

# *The* Women's Ministry Manual

## Leaders' Guidelines for Protestant Women of the Chapel



*Jesus Christ said: "Yes, I am the vine; you are the branches. Those who remain in me, and I in them, will produce much fruit. For apart from me you can do nothing."*

John 15:5 - NLT

*"Forget the former things; do not dwell on the past. See, I am doing a new thing! Now it springs up; do you not perceive it? I am making a way in the desert and streams in the wasteland."*

Isaiah 43:18-19 - NIV

February 2013

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# **THE WOMEN'S MINISTRY MANUAL**

## **LEADERS' GUIDELINES FOR PWOC**

### OVERVIEW OF THE WOMEN'S MINISTRY MANUAL

The title of this operating document is The Women's Ministry Manual –Leaders' Guidelines for PWOC (The Women's Ministry Manual). The Women's Ministry Manual functions as the sourcebook for local PWOCs. This document was developed for use starting spring 2013.

### USING THIS MANUAL

The guidelines in this document are proven to be effective through years of PWOC ministry around the world.

When a President, board member or applicant for office believes there is need for an exception to guidelines written in The Women's Ministry Manual, the president or applicant will make recommendations to the PWOC Chaplain regarding changes. The Chaplain has the authority to make the final decision.

[Note: To be considered a PWOC group, the group should conform to all criteria listed in [Definition of a PWOC](#) on page 6 of this document.

## OVERVIEW OF PROTESTANT WOMEN OF THE CHAPEL

This organization shall be referred to as Protestant Women of the Chapel and abbreviated to PWOC. PWOC is a volunteer organization overseen by the Chaplaincy and designed to help Chaplains minister to women associated with the military, especially those who participate in a military chapel. Every woman who is an active participant in a Protestant military chapel, whether or not she attends PWOC meetings, is considered to be a part of Protestant Women of the Chapel. Although PWOC meetings are generally held at one particular chapel, women of all chapel communities are encouraged to participate in PWOC.

### PWOC Aims

- To lead women to accept Christ as personal Savior and Lord
- To teach women the history, beliefs and programs of the Church, all built on a solid foundation of worship and Bible study
- To develop in women the skills of prayer, evangelism, stewardship and social service, against a background of personal spiritual development
- To involve women in the work of the chapel, in keeping with their abilities and interests

### Use of PWOC Aims

All leaders of PWOC will take the PWOC Aims into account when making all decisions and planning all activities.

### Short Version of Aims for Promotional Uses

- To LEAD women to Christ
- To TEACH women God's Word
- To DEVELOP women's spiritual gifts
- To INVOLVE women in Chapel ministries

### PWOC Motto

"We are workers together for Christ."

### PWOC History

See the Appendix for [Abbreviated History](#) and detailed histories of [PWOC-Europe](#) , [PWOC-USA](#) and [PWOC-International](#).

### PWOC Logo



- This is the primary logo for PWOC. It is a mark that represents the mission, vision, and values of the ministry of Protestant Women of the Chapel all around the world.
- **Turquoise** stands for the presence of God, which brings freedom, refreshment and the life-giving energy of the Holy Spirit. His presence transforms us and enables us to make a difference in the culture in which we live. As we abide in His presence, we are empowered to share the Good News of Jesus Christ to others in need.
- The **Gold Letters and Olive Branch** stand for God's love which is more precious than gold. In Psalm 36:7-9 are these words: *"How precious is thy steadfast love, O God!"*
- The **White Cross** is the symbol of our Christian faith. It is white because that is the color of purity and cleanliness and represents Jesus' nature. The shadow shows the depth of the cross and our ability to enter into the refuge of Jesus.
- **Dark Blue** stands for freedom, which we know as Christians. Jesus died and we are free from sin. Jesus says: *"...you will know the truth and the truth will set you free." John 8:32*

## Authority

The Department of Defense Armed Forces Chaplain Board, consisting of the Air Force, Army and Navy Chiefs of Chaplains and Deputy Chiefs of Chaplains, has authorized PWOC as the official women's ministry of Protestant military chapels. They appointed the Army Chief of Chaplains as their executive agent for PWOC.

PWOC is sponsored by the Army Chief of Chaplains and is recognized by the Chaplain leadership of the Air Force, Navy, Marines and Coast Guard. The Army Chief of Chaplains is vested with ultimate responsibility for the PWOC ministry.

Ultimate responsibility for the local PWOC Board is vested to the Installation/Garrison Commander. He/she normally delegates responsibility for the PWOC Board to the Installation/Garrison Chaplain, and he/she may appoint another Chaplain to act as the PWOC Chaplain for pastoral oversight and advice.

The appointed PWOC Chaplain oversees and guides the PWOC Board and is the authority for the local PWOC group, having final decision-making authority over all activities.

## Definition of a PWOC Group

A PWOC group meets the following criteria:

1. Operates under the oversight of a designated Protestant Chaplain
2. Is the extension of Protestant U.S. military chapel(s) of a military installation designed specifically to minister to women associated with the military
3. Supports and assists the Protestant Chaplains and their ministries
4. Is located on a U.S. military installation
5. Ministers to women by promoting and fulfilling the purpose of PWOC expressed by the four PWOC Aims (See the [PWOC Aims](#))
6. Welcomes women of any Protestant background and from a variety of Protestant military chapel services (Traditional, Gospel, Contemporary, Liturgical, etc.) as well as those who attend church off of the military installation
7. Is led by a board of women that consists of at least two selected officers
8. Uses the Women's Ministry Manual – Leaders' Guidelines for PWOC as its operating sourcebook

## PWOC Funding

Funding for PWOC varies from installation to installation. The process of obtaining funds and the amount of funding the PWOC receives to do ministry is ultimately decided by the Installation/Garrison Chaplain. The PWOC Chaplain works with the PWOC President and Financial Liaison/Treasurer to prepare a yearly budget. When the budget is prepared, the PWOC Chaplain approves the budget and serves as an advocate for PWOC with the funds decision makers. (See *Appendices: [PWOC Finance Questions](#) and [Sample Budget](#)*)

## Resources Made Available to PWOCs

Resources will be available on the Army Office of the Chief of Chaplains Website ([www.chapnet.com](http://www.chapnet.com))

## THE PWOC BOARD

### COMPOSITION OF A PWOC BOARD

1. The composition of the board is based on the needs of the installation; not every installation will have every board position.
2. A full board – known as the Joint Board (or “Board”) – is composed of selected officers and appointed ministry team leaders.
3. The selected officers, who make up the Executive Board, may include the following: President, 1st Vice President-Spiritual Life, 2nd Vice President-Programs, Administrative Coordinator and Financial Liaison/Treasurer.

**Note:** *In start-up or very small PWOC groups, the President may be selected by the PWOC Chaplain and then any other Executive Board officers appointed by the President. Regardless of how they are filled, all of these positions comprise the Executive Board.*

4. The ministry team leaders may include the following (listed in alphabetical order): Historian, Hospitality, Leadership Selection, Outreach/Inreach, Participation, Praise and Worship, Prayer, Publicity, Retreat/Special Events, Titus II Advisor(s), Training Coordinator, Watchcare/PCOC Coordinator, Web/Social Media Manager, Women's Ministry Coordinator(s) and any other deemed necessary by the President and the Board. (See position descriptions below.)
5. When a PWOC cannot or does not wish to fill all of the above positions, the first positions they should fill are President and 1<sup>st</sup> VP Spiritual Life. (See Appendix: [Suggestions for Smaller Boards](#))

**Note:** *A group is not considered to be a PWOC unless it has at least two officers.*  
(See [Definition of a PWOC](#))

### BOARD RESPONSIBILITIES

#### Executive Board Responsibilities

1. Seek God's will and vision for their time in office.
2. Seek to learn, through the Chaplains who pastor the various chapel communities, the perceived needs of the women on the installation and of their chapel communities in particular.
3. Develop and communicate vision for the PWOC based on God's will, the Aims of PWOC, input of the PWOC Chaplain and the perceived needs of the women on the installation.
4. Come to consensus regarding the President's appointments of ministry team leaders.
5. Serve the ministry team leaders and their teams with guidance, assistance and resources, as needed.
6. Recommend actions to the Joint Board for consideration, adoption and execution.
7. Conduct daily business of the PWOC.

## Joint Board Responsibilities

1. Make plans to accomplish the PWOC vision. [Note: Most of the detail planning will be done by the ministry teams and reported to the Board by the ministry team leaders. Major recommendations of the ministry teams will be decided upon by consensus of the Joint Board.]
2. Carry out plans to accomplish the vision.
3. Participate in making decisions regarding PWOC business through the approval/consensus process, each offering her unique perspectives and experiences to the discussion.

## BOARD MEETINGS

*The purpose of board meetings is to present information and make major decisions for the PWOC. (see Appendices: [Board Meetings](#) and [Sample Board Meeting Agenda](#))*

### Executive Board

1. Meet for the first time as soon as possible after their installation
2. Meet throughout their term as needed in whatever format (i.e. on site, telephone, via the computer) is most useful to accomplish the agenda of the meeting,
3. President may choose to no longer have separate executive board meetings once the Joint Board is in place.

### Joint Board

Meets together on site at least once a month on a day and time set by the President.

### Board Decision Making

*When a decision requires the entire board, decisions should be made by the approval/consensus process:*

1. Unanimous approval is defined as full agreement among all board members.
2. Consensus is defined as “general contentment.”
  - Consensus is reached when each board member can be content with the final decision. In other words, a member might be content with a decision even if it's not her first choice.
  - Consensus is not reached when one (or more) board member is adamantly opposed to the decision being made.
3. Approval or Consensus is reached using the following steps:
  - When a decision needs to be made, discussion is invited by the President.
  - When the President deems the discussion is complete, she clarifies the decision then calls for approval of the decision to be made.
  - If unanimous approval is not reached, the President may ask for further discussion, or may clarify the decision again, calling for consensus of the decision to be made.
4. When consensus is not reached, the President may choose one of the following options:
  - a. She may table the decision and ask the board to pray and seek God's direction and timing regarding the issue.
  - b. She may lead the board into a formal voting process whereby a 2/3 majority vote of board members present will rule.



## BOARD TERMS AND TERM LIMITS

Both officers and ministry team leaders serve for one year.

Board members (selected and appointed) may succeed themselves for one consecutive term. However, they should go through the leadership selection/appointment process again. A board member should not serve more than three consecutive terms in any combination of positions. After a one year sabbatical from the board, she may apply for any position. This allows new leaders an opportunity to be involved and give fresh perspective, and it allows leaders a time of restoration and renewal before further service.

### Leaving Office Prematurely

If it becomes necessary for a board member to leave office for any reason, she should submit a letter of resignation to the President and/or the PWOC Chaplain.

When a board member refuses to change behavior inconsistent with Biblical principles, refuses to follow PWOC policies or refuses to be reconciled in conflicts with other board members, the board member may be removed from office by the PWOC Chaplain. If a board member is removed, the PWOC Chaplain should notify the Installation/Garrison Chaplain. (See Appendix: [Matthew 18 Model for Correction and Reconciliation](#))

### Filling Board Vacancies Caused by Resignation or Removal

Positions other than President: The President appoints a successor for any vacancy with the consensus of the board and guidance of the PWOC Chaplain.

Succession of the President: When the office of the President is vacated, the 1st Vice President-Spiritual Life succeeds the President and finishes her term of office. If the 1st Vice President-Spiritual Life is unable to assume the President's duties, the 2nd Vice President-Programs is asked to complete the President's term. If both are unable or do not desire to finish the President's term, the PWOC Chaplain will appoint a successor from recommendations made by the Selected Board.

