

Rituals, including funeral.



Leadership.....



THE INVISIBLE EMPIRE

ROBE MARKINGS

IMPERIAL OFFICER'S

Imperial Wizard	5 Blue Stripes
Imperial Klaliff	4 Blue Stripes
Imperial Chaplain	3 Blue Stripes
Imperial Secretary	3 Blue Stripes
Imperial Treasurer	3 Blue Stripes
Imperial Night Hawk	3 Blue Stripes

STATE OFFICER'S

Grand Dragon	4 Green Stripes
Grand Klaliff	3 Green Stripes
Grand Chaplain	2 Green Stripes
Grand Secretary	2 Green Stripes
Grand Treasurer	2 Green Stripes
Grand Night Hawk	2 Green Stripes

PROVINCE OFFICER'S

Titan	3 Red Stripes
Klaliff	2 Red Stripes
Great Secretary	1 Red Stripe
Great Treasurer	1 Red Stripe
Great Chaplain	1 Red Stripe
Great Night Hawk	1 Red Stripe
Kleagles	3 Black Stripes
Exlated Cyclops	2 Black Stripes
Other Klavern Officer's	1 Black Stripe

Two flag bearers shall unfold and place a Klan flag on the coffin (or grave in case of a memorial). They shall then step back and join the square, at which time all Klansmen in the square will kneel silently for about 30 seconds. Then, while still kneeling, the Chaplain shall offer a prayer. After the prayer, all shall rise.

6. The Chaplain: "God of all, author of all good-- receive the soul of our departed fellow-Klansman, that he may not have lived a Klansman's life in vain."

PSALMS 90

Lord, thou hast been our dwelling place before all generations.

Before the mountains were brought forth, or ever thou hadst formed the earth, and the world, even from everlasting to everlasting, thou art God.

Forasmuch as it hath pleased Almighty God in His wise providence to take out of this world the soul of our deceased brother, now we therefore commit his body to the ground; looking for the general resurrection in the last day and the life of the world to come, through our Lord Jesus Christ.

Prayer: Dear Father, as we humbly bow our heads in sorrow, we ask thy blessings upon the bereaved, over the departure of this, our Brother. Bless, we pray each heart, fill the vacancy with thy love and strengthen them, in thy grace; for we ask it in the name of JESUS. AMEN
(All repeat after him in unison---"Amen!")

7. At the signal from the Exalted Cyclops, all Klansmen will arise and will form in line and silently move to their disbanding place.

At the signal from the Exalted Cyclops, the flag bearers shall step forward and fold the Klan flag and present it to the Exalted Cyclops; Whereupon the Exalted Cyclops shall step up to the deceased next of kin and say; "Whereas (name of Deceased) served his God, his Country, his family and his Klan honorably and faithfully, I, on behalf of the Invisible Empire, do present you with this small symbol of our love and affection for your dearly beloved. Always remember that in time of need you may always call upon your friends in the Invisible Empire."

A sealed communication should be sent the grieved ones--resolutions of sympathy by the Klan, or otherwise, as ordered by the Exalted Cyclops.

A floral offering by the Klan should be made--it is suggested the floral offering have the letters K.K.K. on it, either in ribbon or worked in, in flowers.

the left shoulder of the Klansman to his right.)

2. Exalted Cyclops:

"Our departed brother was a "Klansman" who lived and practiced Klannishness with his loved ones and his fellow-man. He applied the great principle in a social, moral and vocational way and tried to conform his life to the standards given in the Klan's favorite chapter, the 12th of Romans especially the 1st and 2nd verses: "I beseech you therefore, brethren, by the mercies of God, that ye present your bodies a living sacrifice, holy, acceptable unto God which is your reasonable service. And be not conformed to this world; but be ye transformed by the renewing of your mind, that ye may prove what is good, and acceptable, and perfect will of God."

"Our departed fellow-Klansman, after joining our Order, tried to the best of his ability, to live the teachings of our Order and of the guiding law of our faith, the Holy Bible. He has not left us, but has simply passed from the Invisible Empire to the Empire Invisible and, as a true Klansman, was prepared to meet The Master, in his eternal and everlasting home, there to be joined by his loved ones in God's own time. Let us, as Klansmen, take a lesson from his departure and, more than ever before, resolve to so live and so act that when we are called to our new station, we shall hear those welcoming words: "Well done thou good and faithful servant, enter thou into the joy of thy Lord."

3. The Chaplain will then read 1st Corinthians, 15:51-58:

"Behold, I shew you a mystery. We shall not all sleep, but we shall all be changed."

"In a moment, in the twinkling of an eye, at the last trump: for the trumpet shall sound, and the dead shall be raised incorruptible, and we shall

be changed."

"For this corruptible must be put on incorruption, and the mortal must put on immortality."

