirement that active officers live within a certain distance from the city centre. As a result, many undergraduates who leave university each year become debarred from holding office. This means that the IG and both Deacons are almost always undergraduates, and at least one of the Wardens will usually be a postgraduate student or recent graduate. Because gaps appear haphazardly on the ladder, the lodge has to be flexible about promotion: regardless of ability, it is usually considered appropriate that a Master should have acted as Deacon for at least one year as well as having held a Wardenship. Other gaps are filled as required: recently this has meant that one of the Warden's chairs has (temporarily, perhaps) been non-progressive. This system has both helped and hindered the lodge: it allows some to progress very quickly to the chair (often within three or four years from initiation) but it

has undoubtedly meant that some members who would have made excellent masters have had to go elsewhere to do so. Lodges will wish to consider, in the light of their own objectives, how far they want to trade continuity and experience in favour of getting undergraduates into office quickly.

19. Of course, this is only one way of regulating the progress of young members through the offices. It may be possible, for example, for lodge committees to ensure that there is always a balance between undergraduate and other members, without having a hard-and-fast rule.

Dress code

20. This is, of course, a matter for each individual lodge, and will depend to a great extent on the prevailing university tastes and the type of undergraduate the lodge wishes to attract. Experience shows that many young people enjoy the opportunity of 'dressing up' and may prefer to wear a dinner jacket rather than a suit: the lodge may thus provide an opportunity for a formal dinner at a significantly lower cost than many alternatives.
21. As with issues of dining location and style, pricing etc., it is very important for the lodge to be aware of the 'local market': in some areas, it may be perfectly normal for undergraduates to have dark suits or even evening dress; in others, it may not.

Pricing structure

22. The lodge will be competing against undergraduate clubs and societies for their subscription. If dues are currently high, this is likely to put off many prospective members. Lodges may therefore wish to try to think of ways around this problem.
23. Initial costs payable on the night of initiation will comprise a lodge initiation fee, a Grand Lodge registration fee (often merged into one fee), the lodge subscription and dining cost. On raising, there will also be the cost of a MM apron. These costs will be considered in turn.

Lodge initiation fee

It would be difficult to have a differential age-dependent rate for this.

Grand Lodge registration fee

The Board of General Purposes has agreed that this fee be reduced to 50% of the total fee for under 25s.

Lodge subscription

This is made up of several elements:

- Fees entirely associated with local lodge costs
- Grand Lodge dues
- Grand Charity contribution
- Provincial Grand Lodge dues

Again, the Board of General Purposes has reduced Grand Lodge dues by 50% for under 25s in respect of their mother lodge. Grand Charity has likewise agreed the same reduction in the Grand Charity contribution, and Provincial Grand Lodges are being encouraged to reduce their dues similarly. Some have already embraced this opportunity – others are still to reach a decision.

24. A lodge may decide to have a lower dining charge for under 25s if it so wishes. Isaac Newton University Lodge (Cambridge) already does so. This is considered further below.

25. Finally with regard to pricing structure, the cost of regalia can be alleviated by some sort of used regalia scheme such as collecting MM aprons from those who reach the chair and offering them on loan to newly raised members. It does not take long for a lodge to build up a box of regalia suitable for junior members.

Dining

26. Perhaps counter-intuitively (given the above discussion of pricing) undergraduates may be attracted by a more lavish meal than current members are prepared to pay for. That a lodge may offer a four- or five-course meal with wine is often seen as a selling point. However, one lodge in particular provides a cautionary tale: one of its changes to attract younger members was to move from dining inexpensively in a pub to having a four-course meal in a club. This proved unpopular with current members and was subsequently reversed. Lodges should take into account the 'local market' in terms of undergraduates' standards with regard to food and the cost of an evening out. Seating plans may be a good or a bad idea, depending on the character and composition of the lodge, but should certainly be considered. A final point for consideration under this heading is that, if wine is included in the charge for a meal, older members may find themselves subsidising thirsty undergraduates...

Publicity

27. The lodge may need to raise its profile in order to become known to prospective members. This profile may be actual (university events, open days, etc.) or virtual (websites, links from Provincial site, etc.). This is likely to be an area of discussion where current lodge members have strong views. The importance of a website cannot be overstated. Anecdotal evidence from Cambridge suggests that, other than being introduced to masonry by a friend or family member, the overwhelming majority of young candidates found their lodge via Internet research. It is interesting to note that social networking sites such as Facebook are being used by young masons and potential masons as a means of getting in touch, sharing information and developing their interest in the Craft.
28. Provincial Grand Lodges may be able to assist by providing webspace and templates for a site; once up and running, the site may need nothing but occasional updating. Just as important as the need to have good content, however, is the need for the website to be easily found by someone searching for it. Thought should be given to the search terms likely to be used by a potential member searching the Internet via Google, etc. for information. The website should link to the relevant Province and to the UGLE website. It may also be possible to put a link on the UGLE and Provincial websites, pointing back to the lodge website.