## PWOC BOARD POSITION INFORMATION

### General Qualifications for All Board Members

1. Confesses Jesus Christ as her Lord and Savior
2. Is devoted to God, dependent on Jesus Christ and led by the Holy Spirit
3. Has an understanding of and appreciation for the diversity of PWOC
4. Is active in her PWOC
5. Is certain of her husband's affirmation and support for her PWOC service, if married
6. Fully supports the Four Aims of PWOC

## General Responsibilities for All Board Members

1. Seeks prayer support regarding her position
2. Seeks God's guidance for fulfilling her duties
3. Reads through the After Action Report (AAR) and the notebook of her predecessor
4. Attends board meetings regularly
5. Maintains a record of ongoing activities in a paper or digital notebook  
(See Appendix: [Keeping a Position Notebook or Electronic File](#))
6. Attends all PWOC trainings, if personal responsibilities allow
7. Becomes familiar with the The Women's Ministry Manual –Leaders' Guidelines for PWOC and local information pertaining to her position
8. Uses the PWOC Aims in decision making and planning
9. Invites and leads a small group of women to accomplish her position responsibilities, as needed, encouraging them to prepare for future leadership
10. Prepares board reports for all meetings (see Appendix: [PWOC Board Meeting Report](#) for blank form)
11. Prepares an Activity After Action Report (AAR) for each major activity she leads  
(See Appendices: [Preparing an After Action Report](#) and [Activity After Action Report](#) for blank form)
12. Gets consensus of the board regarding major decisions, seeking guidance from the President in deciding the difference between major and minor decisions
13. Prepares and submits an AAR upon leaving office  
(See Appendix: [Preparing an After Action Report](#) for blank form)
14. Passes on the position notebook to her successor (See Appendix: [Keeping a Position Notebook or Electronic File](#))
15. Is available to support and assist other board members
16. Works within the Chaplain approved budget for her area of responsibility
17. Works under the oversight of the PWOC President

## SELECTED BOARD POSITIONS

### QUALIFICATIONS SPECIFIC TO SELECTED BOARD OFFICERS

(See [General Qualifications](#) and [General Responsibilities](#) for all Board Members)

1. Is the wife of an active duty service member in any U.S. military component or is a female serving on active duty in any U.S. military component
2. Is active in Protestant military chapel (If questioned, "active" is defined by the PWOC Chaplain.)

**Note:** If a board member's military status changes during her term of office for any reason (ie: retirement, ETS, etc.), **she may complete her tenure** if she can practically fulfill her responsibilities.

## RESPONSIBILITIES OF SELECTED BOARD OFFICERS

### President

*Models servant leadership; leads the board and the PWOC body to seek and do the will of God, personally and corporately*

(See [General Qualifications](#) and [General Responsibilities](#) for all Board Members)

#### To the Chapel Communities

1. Is the official point of contact and representative for PWOC among the Chapel communities
2. Meets with each Chaplain who pastors a chapel community on the installation (as soon as possible after being affirmed by the PWOC body) to discover how PWOC can help him/her minister to the women of that chapel community and to get a recommendation from the Chaplain of a woman who could serve on the PWOC Joint Board and the Parish Council as the chapel community's Women's Ministry Coordinator during the coming year

**Note:** *On larger installations, rather than having the Women's Ministry Coordinators serve on the joint board, the president may choose to form a separate ministry team of Women's Ministry Coordinators and meet with them at least every other month.*

3. Briefs Chaplains who are newly assigned to pastor a chapel community on the installation during her term of office regarding the PWOC/chapel relationship
4. Works with Chaplain pastors to schedule and plan a PWOC Sunday program for each chapel community sometime during her term
5. Officially represents PWOC at the chapel where she participates, and if possible, serves on the Parish Council as the Women's Ministry Coordinator for her chapel community
6. Ensures coordination of the chapel master calendar and facility use with the chapel staff of the chapel where PWOC meets

#### To the PWOC Chaplain

1. Seeks the PWOC Chaplain's vision for the ministry of PWOC and his/her wisdom and advice throughout her term
2. Keeps the PWOC Chaplain informed
3. Invites the PWOC Chaplain to all board meetings
4. Works with the PWOC Chaplain and Financial Liaison/Treasurer to prepare and submit a yearly proposed budget for approval

#### To the Board

1. Prayerfully selects the appointed board members with consensus of the executive board and the guidance of the PWOC Chaplain (See [Appointed Board Positions](#))
2. Leads the board to seek God's will and vision for the PWOC
3. Holds a planning meeting/board retreat early in her term, working with the Administrative Coordinator to complete the details
4. Equips and encourages the board collectively
5. Provides wisdom, guidance and encouragement to each board member on an informal basis
6. Prays for each board member
7. Prepares for and presides at all board meetings seeking to cultivate a loving, open and cooperative environment
8. Communicates regularly with the PWOC Chaplain and all board members about upcoming activities
9. Appoints women to lead special projects, as needed, such as Newsletter, Librarian or Volunteer Hour Coordinator

10. Plans a joint board meeting with the incoming and outgoing boards at the end of her term, during which all AARs are submitted by the outgoing board
11. Has the authority and responsibility to apply the principles in Matthew 18:15-17 to behavior inconsistent with Biblical principles within the board (*See Appendix: [Matthew 18 Model for Correction and Reconciliation](#)*)

**To the PWOC Group**

1. Presides at PWOC meetings
2. Prays for the body of PWOC
3. Communicates vision and leads the participants toward God's plans and purposes
4. Ensures effective communication to all participants in a timely manner

**To Other PWOCs in Geographic Proximity**

1. Connects with other PWOC Presidents in order to share resources
2. Coordinates with other local groups to plan for Leadership Development training
3. Invites other PWOC's to retreats and events that her PWOC is planning

## 1st Vice President--Spiritual Life

*Prayerfully selects Bible studies and Bible study leaders; trains, equips and encourages the Bible study leaders*

(*See [General Qualifications](#) and [General Responsibilities](#) for all Board Members*)

1. Assumes the office of the President, if it becomes vacant before the end of the term
2. Researches and selects Bible studies using the yearly theme (if available) and four Aims according to the needs of the women (*See Appendix: [Theme Development for PWOC](#)*)
3. Prayerfully selects leaders for Bible studies (*See Appendix: [PWOC Bible Study Leaders](#)*)
4. Proposes selected Bible studies and leaders to the board and Chaplain for approval
5. Estimates quantity of materials and submits orders, working within budget constraints and chapel guidelines
6. Coordinates with the President to schedule meeting times and facilities for Bible studies
7. Plans training opportunities for Bible study leaders as needed (*See Appendix: [Bible Study Leader Training](#)*)
8. Meets with Bible study leaders one-on-one and in meetings for feedback, encouragement and support
9. Provides or arranges for devotions at regular meetings and, as requested, at board meetings and program meetings
10. Assumes the duties of the Prayer ministry team leader, if the position is vacant
11. Seeks wisdom and guidance of the President and keeps her informed

## 2nd Vice President--Programs

*Plans and executes programs in line with the yearly theme for the spiritual growth and enrichment of PWOC participants and their guests.*

(*See [General Qualifications](#) and [General Responsibilities](#) for all Board Members*)

1. Plans the year's programs taking into account the yearly theme (*See Appendix: [Theme Development for PWOC](#)*), the [Four Aims of PWOC](#), the needs of the women of the PWOC and budget constraints (*See Appendix: [PWOC Programs](#)*)
2. Submits program plans to the board
3. Utilizes local talent and other resources in varied program formats
4. Coordinates all aspects of each program with the appropriate board members (President, Spiritual Life, Hospitality, Praise and Worship, Participation, etc.)

5. Works closely with Publicity and the Women's Ministry Coordinators to ensure that women of all installation chapel communities are invited and welcomed to Programs
6. Plans the installation ceremony for incoming board members (See Appendix: [Sample Installation Ceremony](#))

### Administrative Coordinator

*Coordinates communication within and for the PWOC community; coordinates all arrangements for board meetings and other board events (such as the board retreat) under the guidance and direction of the President.*

(See [General Qualifications](#) and [General Responsibilities](#) for all Board Members)

1. Takes and maintains detailed notes of all board meetings
2. Provides detailed notes to board members one week prior to board meeting for review
3. Notifies all board members of upcoming board meetings and scheduled activities
4. Handles correspondence as directed by the President
5. Assists President with administrative details of carrying out meetings and events for which the President is responsible
6. Maintains a current Board Member roster
7. Assists the President in collecting contact information for PWOCs in geographic proximity
8. Completes any requested reports, submits them to the President for review and approval, then sends them to the requestor

### Financial Liaison/Treasurer

*Coordinates financial transactions for the PWOC in accordance with local regulations under the guidance of the Chapel Fund manager*

(See [General Qualifications](#) and [General Responsibilities](#) for all Board Members)

**Note:** Fund procedures at each installation can vary greatly. It is imperative that the Financial Liaison, President and the PWOC Chaplain meet to discuss the responsibilities of the Financial Liaison.

1. Works with the President and the PWOC Chaplain to understand the installation's funding policies and to learn the fund request procedures (See Appendix: [PWOC Finance Questions](#))
2. Informs the board members of the procedures they should follow for submitting fund requests
3. Manages fund requests and purchase orders

**Note:** It is strongly encouraged that every purchase request and reimbursement payment request be submitted through the Financial Liaison in order to ensure fiscal responsibility and clarity with chapel staff. The Financial Liaison then submits the request to the chapel fund for approval.

4. Keeps the board informed of PWOC's financial standing
5. Works with the President to compile a PWOC budget for the year and submits the proposed budget to the PWOC Chaplain for approval
6. This position may be called Financial Liaison if she is not responsible for the funds directly. This position may be called Treasurer if she actually handles funds.

## APPOINTED BOARD POSITIONS

### QUALIFICATIONS SPECIFIC TO MINISTRY TEAM LEADERS

(See [General Qualifications](#) and [General Responsibilities](#) for all Board Members)

Is a valid ID card holder with access to the military installation

**Note:** If a ministry team leader's relationship with the military changes during her term of office for any reason, **she may complete her tenure** if she can practically fulfill her responsibilities.

### RESPONSIBILITIES OF APPOINTED MINISTRY TEAM LEADERS

(in alphabetical order)

#### Historian

*Provides an historical record of the PWOC year*

(See [General Qualifications](#) and [General Responsibilities](#) for all Board Members)

1. Takes photos at PWOC activities
2. Creates photo album, scrapbook or digital archive of photos
3. Maintains historical records and displays them as appropriate

#### Hospitality

*Provides for the fellowship needs of the PWOC*

(See [General Qualifications](#) and [General Responsibilities](#) for all Board Members)

1. Ensures set-up and clean-up of meeting room, refreshments, etc.
2. Schedules refreshments for each regular meeting, as needed
3. Coordinates with the 2nd Vice President-Programs to plan for refreshments and decorations for programs
4. Arranges for necessary supplies
5. Fosters a friendly welcoming environment at PWOC activities

## Leadership Selection

*Seeks qualified candidates for the selected board positions in accordance with the “[Leadership Selection Process](#)”*

*(See [General Qualifications](#) and [General Responsibilities](#) for all Board Members)*

1. Prays often and regularly regarding future leaders for the PWOC
2. Is constantly looking for leadership qualities in the women who participate
3. Oversees the leadership selection process for selected board officers, following the “Leadership Selection Process” guidelines
4. Is familiar with the “General Qualifications For All Board Members” the “Qualifications Specific to Selected Board Members”, the “General Responsibilities of All Board Members” and the responsibilities specific to the selected board positions
5. Forms a team of three to five women (including self) with the approval of the President
6. Invites the PWOC Chaplain to serve on the team

## Outreach/ Inreach

*Coordinates ministry projects to meet needs in the community (Outreach) and within the PWOC body (Inreach)*

*(See [General Qualifications](#) and [General Responsibilities](#) for all Board Members)*

1. Prays over, plans, coordinates and evaluates outreach and inreach projects
2. Works closely with the Women's Ministry Coordinators to determine how PWOC might be able to serve the various chapel communities
3. Presents projects to the board for consensus
4. Oversees the projects
5. This ministry team leader position could be divided into two: Inreach and Outreach

## Participation

*Welcomes participants and newcomers to PWOC meetings and fosters a sense of belonging*

*(See [General Qualifications](#) and [General Responsibilities](#) for all Board Members)*

1. Keeps up-to-date information on participants, maintains and distributes the roster according to local guidelines and confidentiality requirements (See Appendix: [Privacy Act Statement](#))
2. Maintains attendance records
3. Introduces newcomers to the PWOC
4. Provides name tags for participants, newcomers and guests
5. Keeps supply of PWOC pins and provides President with information for awarding pins, if the group presents pins
6. Keeps participants connected by acknowledging important events/dates such as birthdays, anniversaries, etc.
7. Works to provide a positive first impression for visitors
8. Forms a greeting team to interact with newcomers