"So when this corruptible shall have put on incorruption, and this mortal shall have put on immortality, then shall be brought to pass the saying that is written: Death is swallowed up in victory!"

"O Death, where is thy sting? O, Grave, where is thy victory?"

"The sting of death is sin: and the strength of sin is the law."

"But thanks be to God, which giveth us the victory through our Lord Jesus Christ."

4. After reading, the Chaplain will address the deceased as follows:

"Klansman--now that death has summoned thy departure--may the Saviour's blood, have washed thee from all impurities, and have perfected thy initiation. Thus prepared, enter thou into the Empire Invisible and may thy soul repose in perpetual peace, this we ask in the name of Jesus Christ, the Klansman's Criterion. Amen!
(All Klansmen repeat after him--"Amen!")

5. Then all sing: (Tune: "Just As I Am Without One Flea.")

"To Thee, O God! We call to thee--True to our Oath, oh help us be! We've pledged our love, our blood Oh, give us grace that we not fall."
(After this, all Klansmen will slowly form a hollow square about the coffin, and there silently

program of the National Office, and co-ordinate their own program with it, for the better unification of the National Klan mind and the co-ordination of National Klan effort.

RESPONSIBILITY OF OFFICERS

The Exalted Cyclops is chief executive officer of the Klavern but he cannot and should not be expected to bear all the responsibility. The loyal and active co-operation of all his officers should be taken for granted, and to each of these are assigned certain specific duties for which he and he alone is to be held responsible.

Particularly, the Exalted Cyclops cannot himself supervise a score of committees, and therefore responsibility for these committees is assigned to certain officers with the duty to see that they are organized and function properly. If the committees fail in this the officers are responsible to the Klavern for neglect of duty. The Exalted Cyclops, except as to the committees assigned to him, should deal only with his officers and not directly with the committee members, except when the chairmen of the committees are members of his Cabinet.

FUNERAL SERVICES

Instructions:

The Robe and Helmet of the deceased Klansman may be interred with the remains, if desired by the family.

Klansmen attending the funeral in regalia should have their costumes neat and clean. Perfect silence and a sympathetic demeanor must be maintained during the service.

After robing at a designated place near the grave, let the line of march be quietly formed with the marchers 40 inches apart. Walk erect and slowly.

ORDER OF MARCH

Bearer of Fiery Cross and bearer of Flag, abreast. (The Cross must always be on the right).

Muffled drums.

Exalted Cyclops.

Other Klan officers, in proper order of rank.

Bearer of Regalia of departed Klansman, on left arm.

Klansmen in single file.

ARRIVAL AT THE GRAVE

1. Klan hymn (Tune, Deants)

"Blest be the Klansman's tie

Of real fraternal love,

That binds us in a fellowship

Akin to that above."

(While singing, each Klansman will stand with left hand over the heart and the right hand resting on

DUTIES.

- (a) To promote the organization of athletic teams and appoint managers for them, in consultation with the Klaliff and with the consent of the Exalted Cyclops. The selection of captains should be left to the teams themselves.
- (b) To collect funds for the equipment and support of the teams.
- (c) To co-operate with the managers in arranging schedules of games.
- (d) To stimulate interest and support of the teams among Klansmen and urge attendance at games.

18 ENTERTAINMENT COMMITTEE.

"All work and no play" is not only dull--it is unhealthy. Proper relaxation and amusement are essential to vigor and achievement; it is the duty and should be the pleasure of this Committee to make sure that the Klavern is kept happily healthy in all its doings. It must build morale."

MEMBERS.

A chairman and six to eight other members to be appointed by the Exalted Cyclops after consultation with the Klavern.

DUTIES.

- (a) To provide music and entertainment for all meetings of the Klavern, whether regular or special.
- (b) To supervise all programs of entertainment.
- (c) To organize a Band, Glee Club and Concert Company.
- (d) To assist in the promotion of the Educational Program.
- (e) To co-operate with the Funeral Committee in arranging music for funerals of Klansmen.
- (f) To make it a special point to have a brief

program of music, a "stunt," or some other interesting form of entertainment, to be given at all regular meetings when the report of the Committee is called for.

19 EDUCATIONAL COMMITTEE.

"To this Committee is committed the care of the Klaverns growth in knowledge and in wisdom. The man who has ceased to advance in both might as well be dead: so had the Klavern that has stopped thinking. One of our glories is that the Klan from year to year, and almost from day to day, envisions wider horizons and nobler purposes. This committee must at each meeting bring to the Klavern some new and greater vision."

MEMBERS.

A chairman and four to six other members to be appointed by the Exalted Cyclops after consultation with the Klavern.

DUTIES.