Initiation below the age of 21

29. Dispensations for initiation below the age of 21 years will of course be necessary if a lodge is to enjoy an undergraduate's membership for more than a year before he graduates. Contrary to popularly held belief, the university lodges of Oxford and Cambridge are not the only lodges entitled to initiate candidates under the age of 21. Any lodge may do so, provided it requests and obtains a dispensation for that purpose. Provincial Grand Masters will probably wish to look at these requests on a case-by-case basis.

Interviewing candidates

30. Finally, lodges will be aware that they may on occasion be asked to admit candidates who have only been known to their proposer and seconder for weeks rather than months or years. Lodges will therefore need to be prepared to deal with this when it

arises: a system of informal dinners (described in more detail below) may well help to reassure members that they are not making a mistake in their choice of candidate.

Summary

31. Once a lodge has set up a committee or steering group, there will be many issues which need to be addressed long before the initiation stage. The decisions made by a lodge with regard to some of the issues outlined above may well be contentious in some quarters of the lodge and/or the Province; other decisions may require a dispensation (see in particular rule 157 (initiation under 21 years of age) and rule 168 (multiple workings), Book of Constitutions). The involvement and support of Provincial Grand Masters, from the outset, will be of tremendous benefit to lodges.

SECTION C

RECRUITMENT

In this section, we consider what motivates undergraduates to join the Craft in general, or a specific lodge in particular.

Motivation to join the Craft

1. Key factors may include:
 - A previous interest in freemasonry
 - The fact that friends are members
 - A university society may have a key contact who is known to be a mason
 - A tutor or other senior member of the university may be known to be a mason
 - A family member may be a mason and may make inquiry on his behalf
 - An advertisement or article on the Student Union website or in its handbook
 - The lodge website – the internet plays an ever increasing role in making young people aware of freemasonry
 - Articles in annual college or university books
 - Articles in Old Boys' magazines may arouse interest from those whose sons are now at the same university
 - Talks on freemasonry given to non-masons – freemasonry in the community
 - 'Open day' events at the local masonic centre
2. The importance of knowing others who are already masons cannot be overstated. Masonry, like other university clubs and societies, flourishes among undergraduates when people are interested in joining because other people whom they like and/or respect are involved. This means that the first few young members brought into a lodge are likely to set the tone for the next few years, as it will be their friends who are disproportionately represented among the next tranche of undergraduate members. There is, therefore, a risk that poor early choices would not only lead to other poor candidates with them but would also act as a deterrent to better ones. It will be most important for lodges to identify the right university clubs and societies with which to develop links: ideally those that are popular, successful and self-perpetuating. These then act as natural recruitment grounds for future generations of candidates.
3. If a senior member of a relevant university is known to be a mason but not a member of the Scheme lodge, it may be worth approaching him to see whether he would consider becoming a joining member of the lodge. This may help the lodge to start finding appropriate candidates, as well as enhancing the university's representation within the lodge itself. Provinces may be able to help to identify such potential joining members.

Motivation to join a particular lodge

4. Key factors may include:
 - Knowing that the lodge exists – lodges may need to raise their profile both to masons and to non-masons
 - Opportunity to visit on an informal basis prior to joining – candidates can meet some Past Masters in a relaxed environment with food and drink provided – have a chat, meet some members and find out what masonry is all about (see below)
 - Being made to feel welcome
 - Other young members
 - Dress code – as stated above, many young people enjoy a relatively inexpensive excuse to dress up
 - Convenient meeting dates
 - Low joining fee/subscription

- Discounted regalia
 - Full commitment from the senior members of the lodge that they want an influx of younger members
5. Most of these topics have been considered above. However, Cambridge affords a useful example of the benefits of having an informal dining group. This was established in 1988 and meets at least once a term for a dinner with junior members and potential candidates along with a couple of Past Masters. In case any other lodge wishes to consider holding similar events, some further detail is provided here.
 6. The evenings are held quite separately from lodge evenings, although sometimes at the place where the lodge meets and often on the night before a rehearsal – so members will be more likely to be in the area; the dress code is lounge suit or jacket and tie. The event is usually organised by the Assistant Secretary, himself a young (25 year old) member. Generally, there are around a dozen people, of whom three or four may be potential candidates. The group sits round one table, providing an informal, social atmosphere for dinner and discussion. Each person pays for his own dinner, although the members cover the cost of the wine.
 7. These dinners have evidently been successful, have encouraged the young and have ensured that the lodge enjoys visibility in the university community. They also allow more senior members to ‘keep in touch’ with the younger generation.
 8. Another approach, which has been very successful at one Scheme Lodge, has been to ask candidates for initiation if there is anyone who they think may be interested in freemasonry and to invite them as a guest of the Lodge to attend the dinner after the initiation meeting. That way, prospective candidates get a taste of what freemasonry is like and the take up rate is very high; indeed the Lodge has so far had six additional candidates from this source alone.