## **Praise and Worship**

*Leads women in seeking God and exalting His name in times of corporate worship*

*(See [General Qualifications](#) and [General Responsibilities](#) for all Board Members)*

1. Prayerfully selects music and scripture for weekly meetings and monthly programs as needed, keeping in mind the various worship styles and denominational backgrounds of the women in attendance (contemporary, gospel, liturgical, etc.)
2. Ensures the chapel has a CCLI license and creates slides or copies of song lyrics in compliance with CCLI license regulations
3. Uses a variety of ways to lead the women in worship (i.e. drama, dance, sign language, etc.)
4. Coordinates with chapel staff for using AV equipment

## **Prayer**

*Prays and teaches the women to pray*

*(See [General Qualifications](#) and [General Responsibilities](#) for all Board Members)*

1. Prays for PWOC, the PWOC Chaplain and the board
2. Contacts the Women's Ministry Coordinator of each chapel community regularly, asking them if there are any prayer requests for the chapel community and then prays accordingly
3. Leads corporate prayer at PWOC meetings, modeling various methods of prayer
4. Plans and oversees prayer vines, prayer partners, prayer groups and prayer events, as needed
5. Keeps prayer requests confidential when individual women request prayer
6. 1st Vice President-Spiritual Life assumes these responsibilities when this position is not filled

## **Publicity**

*Publicizes PWOC events in the chapel and community*

*(See [General Qualifications](#) and [General Responsibilities](#) for all Board Members)*

1. Coordinates with other board members to publicize PWOC activities
2. Works closely with the Women's Ministry Coordinators to ensure that every chapel community is receiving relevant information about PWOC activities
3. Follows installation and chapel guidelines in creating and distributing publicity releases
4. For clarity, spells out "Protestant Women of the Chapel" on all publicity releases
5. Works closely with Website/Social Media Ministry Team Leader to ensure all publicity information is posted in a timely manner
6. In the absence of a Website/Social Media MTL, those responsibilities may fall to the Publicity MTL



## Retreats/Special Events

*Coordinates activities for one-day events as well as overnight and weekend retreats/conferences*

*(See [General Qualifications](#) and [General Responsibilities](#) for all Board Members)*

1. Plans all details of the retreats and events (such as speaker, location, schedule, supplies etc.) within budget guidelines
2. Works closely with the Women's Ministry Coordinators to ensure that the women from all chapel communities are invited to attend all retreats and special events
3. May collaborate with other PWOC's in geographic proximity to combine efforts in planning joint events
4. Works within guidelines to submit contracts

**Note:** *The Retreats/Special Events Coordinator has **NO** authorization to sign any contract.*

## Titus II Advisor

*Serves as an advisor to the PWOC board bringing spiritual insight and maturity, strength of character, sound judgment, wisdom and a heart for the ministry of PWOC [The President may appoint up to three Titus II Advisors, as needed.]*

*(See [General Qualifications](#) and [General Responsibilities](#) for all Board Members)*

1. Prays for the board and body of PWOC
2. Reminds those she advises that their priorities to God and their families take precedence over PWOC responsibilities
3. Advises the PWOC President and board
4. Leads and teaches the women of PWOC as requested by the President
5. Prayerfully intervenes in sensitive situations, conflict resolution and behavior inconsistent with Biblical standards

**Note:** *This position title is taken from Titus 2:3-5 and is a true advisory position, not simply an honorary position given based on military rank or position*

## Training Coordinator

*Coordinates leadership training and resources for PWOC*

*(See [General Qualifications](#) and [General Responsibilities](#) for all Board Members)*

1. Works closely with the PWOC Chaplain, Director of Religious Education (DRE), PWOC President and other board members to plan and coordinate leadership training events
2. Plans and coordinates at least one annual all-day Leadership Development event targeting incoming board members
3. Invites all PWOC women to training events in order to develop new leaders
4. Provides for continuing leadership training throughout the year, by sharing relevant resources with the board (via e-mail, Facebook, in person, at a board meeting, etc.).
5. Familiarizes herself with a variety of books, websites, and other resources having to do with leadership development

6. Seeks out relevant material and formats to meet the leadership needs of their installation (workshops, whole-group, small groups, DVD-driven, guest trainer, or a combination of approaches)
7. Invites other installations to participate in training
8. Honors copyrights on leadership materials

*Note: If this board position is not filled, the PWOC may seek to join nearby PWOC's training events.*

### **Watchcare/ Children's Ministry/ PCOC (Protestant Children of the Chapel)**

*Ensures that the needs of the children of PWOC participants are met during PWOC activities and/or maintains the relationship between PWOC and Watchcare/Nursery or ministry providers*

*(See [General Qualifications](#) and [General Responsibilities](#) for all Board Members)*

1. Works within installation and chapel guidelines to provide care for the children, which may include locating and/or providing ministry curriculum for children
2. Keeps PWOC informed about PCOC/Watchcare/Nursery regulations, requirements and needs
3. Coordinates expressions of appreciation to Watchcare/Nursery providers and PCOC teachers

***Note:** This person may also be a children's ministry coordinator, depending upon the PWOC Chaplain and/or the military branch of the local PWOC.*

### **Website/Social Media**

*Manages and maintains a PWOC web presence per Chaplain guidelines*

*(See [General Qualifications](#) and [General Responsibilities](#) for all Board Members)*

1. Posts information/resources from the PWOC board members and other appropriate contributors to the web (website, blog, Facebook, etc.)
2. Works closely with Publicity to ensure that all necessary information is disseminated properly
3. Uses grammatical and editorial skills to ensure quality of information posted
4. Works with the PWOC Chaplain to ensure the website meets all appropriate military standards
5. Provides instruction on how to submit information for use on the web
6. Keeps information and design current and regularly posts updates
7. Plans future developments for the web and carries out approved plans
8. Works under the oversight of the President to determine if potential web content is appropriate

## Women's Ministry Coordinator(s)

*Acts as the liaison between PWOC and her chapel community, especially at larger installations with multiple chapel services.*

*(See [General Qualifications](#) and [General Responsibilities](#) for all Board Members)*

1. May serve as a PWOC representative on the Parish Council of her chapel community at the request of the President and the Chaplain pastor
2. Works closely with her Chaplain pastor and appropriate PWOC board members to ensure free flow of information between her chapel community and PWOC
3. Works under the oversight of the President

**Note:** *The President may appoint as many Women's Ministry Coordinators as needed to represent all Protestant congregations on the installation. A Women's Ministry Coordinator may also serve in any other board position.*

## LEADERSHIP SELECTION PROCESS

*Note: Because the leadership selection process is vital to the successful operation of PWOC, the following section gives detailed instruction for selecting leaders.*

Leadership selection is the key to a healthy, successful PWOC group. Therefore, it is imperative that the current board and the Leadership Selection Team (LST) seek God's will regarding future leadership for PWOC, rather than following their own desires and choices. During the selection process, every effort is made to ensure that women accepting these positions are both competent and called to fulfill the corresponding responsibilities, and that they understand the time commitment involved.

### Overview of the Selection Process

A leadership selection team (LST) (that may include the PWOC Chaplain) is formed to prayerfully select and recommend a slate of officers for the next year. The team informs the PWOC body of the process and, over a period of time, meets to pray. Those who wish to be considered for selection to an office of the Executive Board submit a Request for Consideration form to the LST (See Appendix: [Request for Consideration for PWOC Executive Board](#)). The LST Leader contacts all references provided on the form. At the appropriate time, the LST conducts interviews with all applicants. The LST then prayerfully deliberates to select a slate of officers. The LST Leader presents the slate of officers to the PWOC Chaplain for approval. Then she presents the slate of officers to the PWOC body at a general meeting for their affirmation. The new officers are then installed at the final spring PWOC meeting.

As a courtesy to the current board, the slate may be presented at a board meeting prior to the presentation to the body.

Note: Affirmation in this instance is not a vote, but a confirmation of the decision already made by the LST and the Chaplain. Affirmation is shown by a sign, usually applause, that the PWOC body is in agreement with the decision made.

## The Leadership Selection Team (LST) Leader

The LST Leader is appointed by the PWOC President with consensus of the Executive Board as soon as possible after the President's installation. She is an active member of the Joint Board through the entire term of office. From the time she is appointed, she begins praying and "scouting" for future leadership. As she participates in activities and board meetings throughout the year, she does so with future leadership in mind.

The LST Leader may not be considered for a selected office on the Executive Board she is helping select. She may, however, accept appointment as a Ministry Team Leader on the Joint Board.

## The Leadership Selection Team

The LST Leader prayerfully chooses and asks two to four other women to serve on the selection team with the President's approval. These women should be mature Christians and have a heart for PWOC. They will become the team leader's prayer partners regarding the selection of the next Executive Board. They will meet regularly to pray, prepare and do the work of leadership selection.

**Note:** *The current president may neither serve on nor influence the LST's decisions.*

**Note:** *No woman who is being considered for a selected office may serve on the LST. If a woman serving on the LST concludes that she should apply for a selected office, she should resign from the LST before she submits her application to the selection team. The LST Leader then asks another woman to join the LST.*

The LST Leader also invites the PWOC Chaplain to serve on the committee. The degree to which he/she participates in selection team activities is the Chaplain's choice. The Chaplain may choose to participate in all gatherings of the LST, participate only in the interview process or not participate except to approve the slate selected by the committee. Regardless of the degree of the Chaplain's participation, the LST Leader will report to the Chaplain regularly regarding the work and progress of the LST.

## Confidentiality of the Leadership Selection Process

All members of the LST must keep all applicants' information and deliberations confidential. After installation of the new officers, the LST Leader will shred and dispose of all the applicants' paperwork.

## Timeline for Leadership Selection

The timeline begins when the LST Leader has been appointed and ends when the new Executive Board is installed. (See Appendix: [Leadership Selection Timeline](#))

## Applicant Interviews

1. Plan on 30 minutes for each interview.
2. Schedule a gap of time between interviews to ensure privacy of applicants as they enter or leave.
3. Open and close each interview with prayer.
4. Give all team members opportunity to ask the applicant a question, keeping the interviews as informal and as comfortable for the applicants as possible. It isn't necessary for each LST member to question each applicant.
5. Give the applicant an opportunity to ask questions of the committee.
6. Consider having a person available outside the room to pray privately with the applicant before the interview and to pray for the LST during interviews. This person will also maintain confidentiality.
7. Discuss applicant's qualifications after she leaves the room.

## **LST Deliberations**

1. Open deliberations in prayer.
2. Deliberations are confidential.
3. Strive for unanimity for each position.
4. After all interviews have been completed, ask each member to write the slate.
5. Tabulate the results and present it to the team. Often, at least one position will have a unanimous result.
6. Pray.
7. Ask the team to write the remaining slate.
8. This process may be repeated several times.
9. There may be discussion between the tallies.
10. It is vital for each member to seek God each time before writing the slate.
11. Trust God to make His will known.

## **Decision Notifications**

1. The LST leader will notify each applicant in person, when feasible.
2. The leader may have another team member or the Chaplain accompany her.
3. Notify the selected position applicants and, if selected for a position for which they did not originally seek, give an appropriate amount of time to seek the Lord before accepting or declining.
4. The goal is to provide encouragement for those selected and comfort and encouragement for those not selected.
5. If an applicant declines a position, the team repeats the deliberation process for that particular position.
6. The team may conduct another interview session but is not required to.

## **When Selected Officer Positions Are Not Filled Before Installation**

Positions other than President: The new President seeks input from the Leadership Selection Team Leader and the PWOC Chaplain regarding possible applicants and then prayerfully appoints a woman for any vacancy with the consensus of the Executive Board and the PWOC Chaplain.

When a President is not selected: The Leadership Selection Team Leader notifies the PWOC Chaplain who may appoint a President or encourages continued prayer and deliberation.

## TRANSITION FROM ONE BOARD TO THE NEXT

The current board continues conducting the business of PWOC through the end of the Spring semester, including weekly meetings, board meetings and other activities. Any questions regarding current PWOC activities and policies should be directed to the current board. During the period of time between affirmation by the PWOC body of the new officers and their installation in May, the current board members make themselves available to the new board members to answer questions and instruct them upon request.