- (a) To promote educational programs for the dissemination of Klancraft.
- (b) To carry out educational programs designated by the Exalted Cyclops for the advancement of knowledge of Klancraft.
- (c) To prepare any data asked for by the Exalted Cyclops for the information of Klansmen.
- (d) To prepare their educational programs well in advance, so that speakers may be thoroughly ready. Lectures delivered under the auspices of the Educational Committee should come when the report of the Committee is called for in the Klavern. THIS SHOULD NEVER BE ALLOWED TO FAIL.

- (NOTE--If the meeting is devoted to a Naturalization Ceremony, the lecture should be given after the ceremony, as a part of the instructions to and inspiration of the new Klansmen.)
- (e) To keep in close touch with the educational

- (e) To provide transportation for members of the Klan Youth Corps to their meetings.

15 VOCATIONAL--TRADES--LABOR COMMITTEE.

"No man who seeks membership in the Klan for selfish interests is worthy, but no Klansman who does not further the interests of his fellow Klansmen to the best of his ability is fit to bear the name. This Committee is charged with the heavy responsibility of making sure of the solidarity of the Klavern through mutual help in all business affairs."

MEMBERS.

The chairman, with four to six other members to be appointed by the Exalted Cyclops after consultation with the Klavern.

DUTIES.

- (a) To promote vocational Klannishness among all Klansmen.
- (b) To be prepared to furnish to any inquirer information as to where to trade and whom to employ in the practice of vocational Klannishness, keeping a directory of the professional and business interests and the trades of all Klansmen for this purpose.
- (c) To secure employment by Klansmen or others for Klansmen who are out of work.
- (d) To promote the business interests of all Klansmen.
- (e) To keep the principle of vocational Klannishness constantly before the organization in a dignified way, without encouraging the commercializing of Klan membership.

16 KLAVERN COMMITTEE.

"The meeting place is to the Klavern what the home is to the man. It must be kept worthy in all ways. It must be attractive and compel respect. These things are in the guardianship of this Committee."

MEMBERS.

The secretary is chairman, with four to six other members to be appointed by the Exalted Cyclops after consultation with the Klavern.

DUTIES.

- (a) To see that the Klavern and its approaches are clean, sanitary and attractive at every meeting, regular or special, and to arrange for and supervise janitor service.

(NOTE--Janitor service should be provided for every Klavern, either voluntary or paid. Filthy and unsanitary Klaverns, or approaches to them, are seriously injurious to morale and inspiration.)

- (b) To make sure that the Klavern is well heated and well ventilated.

(NOTE--No good work of any kind is possible in foul air or in a chilly room.)

- (c) To do necessary work about the Klavern in preparation for the execution of Klavern meetings.
- (d) To plan and provide decorations for special meetings whether in the Klavern or elsewhere, in co-operation with the Entertainment Committee and any other Committee that may be involved.

17 ATHLETIC COMMITTEE.

"A strong and healthy athletic activity is one of the best and most pleasant ways in which to build morale and maintain interest. Wherever possible teams should be organized for baseball and football, and matches held with other Klaverns and with outside teams.

MEMBERS.

A chairman and five to ten other members chosen by the Exalted Cyclops after consultation with the Klavern from among the younger and more active Klansmen.

DUTIES.

- (a) To promote the spiritual welfare of Klansmen.
- (b) To promote campaigns and programs to disseminate the principles of Christianity.
- (c) To assist the Publicity Committee in combating all anti-Christian propaganda.
- (d) To assist the Propaganda Committee in watching the activities of religious sects which oppose the Klan principles and program of Americanism.
- (e) To keep in touch with Christian ministers and announce to the Klavern any special activities of the churches.
- (f) To co-operate with Christian ministers in promoting religious instruction for American children.
- (g) To assist the poorer children in attending services.
- (h) To promote harmony within the ranks of Christians, and work for unified action by all Christians on moral issues, for their mutual interest and for the good of the community.
- (i) To promote the reading of church publications in Christian homes.
- (j) To co-operate with the Public Schools Committee in promoting the reading of the Holy Bible in the public schools.
- (k) To watch public libraries for anti-religious, anti-moral, anti-Christian and deceitful or questionable literature, and recommend measures to have such literature removed from circulation.

MEMBERSHIP COMMITTEE.

"GOD GIVE US MEN!" Without men nothing can be done, the highest purposes will fail, the shrewdest plans will come to grief. This Committee has the supreme responsibility of answering for the Klavern that prayer: "GOD GIVE US MEN!"

MEMBERS.

The Chief Klokan is chairman, with the other Klokan and four or more members to be appointed by the Exalted Cyclops after consultation with the Klokan.

DUTIES.

- (a) To have charge of the rolls of men eligible for membership.
- (b) To prepare and promote programs for increasing membership.
- (c) To assist the Klokan in investigating petitions.
- (d) To have charge of the rolls of suspended members and submit lists for canvass.

14 KLAN YOUTH CORPS

"The Klan Youth Corps is to the older Order what the public school is to America. It is the training school for White Heritage and Americanism. It needs the most careful and sympathetic guidance. If properly handled it will be the greatest source of new and vigorous membership."