SECTION D

MULTIPLE CANDIDATES AND MULTIPLE CEREMONIES

Introduction

1. Through its Universities Scheme, the United Grand Lodge of England is encouraging University Lodges to consider the benefits of working multiple ceremonies at a single Lodge meeting and having multiple candidates at each ceremony.
2. Working in this way has many advantages for a University Lodge seeking to attract and retain undergraduates into the Craft. Experience suggests that it helps Freemasonry 'stick' if a young freemason has the opportunity to go through all three degrees and participate in ceremonies thereafter, either as an officer or an assistant. Most undergraduates will only be in residence at their university for three or four years, and a Lodge working only one ceremony on one candidate each meeting is unlikely to be able to give many or any young masons this range of experience before they leave university.
3. On average, an undergraduate will be in residence for about two years after initiation, before departing on graduation. The consequence of this is that the lodge will have at any one time about twice as many undergraduates as it can initiate in one year. If, for instance, a lodge sees around a dozen undergraduates as active members of the lodge as a desirable quantum, it will need to be capable of initiating (and passing and raising) half a dozen undergraduates annually, i.e. an average of 18 candidate ceremonies pa.
4. The Oxford University Lodge, Apollo University Lodge No 357, works two ceremonies each meeting. Meeting six times a year it performs eleven degree ceremonies and an installation. It works ceremonies on multiple candidates in a Lodge room which is large enough to handle up to eight candidates at a time. The Lodge therefore manages to initiate, pass and raise large numbers of undergraduates and give many a chance to participate in the ceremonies as an assistant deacon, or as a junior officer before they go down. In addition to the Masonic experience this offers the individual, it also ensures a large number of undergraduate freemasons attend each ceremony and help contribute to Apollo's atmosphere as a University Lodge which in turn attracts more undergraduate freemasons.
5. This booklet attempts to provide some notes for Masters and Directors of Ceremonies based on the practical experience of Apollo of working with multiple candidates.

Dispensations

6. Rule 168 Book of Constitutions limits the number of candidates to two unless a Dispensation has been received from the Grand Master or Metropolitan, Provincial or District Grand Master. Apollo applies for, and is granted, an annual block Dispensation from the Provincial Grand Master for Oxfordshire, and at the same time applies for and is granted, an annual block Dispensation to initiate candidates under the age of twenty-one years (Rule 157). In the context of the Universities Scheme it is unlikely that Provincial Grand Masters will follow this pattern and Lodges will have to apply for Dispensations in respect of both Rule 168 and Rule 157 on a case-by-case basis.

GENERAL OBSERVATIONS

Dealing with lots of candidates

7. All involved must ensure that the ceremony is as significant for each candidate as if they were on their own. Each candidate should be looked after by their guide, the pace of the ceremony should be comfortable for all, and those addressing the candidates at any point should ensure that their remarks are obviously aimed at all, which might be achieved by ensuring eye contact with each, rather than always speaking to the same, or no, candidate. Deacons instructing candidates to show signs should ensure that each has got it right, and should be prepared to hold up the ceremony while waiting for the slower candidates to catch on.
8. Throughout this guide, it should be assumed that the candidates are addressed en masse unless it is indicated otherwise.

Logistics

9. You will need a number of Past Masters to assist the WM in communicating grips and words and possibly help the SW to invest candidates with aprons. Assistant deacons to help lead candidates. The deacons should start and finish the procession with their assistants taking care of those candidates in the middle. Assistants should be appointed well in advance of the ceremony and attend rehearsals with the deacons both to ensure that they know where they are going, and practice getting large numbers of candidates into position in the Lodge without jostling. Multiple numbers of hoodwinks, cabletows, slipshods, squares and compasses will be required.

Moving smoothly around the Lodge

10. When moving multiple candidates into position during the course of the ceremony, the deacons should always overlap them. The leading deacon stops short, and the following assistants pass him before stopping themselves so that the candidate at the back of the column ends up at its head. For example, when placing candidates in the NE corner in the first degree, the JD should stop with the first candidate well before he gets to the corner. The assistant deacon following and his candidate should pass behind him, turn and stop, then the third follow suit etc. until the SD with the final candidate arrives closest to the WM. The JD should lead off again at the appropriate point.

Speeding up

11. Pace is important. Two ceremonies in a row can be a lot to sit through, and multiple candidates slow things down. This puts a premium on all concerned knowing what they are doing and being able to get through the ceremony fluently without false starts, wrong turnings or prompts. This guide indicates where there are various ways to reduce the overall length of the ceremony without detracting from it.

Calling off

12. Calling off the Lodge can be useful in providing a break between two ceremonies and allow the Lodge to be prepared for the next degree, and candidates to restore themselves to their personal comfort.

CEREMONY OF INITIATION

Extra equipment required

13. In addition to appropriate quantities of slipshods, hoodwinks, etc. there must be sufficient numbers of compasses at the WM's pedestal, and first degree aprons for the SW. There may not be enough kneeling stools to serve both the WM's pedestal and the entrance. We find that for the prayer, having the candidates kneel on the floor on their left knee with their hands on their right knee works as an effective substitute for kneeling on a pedestal.