After they have been affirmed by the PWOC body in late March, the new Executive Board members begin preparing and training for their positions. They attend any leadership training scheduled at their PWOC, or possibly at a nearby PWOC. The new President begins the process of appointing new Ministry Team Leaders. The newly selected Executive board begins meeting soon after affirmation to pray together, build relationships, discuss and affirm Ministry Team Leaders and begin planning.

A joint board meeting should be held prior to installation; the outgoing president presides over this meeting. If possible, After Action Reports and continuity books should be passed on to the incoming board at this time.

## MINISTRY TEAM LEADER APPOINTMENTS

Because of her attention to leadership potential throughout the year, the leader of the LST may make Ministry Team Leader recommendations to the new President. However, the President makes the final decision regarding all appointments of Ministry Team Leaders with the consensus of the Executive Board and the approval of the PWOC Chaplain.

## **APPENDICES**

## ABBREVIATED HISTORY OF PWOC

*With the advent of dependents in the European commands in the early 1950's, women's organizations made their appearance in the chapels of USAREUR (US Army Europe). In 1952, the Nuremberg Post formed a group called "Protestant Women of the Chapel" becoming a forerunner of what would soon become PWOC-Europe. In 1955, CH Edwin Kirtley, USAREUR Chaplain, called for women in all chapels to form PWOC groups. He invited leaders of all women's groups in the European Theater chapels to a training and organizing conference in October 1955. One hundred and fifty women attended that conference and in those few short days, these women put together the basic organization that prevails today in PWOC.*

*In 1989, at the 34th Annual Leadership Training Conference in Germany, Chaplain Herbert M. Goetz, PWOC-Europe Navy Advisor, invited attendees who would be leaving Europe that summer to meet to discuss a "Vision of Connecting of PWOC". From that meeting, Chaplain Goetz and 11 women volunteered to organize the concept of developing "PWOC-America." They found that the desire to build a PWOC network among U.S. military chapel communities was very strong for the following reasons: to provide continuity of discipleship for those women who chose to worship in stateside chapels; to provide a strong, Christ-centered bridge between women in the U.S. and foreign U.S. military chapel communities; and to retain the momentum of faith building, prayer, evangelism, stewardship, teaching and community service nurtured in military chapel communities outside the states. On January 9, 1991 the establishment of PWOC-USA was unanimously endorsed during the 235th meeting of the Armed Forces Chaplains' Board in Washington DC.*

*In April of 2004, at the request of Army Chief of Chaplains (MG) David Hicks, ministry realignment committees were set up to examine how chapel auxiliaries (namely PWOC and its Catholic counterpart, MCCW) could be realigned to meet the challenges presented by the realignment of military forces worldwide. As a step toward the realignment, PWOC-USA and PWOC-Europe shared a 2005-2006 theme to celebrate PWOC's 50th Anniversary: "We are Workers Together for Christ." The women of the six regions that comprised PWOC-USA and the women of PWOC-Europe transitioned into one body on April 24, 2006, as PWOC Europe installed its first Regional President and the PWOC-USA board transitioned into service as the first international Board. "Unity to Let the World Know," from John 17:23 was selected as the first International theme for 2006-2007. Over 1000 women attended the first International Conference in Virginia Beach in October of 2006.*

*In December of 2012, the Army Chief of Chaplains reorganized all chapel auxiliaries, including PWOC, to operate solely at the local installation level under the authority of the local Chaplain. The PWOC International Board and all nine Regional boards (Europe, Korea, Japan, Northeast, Southeast, Central, West, Hawaii and Alaska) decentralized on February 28, 2013. At that time, over 130 local PWOC groups existed at U.S. military installations (Army, Air Force, Navy, Marines and Coast Guard) around the globe.*

*PWOC functions under the authority of the Chaplaincy. The ministry is designed to help Chaplains minister to women associated with the military, especially those who participate in a military chapel. This mission remains unchanged. We retain our proud history and focus. As we move forward, we honor our past and anticipate our future. Our God is faithful!*



## HISTORY OF PWOC-EUROPE

### **The First Thirty Years**

*With the advent of dependents in the European commands in the early 1950's, women's organizations made their appearance in the chapels of USAREUR. They had various names in various places, but in 1952, the Nuremberg Post formed a group called "Protestant Women of the Chapel" becoming one of the first embers of the fire that would become PWOC-Europe.*

*In 1955, many other embers were added as Ch. Edwin Kirtley, USAREUR Chaplain, called for women in all chapels to form PWOC groups. He invited leaders of all women's groups in the European Theater chapels to a training and organizing conference 3-7 October 1955, at the Alpine Inn Retreat Center in Berchtesgaden. One hundred and fifty women attended that conference and the ember burst into flame.*

*In those few short days, these women put together the basic organization that prevails today in PWOC. Area Councils were set up along Army command lines. NACOM, HACOM, WACOM, SACOM, COMZ and Berlin appeared as PWOC Area designations throughout its early history.*

*Less than 3 weeks after the conference, Giessen made history as the first Chapter to apply for a PWOC charter. Although urged to take the name 'Protestant Women of the Chapel' as the local moniker, many Chapters were chartered under such names as Protestant Women's Fellowship (Berlin), Chapel Women's Guild (Turley Barracks), and Protestant Women's Auxiliary (Darmstadt). The next few years saw many firsts: November 13, 1956 - first Leadership Selection Committee appointed; July 24, 1956 - constitutional revision committee appointed; October 1957 - first availability of PWOC Pins; November 5, 1957 - first constitutional amendment; May 19, 1958 - handbook distributed.*

### **Rally Tours**

*One of the highlights of the early years was the "Rally Tour" begun in 1956. During September and October, well known speakers (usually brought in from stateside and various European Executive Council members) toured the PWOC Areas, usually spending one day speaking at each location. A typical early Rally Tour included 2 stops in Italy, 10 in Germany and 4 in France (1959). The longest Rally Tour, in 1962, consisted of 28 stops including rallies in England, Scotland, Morocco, Spain, France, Germany, Italy and Berlin. Later tours also provided rallies in Libya (1963), Turkey (1965), Greece (1967), Norway (1970), Crete (1972), and Brunssum, Holland (1972).*

*Rally tour attendance (between 1,297 in 1956 and 3,427 in 1961) showed that many women were reached by this program, but the most memorable attendance figure was that of 1958: 1958 attendees. Rally tours began to decline in the mid-70's with some Areas deciding to obtain their own speakers and finally financial pressure put an end to the tours in 1978.*

### **Training Conference**

*A cornerstone of the European PWOC organization was the Training Conferences. Beginning with that first conference in Oct. 1955 through Spring 2012 there was an unbroken chain of these events. Early conferences often had several speakers and only four to eight class offerings. Later tendencies have been to reduce the number of speakers to one and offer an ever-increasing array of classes.*

*As early as 1960, after two years of 350 attendees at Training Conference, the attendance increased dramatically to 457 delegates representing 125 Chapters, an increase that held through the 1960's. In 1970 attendance decreased to 369 from 135 Chapters, and for the years in the 70's in which statistics are available, stayed in the 300's. 1980's attendance again jumped into the 400+ range. With force restructuring, attendance went back down into the 300s after year 2000.*

*The cost of an early conference (1961) for room and board from dinner Monday evening through breakfast on Friday was discovered in the files: \$17.85 for officer dependents and \$13.85 for enlisted dependents. Rooms with bath - extra charge.*

### **Theme and Hymn**

*The first "Themes and Hymn" were chosen for the Training Conference and were only later extended to include the entire year. The theme of the first conference (Oct. 1955) "We Are Workers Together for Christ" was selected for use at the Second Annual Training Conference (May 1956) as well, and words and music for a song were written by one of the conferees. This song was used for one more year with the addition of a chorus and the "We Are Workers Together for Christ" motto was added to the PWOC emblem, (designed in 1957 by the Darmstadt Chapter) memorializing the first theme with every wearing of the PWOC pin and use of the emblem.*

*Chapters were first asked to submit theme suggestions in 1959. "That All May Know Him" which was submitted by Ansbach, was chosen from those first suggestions. Numbers of submissions to the theme and hymn committee varied from year to year but 1961 by far wins the prize for the largest number when 200 suggestions were sent. England's entry "Kneel to Pray - Rise to Serve" was selected.*

### **Worship & Study**

*Several years after the inception of the Training Conference another annual gathering was to join it. Billed as "perhaps the most important event of the PWOC year" in 1963, the Worship & Study Institute made its debut on the PWOC calendar and found a permanent place on the roster of yearly events. Lectures, workshops and both morning and evening worship services characterized the first Worship & Study Institute held at the Alpine Inn in Berchtesgaden with 130 women in attendance. The early Institutes were run almost entirely by the Chaplain Advisors and Retreat House Chaplain who also selected the speakers. In 1971, a change in that policy had PWOC women taking a much more active role both as leaders and as resource persons. In 1975, the Worship & Study Retreat move to the Berchtesgadener Hof so that additional women might attend. Attendance had climbed from a low of 55 (1971) to 318 in 1977 and local German hotels in the Area of the Hof had to be used to house the overflow. Two years later the Worship & Study Retreat was divided into two one-week conferences still in the Feb.-Mar. time frame to allow for the over 400 people wanting to attend. The decision was made in 1981 to return to a single weeklong conference, to hold it in November at the General Walker Hotel and to house overflow at the Hof. Nineteen Eighty-two became a banner year for Worship & Study as plans for the two one-week retreats in February drew to successful conclusion and plans for the "new" November conference got underway.*

*Not only did timing and place change over the years, but also the format grew and developed along with the changing needs of PWOC. As "Institute" was replaced by "Retreat" in the conference title and 400+ attendees replaced 150 or fewer, the emphasis changed from carrying out formal "worship" and "study" to one of conference and retreat; of whole groups listening and praising contrasted with gatherings of 2 or 3; or even just the chance to be alone.*

### **Organizational History**

*Although the history of the individual events in the PWOC annual roster has generally flowed smoothly, the history of the organization has not always been one of steady growth or development. All through the late 1950's and early 60's growth was rapid and continuous. New Areas such as Spain-Morocco (1961), United Kingdom (1961) and Middle East (Turkey/Greece/Crete) (1965) were being added and remote Chapters such as Oslo, Norway; Tripoli, Libya; Copenhagen, Denmark; Peshawar, Pakistan and Asmara, Ethiopia were joining as well. Occasional changes in commands caused disruption as PWOC adjusted Area boundaries to conform.*

*In 1960, the Air Force and Army PWOC decided to unite as one organization. USAREUR Council of PWOC then became known as Region Council (later renamed European Council). Neither did the Air Force move slowly in making its presence felt for in 1961 the first Air Force wife was selected European President. Although the Navy did not become active in an Advisory capacity or financially at this time, Navy Chapters, too, were welcomed to the ranks of the PWOC-Europe.*

*By 1961, 480 delegates to the Training Conference represented 161 Chapters scattered over a wide expanse of the European continent and beyond and in 1962 PWOC membership was estimated at 7000. But beginning in 1965, lights began to go out as bases in United Kingdom and Spain closed. The avalanche came in 1967 when all of France went dark as DeGaulle withdrew his country from NATO. Morocco and Libya became too dangerous for dependents as did Pakistan, and PWOC's far-flung witness was forced to shrink measurably. But all was not lost. In 1967, Sigonella, Sicily joined the PWOC ranks and the Italy Area.*

### **Area Activity**

*Areas became active both in sponsoring events and in combining, splitting and reorganizing. In 1969, at the suggestion of the Region Council, Spain began holding an annual Retreat/Training Conference for its Chapters. The United Kingdom (U.K.) formally withdrew from participation in the Berchtesgaden Conferences in 1980 due to the escalating cost of transportation and also instituted their own Training Conference/Retreat with the Region Council's support and encouragement.*