MEMBERS.

The Exalted Cyclops is chairman, with four to six other members to be appointed by him. They should be Klansmen interested and experienced in working with boys and girls.

DUTIES.

- (a) To recommend to the Exalted Cyclops for appointment a Klan Youth Corps Director who shall have charge of the organization and all activities of the Klan Youth Corps.
- (b) To act as an Advisory Board to the Klan Youth Corps Director.
- (c) To promote Klan Youth Corps membership.
- (d) To provide counselors for Klan Youth Corps meetings.

10 PUBLICITY COMMITTEE.

"Publicity must be our means of reaching the alien world just as propaganda is the means used by our enemies. Through proper publicity we may combat lying rumors, inform aliens of our work, purposes and principles, and not only build our own reputation but advance our cause. This work, however, is better left undone unless it is done well."

MEMBERS.

The Exalted Cyclops shall be chairman and four to six other members to be appointed by the Exalted Cyclops. At least one should be a skilled writer.

DUTIES.

- (a) To secure proper publicity for the Klavern, including the local use of publicity material sent out from National Office and effective advertising of Klavern affairs of a public nature.
- (b) To counteract adverse publicity, as reported by the Propaganda Committee, with well-written replies in the local press based on the material authorized by National Office and by a conservative educational program of a constructive nature.
- (c) To preserve an historical record of the Klavern.
- (d) To appoint a capable correspondent and see that he sends to the Klansman newspaper of all unusual Klavern activities and of events affecting the Klavern.
- (e) To secure an agent for the Klansman newspaper, in case the secretary does not undertake this work personally, who will push individual subscriptions. Commissions are paid to such agents.
- (f) To obtain the co-operation of local news-dealers in promoting the sale of the Klansman and such other Klan publications as are allowed outside circulation.

- (g) To present to the Klavern at each meeting current Klan news from the Klansman and other sources.

11 GRIEVANCE COMMITTEE.

"This Committee has the duty of handling all grievances within the Klavern of members against members, members against officers, officers against members or officers against officers. These MUST be referred to the Committee so that no grievance shall be discussed in open meeting and cause wrangling and division."

MEMBERS.

The Klokann shall be the Grievance Committee.

DUTIES.

- (a) To investigate and determine the merits of all grievances.
- (b) To make recommendations for the adjustment of all grievances.
- (c) To advise the Exalted Cyclops of all cases demanding his attention.
- (d) To bring members before the Exalted Cyclops for conference.

12 RELIGIOUS ACTIVITIES COMMITTEE.

"The weakness of Christianity as a social power is its internal divisions. When united it is irresistible. Upon this Committee devolves the sacred duty of bringing co-operation among all Christians for the great, joint, Christian purposes of the Invisible Empire."

MEMBERS.

A chairman and four to six other members appointed by the Exalted Cyclops after consultation with the Chaplain. As many denominations as possible should be represented, so that the Klavern can have a spokesman in every church.

ing the enforcement of all laws, are of the utmost delicacy and importance, for if rightly performed they will be the greatest possible contribution both to the morale and reputation of the Klavern and to the welfare of the community. Activities which are merely meddlesome, nagging, or above all which border on private law enforcement, work immense injury. It is important, therefore, that its members shall be Klansmen of long standing, known character and steadiness and such as have the largest influence in the community."

MEMBERS.

A chairman and five to ten others, to be appointed by the Exalted Cyclops after careful counsel with his officers or cabinet. At least one should be a lawyer.

DUTIES.

- (a) To co-operate with duly qualified officers of the law.
- (b) To watch the work of such officers, reporting to the Klavern when any shows dereliction of duty, with recommendations of measures to remind the said officer that he is being watched and to bring upon him pressure from the better element of the community, including non-Klansmen.
- (c) To report to such officers all violations of law which are observed by Klansmen, especially habitual and flagrant violations which affect the welfare and morals of youth.
- (d) To assist and arrange for assistance to these officers in gathering evidence.
- (e) To advise Klansmen how they may assist in law enforcement without encroaching upon the functions of officers. In some states too great activity in this line may disqualify a man for jury duty, and the Committee should advise in regard to this.
- (f) To promote educational programs and campaigns for better and more effective law enforcement and for absolute equality in the enforcement of all laws.

- (g) In co-operation with the Governmental Committee, to report to the Klavern on the record of any officers who seek re-election at any primary or general election.

9 PROPAGANDA COMMITTEE.

"The chief weapon of the enemies of the Invisible Empire and of Americanism is propaganda. It is clever, subtle and deadly. Unless it is thoroughly understood and exposed it will work untold harm. This Committee must throw the light into dark places and incessantly keep it there."

MEMBERS.

A chairman and three or four other members, to be appointed by the Exalted Cyclops after consultation with the Klokann. They should all be men well informed on public affairs.