Admitting the Candidates

14. The Inner Guard announces each candidate separately by name 'Worshipful Master, there now stands at the door of the Lodge Mr A, Mr B, Mr C etc..' The poignard is applied to the breast of each in turn who is then questioned and passed to his guide. The JD takes the first candidate, his assistants the next and the SD the last. The IG holds the poignard above his head each time he applies it.

Perambulating the Lodge

15. When the candidates are conducted to the JW and SW, the deacons and assistants ensure each knocks in turn against the hands of the Wardens. Once they have finished at the SW's pedestal, he holds up the right hand of the candidate nearest to him (the candidate lead by the JD). The other candidates place their right hands on the left shoulder of the candidate to their right to ensure that they are all being presented.

Advancing to the East

16. In instructing the candidates to advance to the East, the Junior Deacon takes candidates alternately from the W and E ends of the procession . The DC is on hand to take each candidate from the JD once he has completed the steps and place them at each end of the pedestal alternating between the S and the N, working inwards so that the middle candidate arrives last at the middle of the pedestal.

The Obligation

17. Once at the pedestal each candidate is given a pair of compasses and assumes the appropriate position. They repeat their obligations in unison. At the word 'hereby' the WM touches the hand of each candidate. The candidates salute the VSL in turn starting with the candidate on the WM's left (the first on the summons). The WM gives the Deacons and Assistant Deacons a signal so that all hoodwinks are removed at the same time. The WM invites each in turn to rise with the words 'Rise, duly obligated Brother among Masons'. Once all are standing, the Deacons conduct the candidates to the North East. They make their way to the NE by going all the way round the Lodge, with the JD as usual stopping short and allowing the others to overlap.

Communicating the signs

18. When the traditional penalties are explained, the cable-tow is removed from all the candidates at the same time. One is passed to the WM. The signs are shown to all the candidates at the same time, and the candidates copy the WM in unison. The WM communicates the grip to the candidate nearest him (the last on the summons who will be conducted by the SD). The grip is communicated to the other candidates by Past Masters of the Lodge. They hold the grip while the JD explains the word, and then pass the candidates back to their guide with the words 'Pass B...'.

Perambulating the Lodge for the second time

19. At the JW's pedestal the candidates all advance showing the step and signs at the same time. When the grip is requested, the JD's candidate communicates it to the JW, the others turn and communicate it to their guide. The questions are addressed by the JW to all and answered in unison. The colloquy ends with the guides passing the hands of their candidate to the JW who briefly exchanges the grip and says 'pass B...'. The sequence is repeated with the SW. When the SW presents the candidates, he again raises the hand of the candidate at the far right of the procession with the others placing their right hands on the shoulders of the candidate next to them. The process of investing the candidates with their aprons can be speeded up if the SW, DC, ADC and PMs each invest one candidate.

North East Corner

20. The JD takes the candidates to the NE, stopping short with his candidate and allowing the others to overlap. When the JD asks the candidates if they have aught to give, he addresses the first question to each candidate in turn and allows them to answer separately. The remainder of the questions are put to the candidates conjointly and they answer in unison.

Restoring personal comforts

21. After the presentation of the Warrant, Constitutions and Bye-Laws, the ceremony can be speeded up by not asking the candidate to retire but instead suggesting that they make themselves as comfortable as possible by making necessary readjustments while still in the Lodge.

CEREMONY OF PASSING TO THE SECOND DEGREE

Extra equipment required

22. Sufficient numbers of squares are needed at the pedestal and FC's aprons for the SW. As in the first degree, the candidates may need to kneel on the floor at the entrance.

Entrusting candidates with the pass grip and password

23. In entrusting the Candidates with the pass grip and password, the WM turns to the candidate on his left (usually the last on the summons who will at this point be led by the SD) and gives him the pass grip and password. Past Masters of the Lodge assist him by simultaneously giving the other candidates the pass grip and password, ensuring they repeat the password and then passing them to their guides with the words 'pass S.....'. On leaving the Lodge, the JD ensures the candidates all salute the WM in unison.

Admitting the Candidates

24. The IG asks each candidate for the password in turn. As in the first degree, he tests each in turn with the square and raises it above his head to show that he has done so.

Perambulating the Lodge

25. On arrival at the JW's pedestal, the candidates show the sign to the JW in unison. The lead candidate (with the SD) communicates the grip to the JW, the others turn to their guides to give it while answering the JW's questions. As the procession moves off, the guides each pass the hand of their candidate to the JW who will briefly test the grip and say 'pass B....'
26. The procedure is repeated at the SW's pedestal for the pass grip. Once he has tested the candidates and briefly exchanged the grip with each as before saying 'pass S.....' he raises the right hand of the candidate nearest him while the others place their right hands on the left shoulder of the candidate to their right for the presentation.

Advancing to the East

27. The candidates are instructed to advance to the East in a similar manner to the first degree. In this case, as the candidates are not hoodwinked, the SD first demonstrates it to them all. He then takes them in turn alternating between the W and E ends of the procession starting with the candidate at the W and then handing them to the DC at the pedestal so the DC can place them alternately to the S and N of pedestal working inwards to leave the middle clear for the last candidate.