*Willing to experiment and improve the organization, the Region Council decided in 1971 to combine the Middle East Area (Turkey/Greece) with Italy to form the Mediterranean Area. But this experiment did not work and the Mediterranean Area was divided into Italy and Middle East once again the following year. Four years later Middle East was further split into Turkey and Hellenic Areas due to the difficulty of travel between Greece and Turkey. In another major shuffle in 1976, Bremerhaven Chapter joined the Berlin Area and Oslo, Norway joined the U.K. The following year Hessich-Oldendorf Chapter was added to Berlin and Oslo was taken from the U.K. and joined to the Berlin Area. In 1979, two years later, Bremerhaven and Hessich-Oldendorf formed Nord Deutschland District. The disposition of Norway was left to a later date when it was returned to U.K. Other changes, though many, were much more minor and much more permanent. One successful combination was that of the Netherlands and Belgium Chapters forming the Benelux Area in 1976.*

*The drawdown continued to take its toll on bases throughout Europe. The PWOC Areas were re-aligned to conform to USAREUR Area Support Groups in the 1990's. Many Chapters were de-activated due to closure of chapels on military installations.*

*In 2005, the 104<sup>th</sup> East and West merged into one Area, and a significant drawdown in Europe began. Throughout the years from 2005-2007 many chapters closed due to base closure. Giessen, the first PWOC Chapter, closed on April 24<sup>th</sup>, 2007 after 52 years of operation.*

### **Other items of note**

- *In the 1978-80 time frame, a devotional publication was undertaken featuring devotions written by the ladies of PWOC. Very successful, it went through several printings.*
- *When the Worship & Study Retreat was expanded to two consecutive, identical, five-day programs, it initiated a new Region Council position of Worship & Study Coordinator. The office stayed when the conference reverted back to a one-week event.*
- *Another office, Financial Secretary was added in 1983; this was discontinued in 1994 when the financial structure was streamlined within the Chaplain's Headquarters. This position was then re-added in 2001*
- *The Worship & Study Retreat moved from Berchtesgaden to Willingen in 1986 due to the increasing numbers attending the conference and renamed Worship & Study Conference.*
- *In 1988:*
  - *The PWOC flag flew during the Worship & Study Conference*
  - *The State Night Banquet was an annual event*

- *An active duty woman served on the Region Council*
- *The Annual Training Conference was moved to Sonthofen.*
- *The 1989 Heart & Hand revision reflected the directive that all selected officers, at all levels be valid I.D. cardholders and active participants in a military chapel.*
- *In 1990:*
  - *the 35th birthday of PWOC in Europe,*
  - *the first International Reunion conference in St. Louis, Missouri*
  - *The build-up leading to Desert Storm began a scale down of US Forces in Europe, which brought about many changes in the military and in PWOC Areas.*
  - *The PWOC logo was officially offered for the first time in 1990 as a cross-stitch pattern; a practice that caught the imagination and eye of the women.*
- *For the first time in PWOC history, 1991 saw five European Council members from the U.K., including the President and a Navy spouse as Secretary.*
- *In 1994, the Annual Training was done at the Area level. It was decided to reinstate the training at the European level in 1995.*

## PWOC Europe's History of Themes

1955–56 — <i>We are Witness of These Things</i>	1981–82 — <i>Behold Your God</i>
1957–58 — <i>Come Learn, Go Serve</i>	1982–83 — <i>To God Be the Glory</i>
1958–59 — <i>Women and Christian Citizenship</i>	1983–84 — <i>Be Ye Holy</i>
1959–60 — <i>That All May Know Him</i>	1984–85 — <i>Trust and Obey</i>
1960–61 — <i>So Send I You</i>	1985–86 — <i>Great is Their Faithfulness</i>
1961–62 — <i>Kneel to Pray, Rise to Serve</i>	1986–87 — <i>His Grace is Sufficient</i>
1962–63 — <i>Walk in His Light, Serve in His Strength</i>	1987–88 — <i>Joy in the Lord; Jn 15:9–11</i>
1963–64 — <i>Faith to Venture, Love to Fulfill</i>	1988–89 — <i>Blessed Assurance; Gen 9:13; Rom 8; Mk 1:10; 2 Cor 1:21–22</i>
1964–65 — <i>Join Hands in Service, Hearts in Love</i>	1989–90 — <i>He is My Shepherd</i>
1965–66 — <i>Reach Outward – Grow Upward</i>	1990–91 — <i>Christ Our Hope</i>
1966–67 — <i>My Heart, an Altar — Thy Love, the Flame</i>	1991–92 — <i>He is Lord; Ex 40:34</i>
1967–68 — <i>Know Him and Make Him Known</i>	1992–93 — <i>God's Perfect Peace; Isa 26:3</i>
1968–69 — <i>For Such a Time as This</i>	1993–94 — <i>Glorify Thy Name; Heb 12:2, Ps 148:13, Rev 19:16</i>
1969–70 — <i>Lord, Begin with Me</i>	1994–95 — <i>Embrace the Cross; Phil 3:7–8</i>
1970–71 — <i>Be Still and Know</i>	1995–96 — <i>Stand on His Word; Isa 40:8</i>
1971–72 — <i>Be Doers of the Word</i>	1996–97 — <i>Exalt the King; Phil 2:9–11</i>
1972–73 — <i>See Ye First the Kingdom of God</i>	1997–98 — <i>Make Me a Servant; 1 Sam 12:24</i>
1973–74 — <i>Gather to Learn, Scatter to Teach</i>	1998–99 — <i>Ambassador's for Christ; 2 Cor 5:19–20</i>
1974–75 — <i>All Things are Possible</i>	1999–2000 — <i>Worthy is the Lamb; Rev 5:12</i>
1975–76 — <i>United in Christ's Love</i>	2000–01 — <i>Walk in the Light; 1 John 1:7</i>
1976–77 — <i>Joy is Serving the Lord</i>	2001–02 — <i>The King is Coming; Ps 24:9</i>
1977–78 — <i>Walk with the Lord</i>	2002–03 — <i>Our Unshakable Foundation; Lk 6:48</i>
1978–79 — <i>Not I, But Christ</i>	2003–04 — <i>Abide in the Vine; Jn 15:5</i>
1979–80 — <i>Reach Out and Share Christ</i>	2004–05 — <i>The Battle Belongs to the Lord; 2 Chr 20:15</i>
1980–81 — <i>Because He Lives</i>	2005–06 — <i>Workers Together for Christ</i>

## HISTORY OF PWOC-USA

*Military chapels have long existed in the United States. In those chapels women have worshiped, studied the Bible, united for community projects and enjoyed Christian fellowship with other women. However, a nationwide connection between women in those chapel communities did not always exist. That situation changed in 1989, and the change began in Europe.*

*On May 16, 1989, at the 34th Annual Leadership Training Conference in Sondhofen, Germany, Chaplain (Captain) Herbert M. Goetz, U.S. Navy Fleet Chaplain and PWOC-Europe Navy Advisor, invited attendees who would be leaving Europe that summer to meet to discuss a "Vision of Connecting of PWOC". Nearly 100 women attended the meeting. From that meeting, Chaplain Goetz and 11 women volunteered to organize the concept of developing "PWOC-America". They found that the desire to build a PWOC network among U.S. military chapel communities was very strong for the following reasons: to provide continuity of discipleship for those women who choose to worship in stateside chapels; to provide a strong, Christ-centered bridge between women in the U.S. and foreign U.S. military chapel communities; and to retain the momentum of faith building, prayer, evangelism, stewardship, teaching and community service nurtured in military chapel communities outside the states.*

*Ann Besson was secretary of the group and on behalf of the group, in two separate speeches, addressed the 1989-90 incoming European Council (EC) (to establish a position of historical birth in its minutes) and the conference attendees (to announce the vision of "PWOC-America"). The response to starting the PWOC network was overwhelmingly positive. The theme that year was "He Is My Shepherd". The scripture was Isaiah 40:11 and the hymn was "He Leadeth Me".*

*November 16-18, 1990, Gale C. Wright, (EC President, 1988-89) coordinated the 35th Anniversary/1st International Reunion for the Protestant Women of the Chapel, in St. Louis, MO. The guest speaker was Rev. Maria-Alma Rainey Copeland, assistant to the Bishop of the North Carolina Synod for the Evangelical Lutheran Church in America, whose topic was "Christ Is Our Hope," the conference theme. The theme scripture was Hebrews 6:19, and the hymn was "The Solid Rock." The reunion attracted 95 people from all walks of current and past PWOC involvement. Each branch of the Armed Forces was represented. People signed in from Panama, California, Alaska, Massachusetts, Georgia, and states in between. One attendee, former Army Chaplain John Rhea, had been to the first PWOC-Europe conference in October 1955. Nine former European Council Presidents, who had served terms from 1967 to 1989, were present.*

*In the course of the reunion, pressure mounted to meet the growing grassroots desire for a national PWOC network to be expressed in an annual training conference. A committee took shape to harness the collective interests of the assembly and to come up with a working plan and a start date. Invited to participate in the committee were active duty and retired Chaplains, former European Council Presidents, and two members-at-large. The fruit of their labor was as follows:*

*The stateside PWOC network was to be called "PWOC-USA." Each Monday was to be a PWOC Day of Prayer. The training conference was to be held by fall 1992. A training conference steering committee was formed, chaired by Gretchen Brown (EC President 1979- 89); Finance Secretary, Sandy Burley (EC President 1986-87); Conference Logistics and Transportation Coordinator, Altha Johnson (1989 "PWOC-America" committee member); Washington DC Liaison, Mary Alice Heffner (EC President 1974-75); Publicity Coordinator, Ann Besson (1989 "PWOC- America" committee secretary); and Advisor- Chaplain Jack Ettershank, USA retired. The steering committee was installed in a ceremony during a communion service officiated by a Chaplain from each service: Capt. Herbert Goetz (USMC), LTC Larry Mosley (USAF), Maj. James Snyder (USA), and Lt. Deborah K. Banks (USN). Gretchen appointed Mona Bailey (EC President 1977-78, 1983-84) as training conference coordinator.*

*On December 19, 1990, a package was sent to each Chief of Chaplains detailing the PWOC-USA vision as organized at the November gathering. Fund support was requested in the letter. Chaplain (Col.) Meredith Standley, Executive Director, Armed Forces Chaplains Board, was the point of contact at the*

Pentagon. Seed money for the first PWOC-USA Training Conference was donated by each of the services.

On January 9, 1991 the establishment of PWOC-USA was unanimously endorsed during the 235th meeting of the Armed Forces Chaplains' Board in Washington, DC.

On May 7-9, 1992, the first PWOC-USA Training Conference was held in Oklahoma City, OK. The theme was "More Than We Dare", based on Deuteronomy 28:1-2. Speakers were Hansi and Betty Pershing of HANSI Ministries, Inc. Nine training classes were offered. Attendance was approximately 165 with participants from the Army, Air Force and Marine services represented. One Army and three Air Force Chaplains attended. During the first conference, a nomination committee was formed; six national areas were introduced (Northeast, Southeast, Central, West, Alaska and Hawaii); and 7 new officers were installed. These were: President Sandy Burley, Vice President Deborah Seekins, Secretary/Publicity Coordinator Ann Besson, Financial Secretary Gwen Chandler, and Regional Coordinators - Caroline Grube (Northeast), Dawn Harper (Southeast), Brenda Jones (Central), Michelle Jackson/Marlene Lyon (Western). Mary Wake was appointed Washington Liaison. Chaplain (COL) George Pejakovich was appointed by the Army Chief of Chaplains to be the PWOC-Army Advisor. It was proposed and accepted that the national conference would be held even years and the regional conferences to be held odd years.

In September 1992 and January 1993, PWOC-USA partnered with Operation Helping Hands on a mission to Russian military families in Omsk, Siberia. PWOC-USA was challenged to raise funds, purchase humanitarian aid items, and deliver them personally for the first openly celebrated Russian Orthodox Christmas in more than 70 years. Caroline Grube coordinated the massive undertaking.

In the spring of 1993, between 60 and 75 women, representing 11 to 15 military installations, participated in five regional conferences. Unique to the Northeast Region conference was the attendance of eight Russian women from Omsk, Siberia.

January 6-7, 1994, Sandy Burley, PWOC-USA President, garnered encouragement and support from each of the U.S. military Chief of Chaplains for PWOC-USA. Subsequent PWOC-USA Presidents in the 1990s were Ann Besson (1994-96), Lucinda Fisher (1996-98), and Shellie Kelly (1998-2000).