DUTIES.

- (a) To watch closely all means for the dissemination of information or opinion which operate in the community, including the local press, adjacent radio stations, public speakers and "whispering campaigns."
- (b) To report to the Klavern any form of adverse propaganda, whether it be aimed at the Order or the principles of Americanism, showing in each case by careful analysis the evil intended.
- (c) To keep in close touch with all literature sent out from National Headquarters and make sure that all Klansmen understand the warnings against adverse propaganda contained therein.
- (d) To preserve a record of all such adverse publicity, calling it to the attention of the Klavern when anyone guilty of its authorship seeks support or favor.

of instruction in morals, religion and American principles in all public schools.

- (e) To investigate and report upon the character of all text-books used in public schools, as to authorship, patriotism, and any anti-American or anti-Christian propaganda they may contain.
- (f) To lay before the Klavern plans for campaigns to correct any evils which may be found in any of these matters.
- (g) To promote educational programs with a view to combating any adverse propaganda.
- (h) To promote the reading of the Holy Bible in the public schools.
- (i) To further the teaching of the ideals of pure Americanism through historical instruction.
- (j) To assist in the promotion of all programs in accord with the established principles of our public school system.

7 GOVERNMENTAL COMMITTEE.

"The duties of this Committee have a vital effect not only on the welfare of the community and the application of American principles to local government, but also upon the morale of the Klavern. It MUST make a clear presentation of political issues and a wise selection of policies to be adopted. For this reason its members must be chosen with especial care and no man must be appointed who may possibly attempt to use his influence for private and selfish purposes."

MEMBERS.

A chairman and four to six other members, to be appointed by the Exalted Cyclops after careful counsel with his officers or his Cabinet.

DUTIES.

- (a) To co-ordinate and apply the political influence of the Klavern for the promotion

of good government, American principles and the principles and interests of the Klavern regardless of any political party.

- (b) To investigate and report upon every political question that may arise with regard to this single purpose.
- (c) To investigate and report upon all public officers as to their performance of their duties from this sole point of view.
- (d) To prepare and submit plans for carrying into effect all Klavern aims and policies which may be accomplished by political action, when such questions are referred to them by the Exalted Cyclops or the Klavern.
- (e) During campaigns to report on all candidates, in co-operation with the Intelligence Committee, as to their fitness from the point of view of ability, religion, honesty and Americanism.
- (f) On primary and election days to work actively to insure that every voter, and especially every Klansman, performs his civic duty.
- (g) To handle all these questions in such a way as to avoid dissention and wrangling inside the Klavern by making certain that no selfish interest is permitted to intrude, and at the same time to bring to the members of the Klavern as citizens, wholesome advice and recommendations regarding all such matters and prepare them individually to enlist their friends to aid all Klavern political purposes.

(NOTE--It must never be forgotten that the Klavern is not a political organization, but purely patriotic; that it does not desire to control its members but merely to inform them; and that its influence is to be used only and always in the interests of the purest patriotism, regardless of private or party preferences.)

8 LAW SUPPORT COMMITTEE.

"The services of this Committee, through increas-

appointed by the Exalted Cyclops after consultation with the Chaplain.

DUTIES.

- (a) To prepare all details for funerals when requested by families of deceased Klansmen.
- (b) To drill a team, with sufficient substitutes, which can conduct the funeral ritual in perfect form.
- (c) To conduct this ritual at all funerals in their charge.
- (d) To make recommendations to the Welfare Committee when charity is needed.
- (e) To provide floral remembrances for funerals of deceased Klansmen whether ritualistic or not.
- (f) To arrange for and conduct a Memorial Service at least once a year in memory of deceased members of the local Klavern with full ritual as supplied to the Exalted Cyclops.
- (g) To arrange for and conduct a Memorial Service at least once a year in memory of all deceased Klansmen everywhere.

5 CIVIC COMMITTEE.

"The spirit of individual civic responsibility is one of the greatest glories of Americanism, and fostering it is one of the chief duties of the Klavern. All civic welfare rests upon the home and there can be no nobler work than its improvement. The Klavern entrusts to this Committee these two sacred tasks."

MEMBERS.

A chairman and five to ten other members to be appointed by the Exalted Cyclops.

DUTIES.

- (a) To promote a true spirit of civic interest and pride in homes and home institutions.

- (b) To promote home industries.
- (c) To promote programs for city and county institutions and utilities.
- (d) To investigate and report upon all matters of civic welfare and interest not specifically assigned to other committees, with recommendations for action regarding these.
- (e) To promote a "Better Home" campaign for the poor and unfortunate families, better sanitation and all possible improvements.