The Obligation

28. As in the first degree the candidates assume the appropriate position and repeat their obligations in unison. At the word 'hereby' the WM touches the hand of each candidate. At the conclusion of the obligation the candidates salute the VSL in turn starting with the candidate on the WM's left (the first on the summons). The WM invites each in turn to rise with the words 'Rise, duly obligated Fellow Craft Freemason'. Once all are standing, the Deacons conduct the candidates to the North East. They go all the way round the Lodge, with the JD as usual stopping short and allowing the others to overlap.

Communicating the signs

29. The signs are communicated to and copied by the candidates in unison. As before, the grip is entrusted by the WM to the candidate nearest him (the one led by the JD and will be the last on the summons). Past Masters of the Lodge communicate the grip at the same time to the other candidates and ensure that they correctly repeat the word. As before, they continue to hold the grip until the SD has finished repeating the words the candidates are to give before passing the candidates back to their guide with the words 'pass J....'

Perambulating the Lodge for the second time

30. The presentations at the JW and SW's pedestals follow the same procedure as the first degree with the sign being given in unison and the Warden taking the grip from the first candidate with the rest turning to their guides. Candidates are then passed in turn to the Warden for a brief exchange of grips once the colloquy has finished. When they are presented by the SW they are again linked by the right hand to the left shoulder of the candidate standing next to them.

Restoring personal comforts

31. After the working tools, the ceremony can be speeded up asking the candidates to make themselves as comfortable as possible by making necessary readjustments in the Lodge.

CEREMONY OF RAISING TO THE THIRD DEGREE

Extra equipment required

32. There need to be sufficient numbers of MM's aprons for the SW. As in the previous degrees, the candidates may need to kneel on the floor at the entrance.

Entrusting candidates with the pass grip and password

33. In entrusting the Candidates with the pass grip and password, the WM turns to the candidate on his left (usually the last on the summons who will at this point be led by the JD) and gives him the pass grip and password. Past Masters of the Lodge assist him by simultaneously giving the other candidates the pass grip and password, ensuring they repeat the password and then passing them to their guides with the words 'pass T.....'. On leaving the Lodge, the SD ensures the candidates all salute the WM in unison.

Admitting the Candidates

34. The IG asks each candidate for the password in turn. As in the previous degrees, he tests each in turn with the compasses and raises them above his head to show that he has done so.

Perambulating the Lodge

35. On arrival at the JW's pedestal, the candidates show the sign to the JW in unison. The lead candidate (with the SD) communicates the grip to the JW, the others turn to their guides to give it while answering the JW's questions. As the procession moves off, the guides each pass the hand of their candidate to the JW who will briefly test the grip and say 'pass B....'
36. The procedure is repeated at the SW's pedestal for the second degree and the pass grip. On the second sequence, once he has tested the candidates and briefly exchanged the grip with each as before saying 'pass T.....' he raises the right hand of the candidate nearest him while the others place their right hands on the left shoulder of the candidate to their right for the presentation.

Advancing to the East

37. The candidates are instructed to advance to the East in a similar manner to the second degree with the SD first demonstrating it to them all. He then takes them in turn alternating between the W and E ends of the procession starting with the candidate at the W and then handing them to the DC at the pedestal so the DC can place them alternately to the S and N of pedestal working inwards to leave the middle clear for the last candidate.

The Obligation

38. As in the other degrees the candidates assume the appropriate position and repeat their obligations in unison. At the word 'hereby' the WM touches the hand of each candidate. At the conclusion of the obligation the candidates salute the VSL in turn starting with the candidate on the WM's left (the first on the summons). The WM invites each in turn to rise with the words 'Rise, duly obligated Fellow Master Mason'. Once all are standing, the Deacons conduct the candidates a few steps backwards.

The traditional history

39. When the Wardens leave their places and advance to stand beside the candidates, the Deacons and Assistant Deacons all move to stand behind their respective candidates, putting their wands down beforehand if necessary. The Wardens demonstrate the actions of the ruffians to each candidate in turn moving S to N and N to S respectively with each candidate in turn falling to his knees as instructed. When it comes to the WM's turn he too assaults each candidate in turn with each immediately falling to the floor afterwards.
40. The Wardens try to raise each candidate in turn moving from N to S and S to N respectively. The candidates are then raised simultaneously with the WM taking the one on his right (likely to be the last to appear on the summons) and Past Masters taking one each. The guide assists in each case. When all are standing and the Wardens have resumed their seats, the WM moves each candidate in turn by the hands to the NE corner for the charge.

Communicating the signs

41. The WM communicates the signs to all the candidates simultaneously with them copying in unison. For the grip, however, he takes the candidate to his right (the one at the end of the summons) and shows him the grip and word while Past Masters of the Lodge do the same for the other candidates, whispering the word to them and making sure that they can repeat it.

Restoring personal comforts

42. In Apollo the candidates are allowed to retire from the Lodge to restore themselves to their personal comforts in the 3rd degree. On their return the candidates salute the WM in unison and are presented in the usual manner with the SW raising the hand of the candidate at the head of the procession with the others putting their right hand on the left shoulder of the candidate next to them. The DC, ADC and Past Masters should assist with the aprons as before to speed things up.