PWOC-USA and its conferences grew. The 1998-2000 PWOC-USA Board, under the leadership of Shellie Kelly (President) and Brenda Pace (Vice President), moved the conference to November. The conference was named "F.A.L.L. Focus," (Focused Attention for Leaders and Laywomen). It was designed to focus on ministry, life issues and spiritual growth. A new concept for local board training was also developed at this time: "Traveling Training" (Motto: Bringing Information and Inspiration to Every Installation). A new leadership curriculum was produced every year and PWOC-USA trainers traveled to installations training local boards and future leaders.

The move to FALL Focus conferences showed continued growth in conference size and number of women trained. In 1998, the training conference was attended by 350 women. By the mid 2000's, over 1200 local leaders were trained annually through Traveling Training and the national FALL Focus Conference was attended by almost 1000 women. PWOC-USA Presidents who served in year 2000 and beyond were: Brenda Pace (2000-2002), Rochelle Wheeler (2002-2004) and Kimlee Worrell (2004-2006), who was charged by Army Chief of Chaplains (MG) David Hicks to steward PWOC-USA and PWOC-Europe through realignment into one International network.

## PWOC-USA History of Themes

Note: PWOC-USA used themes selected by PWOC-Europe in 1989, 1990, and 1992-1996. PWOC-USA and PWOC-Europe joined in the 2005-2006 theme for PWOC's 50<sup>th</sup> Anniversary.

<i>Year</i>	<i>Theme</i>	<i>Scripture</i>	<i>Chorus, Hymn</i>
1989	<i>He is My Shepherd</i>	<i>Isa. 40:1</i>	<i>He Leadeth Me</i>
1990	<i>Christ, Our Hope</i>	<i>Heb. 6:19</i>	<i>My Hope is Built on Nothing Less</i>
1991-1992	<i>More Than We Dare To Ask</i>	<i>Deut. 28:1-2</i>	
1992-1993	<i>God's Perfect Peace</i>	<i>Isa. 26:3</i>	<i>It is Well With My Soul</i>
1993-1994	<i>Glorify Thy Name</i>	<i>Ps. 86:12</i>	<i>To God Be the Glory</i>
1994-1995	<i>Embrace the Cross</i>	<i>1 Cor. 1:18</i>	<i>The Old Rugged Cross</i>
1995-1996	<i>Stand on His Word</i>	<i>Isa. 40:8</i>	<i>Standing On the Promises</i>
1996-1997	<i>Sisters in Christ, Arise!</i>	<i>Eph. 6:10</i>	<i>Soldiers of Christ, Arise</i>
1997-1998	<i>Hear the Father's Heart</i>	<i>Matt. 22:37-39</i>	<i>Take Time to be Holy</i>
1998-1999	<i>Draw Near the Throne of Grace</i>	<i>Heb 4:16</i>	<i>Amazing Grace</i>
1999-2000	<i>Called for Such a Time as This</i>	<i>Esther 4:14; Eph. 1:18</i>	<i>Here Am I, Lord</i>
2000-2001	<i>Proclaim the Blessed Hope</i>	<i>Isa. 61:1-3</i>	<i>My Hope is Built on Nothing Less</i>
2001-2002	<i>Fix Your Eyes On Jesus</i>	<i>Heb. 12:2</i>	<i>Turn Your Eyes Upon Jesus</i>
2002-2003	<i>Filled With the Light of His Glory</i>	<i>2 Cor. 4:6-7</i>	<i>Heaven Came Down and Glory Filled My Soul</i>
2003-2004	<i>Come To the Living Water</i>	<i>John 7:37-38; Rev. 22:17</i>	<i>Come As You Are Glorious Things of Thee Are Spoken</i>
2004-2005	<i>Delight in The Lord</i>	<i>Ps. 37:4</i>	<i>I Give You My Heart Joyful, Joyful We Adore Thee</i>
2005-2006	<i>We Are Workers Together For Christ</i>	<i>1 Cor 3:9; Heb. 10:24-26</i>	<i>Workers Together For Christ Blest Be The Tie That Binds</i>



## PWOC INTERNATIONAL

*In 2004 at the request of Army Chief of Chaplains (MG) David Hicks, the official Chaplain sponsor of PWOC, ministry realignment committees were set up to examine how chapel auxiliaries (PWOC and MCCW) could be realigned to meet the challenges presented by the realignment of military forces worldwide. The PWOC realignment committee was comprised of the PWOC-USA President Kimlee Worrell, two USA representatives Shellie Kelly and Brenda Pace, the PWOC-Europe President Victoria Robinson, two European representatives Elaine Dietz and Cindy Mykrantz, and a Chaplain Advisor, CH Dennis Madtes. They met on many occasions for over a year to seek the Lord in prayer and to deliberate. They also sought input from key PWOC leaders in both the USA and Europe in January 2005.*

*As a step toward the realignment, PWOC-USA and PWOC-Europe shared a 2005-2006 theme during the celebration of PWOC's 50th Anniversary: **We are Workers Together for Christ.***

*The women of the six regions that comprised PWOC-USA and the women of PWOC-Europe transitioned into one body on April 24, 2006 as Lynn Chaffee was installed as the first Europe "Region" President and the PWOC-USA board, led by Kimlee Worrell, assumed responsibilities as the first PWOC International Board. The PWOC website transitioned to a PWOC International site the following day. "Unity to Let the World Know" from John 17:23 was announced as the first International theme for 2006-2007. In its six months of service, the first International board launched a Bible study development initiative that eventually resulted in the development of eight studies written "by PWOC women for PWOC women." 1,344 local leaders were trained during Spring/Summer 2006, the first season of Traveling Training at the International level.*

*PWOC-International was initially composed in April 2006 of seven regions: Alaska, Central, Europe, Northeast, Pacific Southeast, and West and enjoyed the participation of about 9000 women worldwide. It existed to equip and encourage local PWOC leaders throughout the world. The first International FALL Focus Conference was held in Virginia Beach, Virginia October 26-29, 2006 with over 1000 women in attendance. A Selection Committee with representation from all seven regions was commissioned to select new leadership for this international network for Christ.*

*Leaders of the PWOC International Board during its seven year tenure were: Kimlee Worrell (2006), Brenda Marlin (2006-2010), Beth Mills (2010-2012) and Andrea Plotner (2012-February 2013).*

*In 2008, the new Women's Ministry Manual replaced the Heart & Hand in Europe and the Heart & Hand-USA as the operating document for PWOC-I.*

*The PWOC International Conferences grew from 1000 attendees in 2006 to over 1300 attendees in 2012. Training transitioned from Traveling Training to Regional "Women Intent on Leadership Development (W.I.L.D.)" Weekends in Spring 2010. The PWOC Website became a key location for women to find further resources and information. In 2011, Regional Conferences were held for eight regions; Alaska, Asia, Central, Europe, Northeast, Pacific, Southeast and West. By the end of 2011, a decision had been reached to divide Asia region into two regions, Japan and Korea.*

*In December of 2012, the Army Chief of Chaplains reorganized all chapel auxiliaries, including PWOC, to operate solely at the local installation level under the authority of the local Chaplain. The PWOC International Board and all nine Regional boards (Europe, Korea, Japan, Northeast, Southeast, Central, West, Hawaii and Alaska) decentralized on February 28, 2013. At that time, over 130 local PWOC groups existed at U.S. military installations (Army, Air Force, Navy, Marines and Coast Guard) around the globe.*

## PWOC-International History of Themes

	<i>Theme</i>	<i>Scripture</i>	<i>Chorus, Hymn</i>
2006-2007	<i>Unity to Let the World Know</i>	<i>John 17:23</i>	<i>Break Dividing Walls In Christ there is no East or West</i>
2007-2008	<i>Prepare for the Bridegroom</i>	<i>Matt. 25:1-13; Eph. 4:11-13</i>	<i>We Will Dance I am His, He is Mine</i>
2008-2009	<i>At The Redeemer's Feet</i>	<i>Ruth 4:14-15a</i>	<i>The More I Seek You I Will Sing of My Redeemer</i>
2009-2010	<i>Arise, for the Lord Extends His Scepter</i>	<i>Ps. 45:6-9; 1Pet. 2:9-10</i>	<i>Sing to the King Crown Him With Many Crowns</i>
2010-2011	<i>Shine in the Light of His Glory</i>	<i>Isa. 60:1-2; Matt. 5:13-16</i>	<i>Salt &amp; Light My Romance The Doxology</i>
2011-2012	<i>Your Kingdom Come</i>	<i>Matt. 6:9-13</i>	<i>Let Your Glory Fall Lord's Prayer</i>
2012-2013	<i>Generation 2 Generation</i>	<i>Psalm 145:4</i>	<i>Generation to Generation</i>
2013-2014	<i>Walk Forward in Love</i>	<i>Phil. 3:13-14</i>	<i>To the Finish Line</i>

## PWOC BOARD MEETING REPORT

**Date:**

**Submitted by (*name and position*):**

- Past Activities: (*attach any current After Action Reports and/or committee reports*)
- Volunteer Names & Volunteer Hours
- Future Activities: (include scheduling information for the board calendar)
- Long-range plans: (*heads-up for scheduling, financing and planning*)
- Fund Request(s): (*received and outstanding*)
- Proposals, problems or questions for the board: (*items to be addressed at this month's board meeting*)

## PREPARING AN AFTER ACTION REPORT (AAR)

**Purpose:** An After Action Report is written to provide useful information for a successor to maintain continuity and serves as a historical record.

**Necessity:** After Action Reports are vital due to the mobility of the military community. It is necessary for each board member to provide an accurate report and description of her activities in order to provide continuity.

**Format:** This report can be in the form of a time line, a narrative, or an outline. Samples of both an Activity AAR and an Annual AAR follow. Every installation is unique, so identify and follow the guidelines set by the President to prepare the AAR. Write the report in such a way that prospective leaders, with no experience, could understand how to manage the responsibilities of the position and/or project.

**Maintenance:** Activity AARs are completed at the conclusion of the event and kept in the board member's position notebook. The end-of-term AAR is to be submitted to the President and an additional copy is included in the board member's position notebook.

## PWOC ACTIVITY AFTER ACTION REPORT

**Activity Title/Description:**

**Date and Time:**

**Team Leader:**

**Number anticipated:**

**Number that actually participated:**

- What was the purpose for the event?
- How was the event planned and promoted?
- Describe the actual event.
- What went well?
- What could be done better?
- How much did the event cost?
- How many volunteers and volunteer hours?
- Would you recommend a similar event for next year? (Why or why not?)

## PWOC ANNUAL AFTER ACTION REPORT

**Dates of service:**

**Name and Board position title:**

- Job description as written in WMM
- Job description as you lived it (include average number of hours invested each week)
- Key team members and other contacts
- What other board projects were you responsible for this year?
- What problems did you encounter this year?
- What recommendations would you make to your successor next year?
- What recommendations would you make to the board for next year?
- Share any spiritual lessons you learned from your service this year.

## KEEPING A POSITION NOTEBOOK OR ELECTRONIC FILE

A Position Notebook is an invaluable tool by which information pertinent to a board position is managed and recorded for subsequent ministry team leaders. Each board member should maintain a current position notebook, utilizing electronic files if possible. Hardcopies of important documents are necessary to ensure preservation. Notebooks are used throughout the year for record keeping, planning and reference.

At the end of a term of office, personal notes and any records more than three years old should be discarded.

A Position Notebook should include the following when applicable or relevant to the position:

- After Action Reports
- Monthly Board Reports
- Budget and Fund Requests
- Time Line of Events
- Newsletters
- Correspondence
- Meeting Notes/Minutes
- Resources and Contacts
- Directories/Rosters
- Training
- Other files may be included as needed, i.e. files for special events, etc.