6 PUBLIC SCHOOLS COMMITTEE.

"The Public Schools are the foundation of our national success and spirit, and the sources of patriotism and Americanism. Therefore they are the particular objects of attack and propaganda by our enemies. Constant vigilance is required to assure that they are performing their functions well and that they are not perverted. This committee should be made up of men who are among the best informed, most aggressively patriotic and most vigorous in the Klavern.

MEMBERS.

A chairman and five to ten other members to be appointed by the Exalted Cyclops.

DUTIES.

- (a) To make a survey, report upon, and work for adequacy of accommodations and instruction in all public schools.
- (b) To investigate and report upon all public school teachers with respect to the following points: Their competence, their character, their patriotism, and their form of religion.
- (c) To investigate and report upon the officials in charge of the public schools, or candidates for these positions, with regard to the same points.
- (d) To investigate and report upon the character

is brotherhood. With the Invisible Empire this is all-important; every Klansman should feel that in case of any trouble he is certain of the assistance of his fellow Klansmen. The prompt and brotherly giving of such aid is a vital function of the Klavern, entrusted to this Committee."

MEMBERS.

A chairman and four to six other members to be appointed by the Exalted Cyclops after consultation with the Chaplain.

DUTIES.

- (a) To administer all charity funds of the Klavern, including the local dues that should be set aside for charity and all free-will offerings for that purpose.
- (b) To investigate all cases of need reported, determine their worthiness and dispense funds as the case may demand and the money available may permit.
- (c) In case other assistance than funds is needed to report the circumstances to the Klavern, requesting such aid from fellow Klansman.
- (d) To assist Klansmen in need of advice or other aid during any misfortune.
- (e) To report in writing at every meeting the charities or other assistance rendered since the last meeting. The financial items in this report shall become a part of the minutes.

(NOTE--Too frequent collections in the Klavern for special objects of charity should be avoided. No such appeal should be permitted until it has been approved by the Welfare Committee. Stationing men at the doors of the Klaverns to solicit funds is also objectionable. It is much better to pass a basket or plate in the meeting.)

3 SICK COMMITTEE.

"Visiting the sick in their afflictions" is one

of the first duties of brotherliness, yet one that requires more than good intentions. No committee can do more valuable work than this, if it is properly chosen."

MEMBERS.

A chairman and six to eight other members to be appointed by the Exalted Cyclops after consultation with the Chaplain.

DUTIES.

- (a) To visit the sick.
- (b) To provide assistance for them in whatever way the situation demands that does not call for charity.
- (c) To recommend charity to the Welfare Committee when needed.
- (d) To care for all floral offerings.

(NOTE--Fraternal consideration should be given first to sick Klansmen and their families, but the activities of the Committee should also include sick non-Klansmen and even enemies. The work of this Committee can be made of the utmost value for the building of morale and reputation of the Klavern, and for enlisting interest. It's weekly reports will prove of great interest to the membership.)

4 FUNERALS AND MEMORIAL SERVICES

"There is a three-fold responsibility upon this committee: Responsibility for sympathetic kindness to a bereaved family, for proper honor to the memory of a departed brother and for conducting the Funerals and Memorial services in such a manner as to impress upon all the beauty and dignity of Klanecraft."

MEMBERS.

A chairman and six to eight other members to be

CABINET.

MEMBERS.

The Exalted Cyclops is Chairman and all officers are members by virtue of their office.

DUTIES.

The Cabinet should act as an Executive Committee to assist the Exalted Cyclops in carrying out the plans and policies approved by the Klavern, the Advisory Committee and himself. In smaller Klaverns it should also act as the Advisory Committee, as hereinafter set forth.

ADVISORY COMMITTEE

MEMBERS.

The Exalted Cyclops is chairman by virtue of his office. It should include all members of the Cabinet, and in large Klaverns should have a total of from twenty-five to one hundred members, all well-informed and steady Klansmen who have the welfare of the Order deeply at heart.

DUTIES.

- (a) To discuss and determine, subject to the approval of the Exalted Cyclops, new policies for the Klavern.
- (b) To advise with the Exalted Cyclops and his Cabinet with respect to carrying out locally the programs of the National, Realm and Province organizations.
- (c) To serve in a general advisory capacity on any subject which may arise.

ADMINISTRATION

"Vigorous, intelligent and sympathetic committee work is the ultimate product of good organization. The committees are the vehicle for Operative Klancraft, and upon their performance depends the success of policies, the effectiveness of service, the reputation of the Order and the interest and loyalty of the membership.

1 BUDGET COMMITTEE.

"The Budget Committee is the "Watch-dog of the Treasury," and should lay before the Klavern all measures necessary to insure that the Klavern does not become involved in debt beyond its ability to pay, and that the annual balance sheet shall not show a deficit."

MEMBERS.

The Chief Klokan is chairman with the Board of Klokan and one to three other Klansmen of financial experience and ability, to be appointed by the Exalted Cyclops after consultation with the Klokan.

DUTIES.