Extended signs

43. The extended signs are communicated by the WM to all the candidates at the same time with them copying him in unison.

SECTION E

RETENTION AND PERSONAL DEVELOPMENT PLANS

Introduction

1. All lodges have to face the question of how they foster the interest and retain the involvement of their members, but the distinctive constituency of Scheme lodges means that these questions take on a particular complexity for them. The challenge is not just to make new members welcome in the lodge; it is also to provide support for them when their careers take them away from it. In this, it needs to be recognised, there is an element of altruism. It may happen that a student initiate who moves away after graduation will return to the area and bring his wider experience of masonry back to his mother lodge; but in most cases, Scheme lodges need to think that their duty of retention is a duty to the Craft as a whole rather than to their own immediate well-being. This section surveys some of the implications of that duty, and suggests practical ways of discharging it.

In the lodge

Maintaining contact

2. The first (and constant) thing to bear in mind when dealing with student members is the frequency with which their contact details are liable to change. Losing touch with them is the surest and most common way of losing their involvement; yet it can be extremely hard even to make sure that basic information, including the summons, gets through to a current address. Experience suggests that sending the summons via a home address rarely works any better than sending it directly to the more transient term-time address. (Even if the summons gets through in the end, it might get through too late.) A good idea, then, is to send the summons by email – or to send out a brief email (or text) reminder of time and date at the same time as the paper summons.
3. Try to use a student's university email address while he is up at university, since he will be under some obligation to check it regularly; but remember that it will become defunct once he graduates.
4. Another possibility is to post basic details of forthcoming meetings (not, of course, personal information) on the lodge website, and encourage new members to consult it regularly. Mentors might also take on the responsibility of making personal contact in advance of the meeting. In any case, if the brother does not turn up *it is very important not to take this as evidence that he lacks interest*. He may simply not be aware of what is going on.
5. A related issue concerns the payments of lodge dues. If the Treasurer is unable to make contact with members who are not paying by standing order or direct debit, the lodge may find itself forced to consider their exclusion.

Planning ahead

6. Even when students get timely information about the meetings of their lodge, they are more likely than most lodge members to have competing commitments and to miss meetings because of them. Many Scheme lodges will have meetings which fall during vacations, for a start; but even during term, a student is likely to find occasional clashes with the requirements of sports teams, exams and so on; or his course may involve him in extended periods of absence (e.g. for vocational training or study abroad). It is particularly important that the lodge is aware if a student member misses a meeting at which he would have been passed or raised or promoted to

office. It can be a long and dispiriting wait for the next opportunity, especially if there is a large number of other candidates behind him. If absences can be foreseen, they can be planned for. Where they cannot be, it helps to be as sympathetic and flexible as possible in planning work. (A very rigid system – *if it's February it must be a Passing* – can be unhelpful.)

7. In addition to planning for the lodge, it is crucial to plan for each member (whether they be undergraduates or not). An advice note on personal development plans is set out as an annex to this section.

Encouraging involvement

8. As students may well only be active in the lodge for a few terms before leaving university, it is important that they become involved actively and rapidly. There is nothing to stop junior members from delivering 'set pieces' such as working tools almost as soon as they are members. Junior members who show flair, ability or simply keenness should be encouraged to get and stay involved as much as possible.
9. **Mentoring** is vital. It ensures that candidates are fully aware of what's going on and are encouraged to develop at their own pace and in the manner most suitable for them. By 'mentoring' is not merely meant the provision of written material to recent candidates; rather, it is about a long-running and unpatronising dialogue between the mentor and the young member, conducted at the latter's own pace. Some candidates will run away from being bombarded with information or minutiae, others will relish it. Some will be fascinated by the history or social impact of masonry, others by its language or ritual. The mentor needs to be sensitive to the new member's interests rather than the other way round.
10. It may well be better to have a mentor who is neither the candidate's proposer nor his seconder. The proposer and seconder should, of course, be made aware of (and encouraged to step up to the mark on) their responsibilities, but they may themselves know relatively little about the Craft. There is also a risk that, by over-reliance on a personal connection, when one key individual leaves the lodge, several more may end up drifting away as well.
11. **Rehearsals** are important. Lodges should get the young to understand and be involved in the ceremonies even if they are simply being 'bodies' at the rehearsals. This also helps them to build friendships with their peers. Rehearsals need not be lengthy or tedious. They could be simply an opportunity for the active officers to meet over a cup of coffee for half an hour to discuss any points about which they may be uncertain, or to seek advice as to the best way of achieving some aspect of the ritual.
12. **Visiting** is also important. Where possible, this broadens the horizons of junior members and reminds them that there is masonry after university. This may be within England and Wales or in some foreign jurisdiction with which the English Constitution is in amity. Young members could be especially encouraged to participate in domestic and international trips. Further, it may be possible to arrange reciprocal visiting arrangements with an appropriate lodge. For instance, Isaac Newton University Lodge (Cambridge) and Apollo University Lodge (Oxford) take turns in performing an annual ceremony for the Oxford & Cambridge Universities Lodge in London which junior members are encouraged to attend.
13. **Responsibility** must be given early. Lodges should give appropriate roles to the younger members even if it looks as though they may not be able to go up the ladder for a while. This should be done according to enthusiasm and commitment, not simply seniority: if progression up the ladder is not guaranteed, real meritocracy is introduced.