The President and Administrative Coordinator keep almost identical files, although they may agree on certain items to be kept by one person when duplicates are not needed. In addition to the items listed above, the President and/or Administrative Coordinator notebook should include:

- Women's Ministry Manual
- History of the Chapter
- Local PWOC Constitution (if Applicable)
- Board Position After Action Reports
- Monthly Board Reports from all board members
- Meeting Notes/Minutes
- Parish Council Reports

## LEADERSHIP SELECTION TIMELINE

### Prior to November

#### Team Leader/Preparation

1. Read and make copies of the following information from the WMM to distribute to the Leadership Selection Team (LST) members
  - the [Leadership Selection Process](#)
  - the [Board Position Information](#)
  - [Request for Consideration](#) forms
  - any other appropriate resources
2. Prepare packets for LST members and the PWOC Chaplain that include copies of
  - material listed above any additional local leadership selection guidelines
  - team instructions
  - a schedule including team meeting times, deadlines for applications and dates for interview appointments, the date for presentation of applicants to the body and their installation to office
3. Prepare a small number of applicant packets that include copies of the **Board Position Information** section of the **WMM** and a **Request for Consideration** form. *(See links above)*
4. Prayerfully select, with the President's approval, two or more women to serve on the LST
5. Meet with these women to discuss their responsibilities and pray for God's direction

#### The Board

1. Challenge board members and Bible study leaders to identify women who have demonstrated leadership potential. Encourage them to mentor these women to develop future leaders
2. Periodically remind board members of this challenge.

#### The Body

1. Lead a devotion or make an announcement at a meeting of the entire body to:
  - challenge members to pray about whether God is calling them into leadership for the next year.
  - introduce the LST process and timeline
  - introduce the LST to the PWOC body.
  - have the Prayer Ministry Team Leader or President lead in corporate prayer for the LST and process
2. Prepare an email late in the month that encourages women to prayerfully consider leadership in PWOC. Include attachments of everything in the applicant packet. Forward the email to the Administrative Coordinator, asking her to forward it to all active participants of the local PWOC.

### November through February

1. Make announcements, as needed, at PWOC sessions reminding the PWOC women about the selection process and asking for prayer
2. Accept Request for Consideration forms from applicants
3. Make copies of Request for Consideration forms received and distribute them to the other LST members (including the PWOC Chaplain)
4. Designate a team member to contact and interview each applicant's references. Notes from the interviews should be copied and distributed to the other LST members (including the PWOC Chaplain).
5. Meet regularly to pray, discuss applications received and compose a list of questions to use in the interview process.
6. As prompted by the Holy Spirit, team members may feel led to contact specific women whom they believe God may be calling to leadership, but have not yet applied for office.



7. Team members could ask these women to prayerfully consider submitting a Request for Consideration.

### **March**

1. Meet with the LST to interview applicants.
2. Meet with the LST when all interviews have been completed to prayerfully deliberate and, by consensus, select women to serve as PWOC Board officers. (See [Board Decision Making](#)).
3. Submit the list of officers to the PWOC Chaplain for approval if he/she was not present when they were selected.
4. Inform each applicant privately and in person of the LST's decision regarding her service as an officer. Be prepared to comfort and encourage those who were not selected.
5. After receiving the PWOC Chaplain's approval, the LST Leader shares the names of the women chosen as new officers with the current President. The President keeps the information confidential.
6. Late in the month, present the new officers to the local PWOC body for affirmation.
7. Remind LST members to shred all paperwork and to keep confidential all deliberations related to the LST work.

### **May**

The new officers are installed in May at a meeting of the entire PWOC.

## MATTHEW 18 MODEL FOR CORRECTION AND RECONCILIATION

### Matthew 18:15-17

*"If another believer sins against you, go privately and point out the offense. If the other person listens and confesses it, you have won that person back. But if you are unsuccessful, take one or two others with you and go back again, so that everything you say may be confirmed by two or three witnesses. If the person still refuses to listen, take your case to the church. Then if he or she won't accept the church's decision, treat that person as a pagan or a corrupt tax collector."*  
(Matthew 18:15-17 New Living Translation)

### The Problem

When a board member is failing to fulfill the obligations of her position or known to be behaving in a manner inconsistent with Biblical principles (i.e. gossiping, outbursts of anger, creating division, drunkenness, adultery, etc.), the PWOC President has the responsibility and the authority to apply the principles in Matthew 18:15-17 to address the situation.

### The Procedure

1. First, the President should privately confront the board member *in love* with the intent of encouraging repentance and reconciliation.
2. If step one does not bring resolution, the President should bring one or two mature Christians from the board (Titus II Advisors) with her to confront the errant board member again *in love* with the goal of encouraging repentance and reconciliation.
3. If there is still no resolution, the President should confer with the local PWOC Chaplain for counsel. If necessary, and with the agreement of the PWOC Chaplain, the President may request a resignation from the board member. If no resignation is submitted, the local Chaplain may remove the board member from her position.

### The Procedure for President Correction and Reconciliation

1. In the event the President needs correction, the concerned board member(s) should privately confront the President in love with the intent of encouraging repentance and reconciliation.
2. If step one does not bring resolution, the concerned board member(s) should approach the Titus II Advisor and explain the situation. The board member(s) and the Titus II should bring it to the President again *in love* with the goal of encouraging repentance and reconciliation.
3. If, after discussing the concerns with the President, this does not bring resolution, the Titus II should bring the Executive Board members together to discuss the situation with the President in love. The PWOC Chaplain is included in this meeting.
4. If there is still no resolution, the PWOC Chaplain may request a resignation from the President. If no resignation is submitted, the PWOC Chaplain may remove the President from her position. (See: [Filling Board Vacancies Caused by Resignation or Removal](#))

## PRIVACY ACT STATEMENT

The following statement and note (as approved by the PWOC Chaplain) should be included at the top of all rosters, directories or other documents that include personal information such as addresses, phone numbers, or e-mail addresses:

*“This roster is to provide information for social and ministry functions within the Protestant Women of the Chapel. Information furnished within this roster may not be disclosed to individuals not associated with PWOC.”*

**NOTE:** *This roster may not be used by members as an address list for promoting any other activities (i.e. sending invitations to home parties, promoting personal businesses, spreading community information, etc.)*

REQUEST FOR CONSIDERATION FOR PWOC EXECUTIVE BOARD

Name \_\_\_\_\_

Address \_\_\_\_\_

Home Phone \_\_\_\_\_ Cell Phone \_\_\_\_\_

E-Mail \_\_\_\_\_

**To the PWOC Leadership Selection Committee:** I am responding to God's call to offer myself for His service on the Executive Board of this PWOC. I understand that in order to serve on this board I must meet the following requirements: (please indicate that you meet these requirements by placing your initials in the space provided.)

\_\_\_\_\_ Is the wife of an active duty service member in any U.S. military component or is a female serving on active duty in any U.S. military component

\_\_\_\_\_ I am an active participant in a military chapel.

\_\_\_\_\_ I am an active participant in PWOC (I regularly attend the majority of PWOC meetings and gatherings on my installation.)

\_\_\_\_\_ If married: I am certain of my husband's affirmation and support for my service on this PWOC Board.

\_\_\_\_\_ Jesus Christ is my Lord and Savior.

\_\_\_\_\_ I am known to be devoted to God, dependent on Jesus Christ and led by the Holy Spirit.

\_\_\_\_\_ I am known as one who possesses resourcefulness, sound judgment, humility, and respect for others.

\_\_\_\_\_ I am known as one who is able to make and carry-out plans, and to persevere with God's work.

\_\_\_\_\_ I understand and appreciate the diversity of PWOC.

\_\_\_\_\_ I am acquainted with the history of PWOC and have a personal history with PWOC.

\_\_\_\_\_ I fully support the Four Aims of PWOC.

\_\_\_\_\_ I possess strong verbal and written communication skills.

\_\_\_\_\_ I work well on a team, giving and asking for support as needed.

\_\_\_\_\_ As a PWOC Leader, I would be willing to attend Leadership Training at my chapel.

**Respond to the following:**

1. Explain how God communicated that you should apply to serve on this Board.
2. Share a testimony of how you came to know Jesus Christ as your Savior and what your relationship with Him is like today.
3. Explain what PWOC means to you personally.
4. Explain how God has been preparing you for service on a PWOC Board. What are your spiritual gifts? Indicate any previous experience with PWOC or other ministries within the chapel.
5. What other job or volunteer experience have you had that would help prepare you to work on the PWOC Board?
6. Which chapel do you attend? Why?
7. Tell us about your family. How has your husband affirmed your call to serve?
8. What is your concept of servant-leadership?
9. For which board position would you like to be considered? President, 1<sup>st</sup> Vice President-Spiritual Life, 2<sup>nd</sup> Vice President-Programs, Administrative Coordinator, Financial Liaison/Treasurer Why? What do you understand to be the primary responsibilities of this position? (see WMM)
10. Would you be willing to serve in any other position?
11. What is your vision for the future work of PWOC and this Board?

**Complete the application by providing the following:**

1. A written endorsement from the Chaplain whose service I attend, unless he is an immediate family member, in which case an endorsement of a Chaplain who is familiar with my support of chapel and PWOC.

2. The name and phone number of a PWOC leader who will recommend me for an Executive Board position. (I authorize you to contact the following):

Name \_\_\_\_\_ Phone \_\_\_\_\_

3. Answers to the questions listed above are complete and accurate to the best of my knowledge.

Signature \_\_\_\_\_ Date \_\_\_\_\_

Return this completed form and answers to the questions above no later than (Date) \_\_\_\_\_, to: *(Full name and address of LST Leader)* \_\_\_\_\_

You will be contacted to set a time for your interview with the Leadership Selection Team. If you have further questions contact the LST Leader.

## PWOC FINANCE QUESTIONS

Fund procedures at each installation can vary greatly. It is imperative that the Financial Liaison, President and the PWOC Chaplain meet to discuss the responsibilities of the Financial Liaison. The following questions are provided to start dialogue concerning financial matters.

**Some helpful questions to ask your Chaplain are:**

**How is PWOC funded at this installation?**

**How much funding does PWOC have in its operating budget?**

**What are the procedures for accessing funds for PWOC events?**

Based on the answers to the above questions, additional clarifying questions may be asked for the PWOC President and PWOC Financial Liaison to fully understand the guidelines at the installation. The following questions are provided to help women determine possible questions to ask.

- 1) **Budget:** When should the PWOC budget be submitted?  
Review sample budget on the following page with PWOC Chaplain.  
Should the PWOC President or Financial Liaison attend CPBAC meetings (budget meetings) to represent PWOC? (CPBAC=Chaplaincy Program Budget Advisory Council)
- 2) **PORs:** (Purchase Order Requests)  
Review the installation POR form with PWOC Chaplain and request instructions as needed.  
Who signs/approves the PORs?  
Are the PORs submitted in paper form or electronically?  
To whom do I submit the POR?  
How far in advance should I submit the POR?  
Do we have access to someone with a government credit card for purchases which may require that method of payment?  
Who is my POC for funds and what is their contact information?

***Reminder Note: nothing is purchased before the POR is approved and signed by the authorizing agent. Only the Financial Liaison (and President) should be able to submit PORs.***

- 3) **Funding:** How is the local PWOC funded?  
Does PWOC have a sub-account?  
Does PWOC receive a percentage of the weekly Protestant offerings?  
May we take offering at PWOC meetings? If yes, what is the procedure for taking offering during PWOC? What percentage of the offering taken at PWOC is available to PWOC?

***Reminder Note: The Installation Chaplain supervises all CTOF accounts.***

***Note: Army CTOF offering requires a Chaplain Assistant to fill out the offering control sheet and take possession of the money.***

- 4) **Designated Offering:** Is there a procedure in place to request a Designated Offering for PWOC? If a designated offering is requested and approved, may PWOC participate in the Chapel services or explain to the congregation what PWOC is and how the money will be used?

**PWOC Sample Budget Breakout**

DESCRIPTION	1 QTR	2 QTR	3 QTR	4 QTR	TOTAL
<b>President:</b>					
Board Retreat					
Incidentals, board gifts					
<b>VP-Spiritual Life:</b>					
Bible Study Materials					
Leader Training					
<b>VP Programs:</b>					
Decorations & Supplies					
Speaker					
<b>Administrative Coordinator:</b>					
General Office Supplies					
Incidental Printing					
<b>Hospitality:</b>					
Beverages & Paper Products					
Snacks; Meals for special events					
Decorations					
<b>Participation:</b>					
Nametag materials					
General Office Supplies					
PWOC Pins					
Newcomer Luncheon					
<b>Praise &amp; Worship:</b>					
CCLI					
<b>Publicity:</b>					
Printing					
<b>Retreats:</b>					
Retreat site					
Speaker; Music leader					
Decorations & Supplies					
<b>Training Coordinator:</b>					
Training Materials					
Trainers					
Meals & Travel					
<b>Watchcare/PCOC Coordinator:</b>					
Contract with CDS or other					
Snacks					
Study materials					
Watchcare worker appreciation					

## BOARD MEETINGS

The board meeting is held to conduct the business of PWOC, to make important decisions, and to coordinate with other board members. Board meetings are usually held monthly at the convenience of its members. As a new board begins its term, stress the importance of each board member's attendance at all board meetings. Ask the Administrative Coordinator to call or send reminders to ensure attendance.