- (a) To keep close check on the finances, guard against improvident expenditures and prevent expenditures exceeding income.
- (b) To pass on every motion for the appropriation of funds from the general treasury of the Klavern before it is submitted to the vote of the Klavern. No such motion may be put to vote until it has been reported by the Budget Committee.
- (c) To pass on all questions of borrowing and indebtedness by the Klavern and make sure that means are provided for payment.

2 WELFARE COMMITTEE.

"One of the basic principles of any fraternal order

based on wide experience, and there can be no question that it will succeed. Every Klavern officer should study this plan, learn and understand it, and apply it to his own Klavern.

MEETINGS

STATED MEETINGS OF LOCAL KLAVERNS

"Every Klavern should hold two to four regular meetings each month, as follows:"

A. Vigorous, carefully planned and snappily conducted meetings. The Educational Committee must have at each meeting at least one speaker on some phase of Klavern activities, the address to be not more than fifteen (15) minutes. The business of the meeting should be conducted as hereafter set forth.

B. As often as possible an Open Meeting, admittance to aliens being allowed if they are introduced by a Klansman in good standing. The Klan Youth Corps should be invited. There should be a speaker of more than usual ability, and the best possible entertainment program. Every Klansman must feel that he is a host at these meetings, and exert himself to make the visitors at home. He should bring to such meetings friends whom he wishes to nominate for membership and report their reactions. The object of such meetings is to win new members through exposition of Klan principles and purposes. Food and refreshments should be served. No alcoholic beverages are allowed.

MEMBERSHIP AND DUTIES OF STANDING BODIES

GUIDANCE

"Wise policies and well-laid plans for their fulfillment are the foundation for all Klavern work and success. They demand the best brains in the Klavern and all personal ambitious and jealousies **MUST** be excluded. A rifle is no use to a man until he knows what he wants to hit and how to use his weapon!"

to feel the satisfaction of having done his work and done it well.

MATCH MEN TO THE JOB

Put every man in the right place. Each man has different qualities, interests and abilities. Make sure that the work to which each is assigned is that which most interests him and he is best fitted to perform. There is enough work of all kinds to enlist every man and every interest. This co-ordination of the man and his work is absolutely essential both for the satisfaction of the man and the success of the work.

PROMOTIONS

Let promotion come only through service. Nothing is more destructive of discipline and morale than to allow even a suspicion that men can win place and honor by any other means than achievement. Moreover, no man can be fully trusted with high office till he has proven his loyalty and ability. Apply to the work of the Klan the saying of our Lord: "Thou hast been faithful over a few things; I will make thee ruler over many things."

AVOID TOO MANY OFFICERS

Do not let the organization become top-heavy. There is nothing more ridiculous than a Mexican Army--all generals and no soldiers. The officers themselves must be the hardest workers, thus furnishing inspiration and teaching by example, and there must never be more of them than are necessary for efficiency. Merit should always be rewarded, but it can be done in many better ways than by creating needless officers. Let the spirit of your Klavern be service; then each man will work cheerfully in the place where he can best serve, regardless of rank.

COMMITTEES

Consolidate committees when necessary. This manual describes an organization suitable for the

largest Klaverns. Few will need so complicated an arrangement. It will be found in many Klaverns, for example, that the functions of the committees listed here for Civic Work, Public Schools, Governmental Affairs and Law Support can best be combined under a single Civic Committee. Or that Propaganda and Publicity can be consolidated; or Athletic, Entertainment, and Educational; or Welfare, Sick and Funerals, and etc. Good leadership will see that there are just enough committees to interest every man and keep every member satisfied with his accomplishments.

CO-ORDINATION BETWEEN COMMITTEES

Make sure of co-ordination between committees. If there are many committees much of their work will overlap, or at least should be closely allied. There should be on every committee a member of every other committee with which it is likely to need to co-operate, so that co-ordination will be sure and easy. For example, in the committees grouped in the last paragraph for possible consolidation, there should be on each committee one representative of each of the others. Similarly the Entertainment Committee should have representatives from the Athletic, Educational, and Religious Activities Committees. The Intelligence Committee must co-ordinate with Law Enforcement, Elections, Public Schools, Grievance and so forth.

ORGANIZATION

ORGANIZE. This is the most important secret of leadership--to set up and keep active an effective organization. Without this essential there will be wasted time and energy, conflicts of duties and of authority and general confusion. With an effective organization, properly functioning, the work of the Klavern will be carried forward with speed, power and accomplishment and every man will be happy in his work, enthusiastic about the Klavern and loyal to its leadership.

In the following pages is a plan for the most effective organization of local Klaverns. It is

and understanding co-operation in carrying out the plans laid down in this manual. They are advisory, and not a part of the Law of the Order; there is no authority requiring you to follow them. But they are the distilled wisdom of the most successful leaders, and their value for your own success and for the success of the Invisible Empire is beyond price. We depend upon you!