14. If an undergraduate is going on to become a graduate student, he should be given every opportunity of going through the chair.
15. One way to involve young members at an early stage is to get them to 'understudy' the officers. This would not only help them to become involved with learning and understanding the ritual at an early stage, but they could then take on the role for a specific meeting if the appointed officer were unable to attend – or even if he were simply happy to step aside for the evening to give a young member a chance to do some work. A lodge may only appoint one Senior Deacon, one Junior Deacon, etc., at a time; but there is nothing to stop others from 'filling in' and carrying out the work of the 'actual' officers. By spreading the work around in this manner, members have an opportunity for active involvement much earlier than would otherwise be the case.
16. In ceremonies involving more than two candidates at the same time, extra 'officers' are needed to act as 'Deacons' for the floorwork – this is another ideal opportunity to involve people who would otherwise have nothing to do at a meeting. One Scheme lodge has introduced Acting Deacon aprons, identifying at a glance those young members (who although not the appointed officers) are directly assisting in the ceremonies. This is encouraging to them, as it allows members and visitors to identify at a glance those assisting. The opportunity to act as a 'Deacon' is accorded by rotation (or where individuals have brought in their friends as candidates and wish to participate) when multiple ceremonies are performed.
17. **Set aspirations.** There is a culture of respect for the senior active members. Teamwork and participation provide junior members with targets and aspirations to perform similar exemplary work. If people see something they think they might like to be part of and can see a strategy or means of achieving it, they do it.
18. **Provide explanations.** Proposers, seconders and mentors are encouraged to take the time to explain to the newly initiated brethren about freemasonry, where and how it contributes to society, and also the national and provincial hierarchies as a guide to the structure of the wider organisation.
19. **Good company** is vital. The tradition of seating brethren at the festive board in a mixed environment, not just the most senior members at the top table, provides stimulation for junior and senior members alike.
20. **Reward performance.** Congratulate junior members on their performance (an approving nod, wink or pat on the back does wonders!). If a performance has been below par, this helps to bolster confidence and encourages them to try again.
21. **What should the more senior members be doing?** Running a Lodge perceived as successful can be very rewarding. Educating and encouraging university members of the Craft adds to the enjoyment of freemasonry. Senior members will therefore wish to contribute in various ways. These might include:
 - commitment beyond the scope of normal business of the lodge, to ensure sufficient mentoring of the younger members;
 - dedication of a significant amount of time and effort to make the lodge run smoothly and effectively;
 - ensuring that no one group controls everything and/ or that any age group feels discriminated against;
 - helping to guide young members into new masonic environments when they leave university (masonic 'career development');
 - discussion of other masonic orders with junior members. Booklets such as *Why join Royal Arch?* and *What is Freemasonry?* answer many basic questions.

Supporting graduates beyond the lodge

Duty of care

22. Since a Scheme lodge can expect to see a relatively large proportion of its initiates leave the area on graduation, it is essential that it is in a position to provide detailed advice and practical support for their future masonic careers. This is a duty of considerable importance, and should be considered a long-term commitment. In particular, the lodge should do everything it can to keep itself informed of the progress of its graduates, and always to ensure that someone is available to offer further support and advice.
23. Scheme lodges should, first of all, charge someone with responsibility for ensuring that every graduate has been well appraised of the masonic options available to him; that he has been supplied, as appropriate, with recommendations and introductions; and that there is someone available for him in the lodge to consult in the future. This need not be the same person in every case, of course: it could, for example, be made part of the standard duties of a student's mentor.
24. Some thought should be given to a way of ensuring that these options are discussed with the student before he has left university. The matter might be addressed after the student's raising, for example (unless this is likely to be a very long time before he graduates).
25. Anyone charged with giving advice on this matter needs himself to be well-informed about the options. In most cases, and particularly for London-bound graduates, lodges should be able to identify one or two 'standard' routes expected to become well-trodden in time. The following list is meant to provide further food for thought, and additional options for graduates to whom the standard options are not appropriate. In most cases, Scheme representatives or Provincial Scheme committees will be able to offer further advice too.

London

26. For masons moving to London, the Universities Scheme is engaged in identifying a handful of willing lodges whose character makes them especially suitable for 'Scheme' graduates.
27. The link with London is especially important, since that is the destination for a large proportion of recent graduates. With this in mind, Scheme lodges might wish to think about establishing a formal link with one of these lodges, or with some other appropriate London lodge. This would not only give their graduates an easy entrée to London masonry, but it would help them to stay in touch with each other and, corporately, with their mother lodge.

Elsewhere in England & Wales

28. A natural option for graduates moving elsewhere in the jurisdiction is the other Scheme lodges. There are now Scheme lodges in many major cities around the country, and they should provide a warm welcome. Contact details are, of course, available on the Universities Scheme webpage.
29. Many graduates will find that their old school has a lodge, which would be pleased to hear from them. Many of these lodges are affiliated to the *Public School Lodges' Council*, who maintain a website at www.pslc.net. There is also a *Federation of School Lodges*, with over 150 member lodges across the country: the joint Secretaries and the Membership Secretary would be pleased to hear from anyone interested in finding out more about the Federation.

30. It is worth remembering too that some universities have lodges for university alumni that meet in London rather than their own city.
31. Graduates can look to their future careers as well as their past when identifying a suitable new lodge: remember that all Provinces have 'specialist' lodges which are particularly welcoming to members of particular professions.

Other Masonic jurisdictions

32. Recent graduates often find themselves moving abroad, and so into other Masonic jurisdictions. They will need to be counselled about the importance of observing the appropriate protocol, and avoiding contact with irregular Lodges. Information and advice is available on the UGLE website, and through the Grand Secretary's office.
33. A final note: moving on in masonry and exploring the options is, for obvious reasons, very much easier for someone who has achieved their Third Degree. The lodge should make every effort to make sure that graduates are in this position, and be very aware of the extra help and guidance they will need if it proves impossible. If someone is to visit or join another lodge before being raised, for example, you may need to help them to make extraordinary application for a certificate appropriate to their status (rule 174(c), Book of Constitutions).

Staying in touch

34. Having said that there is an altruistic element to the question of retention as it arises for Scheme lodges, good communication with graduates and an ongoing interest in their masonic well-being will help them stay involved with and interested in their mother lodge as well – if there are opportunities for this. There are things lodges can do to ensure that there are. Social networking sites (such as Facebook) are one very effective way of keeping members who use them in touch with each other and up to date with the lodge, but there are more traditional approaches which can be highly effective as well.
35. **Visits and reunions.** Most obviously, old members can be encouraged to visit the lodge. The possibility of timing regular meetings to suit recently-graduated members has been mentioned elsewhere in this document. Whether or not this is feasible, lodges can expect that student initiates will be keen, not only to see their old lodge again, but also to visit their *alma mater* from time to time. The lodge can capitalise on this by promoting one of its meetings as an occasion for reunion. The Installation evening, all things being equal, is the obvious choice; but a summer meeting (in late June or early July) could prove popular on this basis too, especially if it coincides with university alumni events.
36. **Country membership schemes.** A number of lodges in the Scheme already offer some form of informal 'country membership' to members of the lodge who no longer live locally. One model is the affiliated 'Association', to which all subscribing members automatically belong, and which ex-members may join for a nominal fee (or no fee at all). Benefits can vary, but will typically include a regular newsletter, or continued receipt of the summons. (If this is sent to an email list, the effort and cost of maintaining such an association can be very low indeed.) If you wish to find out more about the practicalities of setting up and running such a scheme, contact the Secretary of one of the Scheme lodges which currently run a version: Apollo University Lodge (the 'Apollo Association'), Isaac Newton University Lodge (the 'Skirret Club'), or Universities Lodge, Durham ('Universities Lodge Alumni').
37. It is worth bearing in mind that many people are unable to devote much time or money to masonry in the years immediately after graduation. For them especially, an

ongoing and low-maintenance connection with their mother lodge like this might be a vital back-burner for an interest they will wish to take up again in the future.

Summary

38. It is an obvious point, but people are lost to masonry when their lodge loses sight of them. A Scheme lodge, which can expect to end up with a widely dispersed membership, needs to put extra effort into preventing this from happening, to maintain good communication with its graduates, and to consider itself actively responsible for their continued well-being in masonry.

Annex - Personal Development Plans

1. One of the main objectives of the Universities Scheme is to help university students join Masonry and work their way through the three degrees whilst still in residence, i.e. we want to be able to present them with a Grand Lodge Certificate by the end of their university career.
2. Good planning is therefore absolutely crucial, both for the lodge to enable the sequencing of its ceremonies and for the individual student member to achieve his third degree in good time.
3. We therefore recommend that lodges maintain for each member a Personal Development Plan, which should:
 - Give you the key information about the candidate to help plan his future
 - Be in writing, adopting a common format and be regularly updated
 - Be shared with the candidate to help him develop in Masonry
4. In terms of content, it would appear sensible that this includes:
 - Name and personal details
 - Home and term-time addresses
 - Email and mobile
 - University details: course, expected graduation date etc.
 - Future career or postgrad plans
 - Name of proposer and seconder
 - Date of interview, ballot and initiation
 - Attendance record at Lodge meetings/LOI or rehearsals
 - Clear plans for:
 - Small ritual pieces eg working tools
 - 2nd and 3rd degree ceremonies
 - Active/acting officer roles
5. Overall responsibility for development plans should rest with the Lodge Mentoring Officer, although individual plans should be maintained by the candidate and his personal mentor/proposer together.