Read this manual until you understand it thoroughly yourself. Have frequent schools for officers and committees, so that each will know their duties and function as becomes those upon whom honors and responsibilities have been bestowed.

Loyalty to the Invisible Empire, to its principles and its purposes, to the great cause of Americanism--these and co-ordinated devotion in carrying out its plans will make our cause secure. Disloyalty, neglect, lack of unity and co-operation will destroy from within the great structure we have so carefully built for the service of humanity.

"Shall we stand or shall we fall? The answer depends upon the 'line officers' of the Klavern; on the local leaders."

"We shall stand, for they are of the blood and spirit that made America. There are no better leaders in the world."

For God, Race and Country,

James W. Faranols
Imperial Wizard

The first and most essential duty of every leader is to "know completely" the situation in which he is to act. He must know his enemies; his aims; the needs of the situation; the men whom he is to lead. Knowledge is power, and it is nowhere more truly powerful than in the hands of a leader. Without it he will fail.

The first duty of a Klan leader, therefore, is to study thoroughly his followers, and his local situation. He must know what is wrong with the community and its people and government; he must plan the measures needed to correct the evils; he must devise the means to carry out these measures; he must know what men can best put his plans into effect in each case.

The situation will be different in each community. In some the law officers are weak, in other the schools, in others public spirit, and so on. There is no town or city in which great, wide and vigorous work is not needed. The aims of the Invisible Empire embrace all that is good for the country and for each community. Elections are merely a single phase of our duties; there is far more than we can do every day in the year.

It rests upon the leaders to envision this work and to lay down for their Klavern a program that will accomplish it.

When this has been done the following policies should be applied in carrying out the program:

DEPLOY ALL MANPOWER

Put every man to work. There is need of every one. The Klavern needs him, the community needs him. Most of all, he himself needs to work. Christ called his followers to labor; the Invisible Empire does likewise. We wish no drones or sluggards in our ranks. And for each consecrated man there is nothing so valuable to himself as vigorous work. It makes him feel his own responsibility; it helps in his own growth; it adds to his self-respect, and in the end permits him

LEADERSHIP

The one human quality which, more than any other, makes a man stand out above his fellows, which can make him most useful to himself, his brother men, his country and his God, is the power of leadership.

"Without leading the people fail" and without leadership any cause or any organization will fail. The success of the Invisible Empire and the final triumph of our great cause depend utterly upon the extent to which Klansmen develop in themselves the power of leadership.

This is true not only, and not even chiefly, of the realm and national officers. The crucial point in leadership in any organization lies with the men who are in actual charge of the fighting and working units. Those who were in the military know that the success of every military operation depended on the "line officers;" on the colonels and captains and lieutenants who led the troops into contact with the enemy. Without good "line officers" the best strategy would fail; without them the utmost bravery, discipline and devotion on the part of the soldiers would be without avail. "Give me good captains" one great soldier said, "and you can give me idiots for generals, yet I will storm the gate of Hell." There is no better or more valuable man than a good "line officer."

The officers of the local Klaverns, the Titans, the Kleagles, the Exalted Cyclops and his officers and committee chairmen, are the "line officers" and fighting leadership of the Army of the Klan. On them depends the strength, efficiency and fighting power of their own Klaverns, and it is the total of the power of the individual Klaverns which makes the strength and effectiveness of the National Klan. It is they who are in contact with the enemy; it is they who must carry out the strategy of the high command; it is they who must maintain membership, morale, in-

spiration and discipline, it is they who must give direction and guidance to the devotion of their followers; it is they upon whom rests the final responsibility for the success of the Invisible Empire.

For the best leadership, many high qualities are needed. The truly great leaders are those who have vision and inspiration in their purpose and insight and diplomacy in command as well as devotion and loyalty. These are qualities which each man must develop in himself; they cannot be taught.

Much of the art and science of leadership, however, can be taught and can be learned by any man who wishes. Every man who is devoted and loyal and who will throw himself actively into his task can learn all that is required to be sure of success as a leader. With experience he will grow in this greatest of all arts until he can be fitted for high command.

The methods which will insure this are known. They can be learned. They are based on fixed principles which are the same everywhere, which can be readily understood, and which need only to be applied to local conditions. There are few men, and no true Klansmen, who are not able to learn them and apply them.

This manual tells these methods and their application to the work of the Invisible Empire. They are based upon the experience of the most successful Klan leaders over all the nation. They are the distilled wisdom of many men and many years.

THEY ARE SURE!

Every Klan officer who learns and applies these methods will be sure to succeed. Every Klavern with such leaders will be certain to grow and prosper. Every cause with such "line officers" can have perfect confidence of its ultimate victory.

Klansmen of the Nation! Leaders of Americanism! We count upon your loyalty and devotion. We know that you can be depended upon. We expect your sympathetic

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