The President presides over the meeting and will set a beginning and ending time. A sample agenda follows.

To make these necessary planning sessions as effective and timely as possible:

- Spend time praying together. Holding one another up in prayer strengthens the bonds between board members.
- Ask board members to provide the Administrative Coordinator with copies of their PWOC Board Meeting Reports (See: [PWOC Board Meeting Report](#))
- Send out previous minutes before the meeting so that members can read and look for items that require correction beforehand.
- Send a short note or e-mail along with the agenda to each board member highlighting the most important tasks facing the board this month so they will be prepared to discuss any applicable information.
- Remind the board members that the business conducted during the board meeting is confidential and should not be discussed with others.
- Stress that the meeting is not a planning time. Plans should be done ahead of time in Ministry Team meetings. Plans should be submitted to the board for approval and coordination purposes only.
- Place important issues early in the agenda to make sure there's plenty of time for discussion. When the discussion ends, make sure that it is clear who is going to take action, what she is going to do, and when she is going to do it.
- Invite the PWOC Chaplain to all board meetings, providing time for him/her to share.
- For larger boards, provide an opportunity for board members to get to know each other better. For most business, an informal method of discussion may be the best approach. When a decision requires the entire board, decisions should be made by the approval/consensus process (See: [Board Decision Making](#))



SAMPLE BOARD MEETING AGENDA

1. Devotion and prayer
2. Approval of previous minutes
3. Reports:
  - a. President
  - b. 1st Vice President/Spiritual Life
  - c. 2nd Vice President/Programs
  - d. Administrative Coordinator
  - e. Financial Liaison
  - f. Ministry Team Reports (May choose to list these by name.)
  - g. Titus II
  - h. PWOC Chaplain
4. Old business
5. New business
6. Set date for next meeting
7. Closing prayer

## PWOC BIBLE STUDY LEADERS

Facilitating a PWOC Bible study can be one of the most enriching experiences within the ministry of PWOC. Below are some recommendations for successful Bible study leadership:

### **Before the Bible study begins:**

- Pray! This is God's work. He will accomplish His will as you submit this class to Him. Pray not only for the class as a whole, but for each student by name.
- Remember that PWOC includes the whole spectrum of Protestantism. Respect doctrinal differences. Focus on our common faith. Allow respectful disagreement.
- Attend to your own spiritual health. Your prayer life, personal study of the Bible, church or chapel attendance, and obedience to God's commands are the most important preparations for your Bible study class.
- Be prepared! Do your own homework and try to stay 1-2 weeks ahead, researching the answers to questions that might arise.
- It is in the small-group setting of the Bible study that women begin to make real connections. Think of your class as a care group and be intentional about building community:
  - Have a class agreement in which you make your expectations clear. These should include: complete confidentiality of anything discussed in class, making the class a no-gossip and no-complaint zone, regular attendance and completion of homework, speaking respectfully of husbands, and being respectful of each other.
  - Maintain contact outside of PWOC with weekly emails, social media contact (like a Facebook group) or regular get-togethers. Contact women who miss class.
  - Come together to meet the needs of the women in your class – babies, hospitalizations, deployments, etc. These are all wonderful opportunities to build relationships and exercise our faith.

### **During the Bible study:**

- Pray! Ask the Holy Spirit to be the Teacher and to guide all you do.
- Keep the discussion Bible-centered, always pointing women to Christ and the word of God.
- If you don't have a co-facilitator, ask a mature believer from within the group to serve as your assistant. She can facilitate in your absence, help with the roster or attendance, call to check on women who've missed class, and help with additional needs that may arise.
- Accommodate adult learning styles: more discussion and application, less lecturing. Facilitation is often more effective than teaching.
- Pray together for each other's needs – find a method that works for your class (praying together during class, emailing prayer requests to the group, etc.).
- Pay attention to group dynamics. Don't allow anyone to dominate the discussion. Use a mix of discussion formats – pairs, small groups, whole group – so everyone gets a chance to share.
- Bible study is more about transformation than information. Challenge the women to apply what they are learning to their lives and be honest about your own efforts to do the same.
- Focus on the primary "takeaways" for the day's discussion and tie comments back to the main point frequently.

## BIBLE STUDY LEADER TRAINING

As members of the military community, we understand that excellent training is essential to mission success. Since Bible study is the heart of PWOC and our teachers are our frontline workers, the importance of training our Bible study leaders cannot be overstated. Training should ideally take place both before and throughout the semester and should include vision, equipping, and encouraging.

**Vision** (Before the semester begins).

Spend some time brainstorming and discussing these questions (Possible answers are in parentheses)

- **What needs of the women in our PWOCs will only be met in a small group setting?** (Things like connection, loving accountability, prayer – our Bible study leaders have the privilege of fostering an environment where these things can grow.)
- **What is the purpose of Bible study?** (Developing Christ-like character and a Christian worldview, obedience to Christ's commands, meeting with/hearing from God. How can we ensure that we focus on these big-picture goals as we go through the semester?)
- **What makes an effective teacher?** (Have the facilitators brainstorm the qualities and behaviors of the most effective teachers they have known. Encourage them to prayerfully consider how they could incorporate some of those practices into their teaching style. )
- **How can we, as facilitators, create a safe place where women feel welcomed, respected, accepted and loved – where they can be themselves and grow into the women God is calling them to be?** (Provide a Class Agreement; insist on confidentiality; respect different viewpoints; no gossip or complaints; stay connected outside of class; “do life” together.)

**Equipping** (Before the semester begins). Consider providing instruction in these areas:

- **Adult Learning methods** --helping the leaders plan for an interactive, effective class that the women will enjoy, apply and remember.
- **Group dynamics** – learning to handle difficult people, being comfortable with silence as participants think, diffusing tense discussions, getting everyone to participate, preventing “dominators”, learning to validate “rabbit trails” but finish them outside of class.
- **Preparing for class** – deciding how they will handle prayer requests, what to include in their Class Agreement, what administrative tasks will be required of leaders, etc.
- **Respecting different viewpoints** – many different views are represented by the word “Protestant” and all are equally part of PWOC. Brainstorm how to handle differences in class.

**Encouraging** (Once the semester is underway):

- Meet to revisit the vision and equipping covered prior to the start of the semester.
- What's working well? What needs adjusting? Let the leaders help and pray for each other.
- Are the women in their class forming connections? If not, what can be done to encourage that?
- What is the primary “takeaway” with which they want the women to leave their class? How can they focus the remaining class sessions to be sure that objective is met?
- Pray for the facilitators and provide opportunities for them to pray for each other.

## PWOC PROGRAMS

### **Why Have Programs?**

Program days are a special part of PWOC's ministry. Programs are designed to be fun and a great opportunity to invite friends and to hear presentations on fresh and relevant topics pertaining to the Christian military life.

### **Who Plans Programs?**

The Programs Vice President plans and executes the event to include speakers, theme, decorations, and music, working closely with Hospitality, Publicity, and Praise Team. Discuss your vision with the President and Spiritual Life to ensure continuity of vision and PWOC theme. Building a team to assist in the planning of program days is essential. As you lead your team – love on them! Raise up your replacement!

### **When Should Planning Take Place?**

60+ days prior to program, share vision with board, to include topic and speaker. Discuss special foods with Hospitality. Give timeframe and guidance for relevant songs to praise team. Work with Publicity for special artwork. Budget wisely, cutting back whenever possible (e.g. using previously purchased or personal decorations and potluck food). Consider honorariums. All Purchase Order Requests should be submitted NLT 30 days PRIOR to program day. Each program should be filled with Scripture and purpose while giving newcomers an opportunity to experience PWOC. "Fluff and pretties" are appreciated but only if they enhance the program theme or teaching.

### **Who Should Speak?**

Use your "Wise Guys" and "Seasoned Ladies"! There are some wonderful mentors and teachers among you! Don't use a speaker just because.... If a speaker doesn't fit with the theme, then don't have one. Alternatives to speakers are panels, "WISE GUYS" at tables who lead discussion, drama presentations, etc. If you use a speaker, guide her by ensuring she knows her time limit, her audience, and the goal of the program. *Staying on theme and backing it up with scripture = a strong speaker!* Ask Prayer Warriors to pray for speakers, for their health and their families. Encourage speakers by telling them that they are being prayed-over as they seek God's direction and prepare their message. Ask a PWOC member to serve as hostess for guest speakers.

### **What About Publicity?**

A widely disseminated, attractive flyer that reflects the program theme is essential for inviting women throughout the community. Include date, time, speaker, Child Youth Services (CYS) rules (if applicable), and PWOC logo on the program flyer. Flyers should be available at each Protestant Chapel service two weeks prior to program. A PWOC member distributing flyers to each woman in the congregation adds a welcoming touch (with Chaplain's permission). With installation permission, flyers can also be posted in installation newspaper, community centers, mailboxes, hotel, commissary, etc.

### **How Should Scheduling Work?**

Set a clear timeline for the day and have available for everyone involved so they can see their piece and be ready – this prevents an awkward flow. Round table discussions give the opportunity for participation and connectedness. (Important note: try to ensure that there is a "Seasoned Lady" at each table to steer discussion in honorable ways.

### **What Might a Sample Program Look Like?**

A Sample Program Might Look Like This (but feel free to be creative!):

- 9:00 Arrive & Appetizers
- 9:15 Icebreaker Activity or Game
- 9:30 Announcements
- 9:40 Praise & Worship
- 10:00 Guest Speaker
- 10:30 Small Group Discussions
- 10:50 Brunch
- 11:30 Conclude Program

## SUGGESTIONS FOR SMALLER BOARDS

The list of board positions in the Women's Ministry Manual can be used most readily by larger PWOCs due to the number of women attending. For small and medium sized PWOCs, a smaller board is more manageable. The following are suggested ways to combine job positions/descriptions for smaller boards. Smaller boards should not expect to fulfill the entire job description of multiple positions. Rather, they should evaluate the tasks necessary for meeting the needs of the group and for the smooth running of the individual PWOC. The new combined job description may be written down for the President and board member to clearly define expectations for that position, and will be helpful in Leadership Selection for the next year.

It is recommended that the board composition be reviewed yearly. PWOC groups may grow or change significantly in a short time period, and Chaplain guidance may change. The following is a starting place/suggestion for smaller boards. As needs arise and women with other gifts arrive, smaller boards can add members or combine positions to fit the needs in the PWOC body and chapel community.

**For a board of 4 members** (President, Vice President-Spiritual Life, Administrative Coordinator and Titus II Advisor)

President: President, Vice President Programs, Financial Liaison/Treasurer, Hospitality, Retreats/Special Events, Watchcare/PCOC Coordinator, Women's Ministry Coordinator

Vice President Spiritual Life: Vice President Spiritual Life, Praise and Worship, Prayer

Administrative Coordinator: Administrative Coordinator, Historian, Participation, Publicity, Web/Social Media

Titus II Advisor: Titus II Advisor, Leadership Selection, Outreach/Inreach, Training Coordinator

Often a board of this size, for a group with one or two Bible Studies, may not do Programs or Retreats/Special Events. They may choose to do hospitality or other responsibilities through a rotating sign up rather than have a board member responsible. Inreach may be handled in each Bible study as needs arise, and Training may be done by partnering with a larger PWOC in geographic proximity.

**For a board of 6:** (President, 1<sup>st</sup> Vice President-Spiritual Life, 2<sup>nd</sup> Vice President-Programs, Administrative Coordinator, Hospitality and Titus II Advisor)

President: President, Financial Liaison/Treasurer, Watchcare/PCOC Coordinator, Women's Ministry Coordinator

1<sup>st</sup> Vice President Spiritual Life: Vice President Spiritual Life, Praise and Worship, Prayer

2<sup>nd</sup> Vice President Programs: Vice President Programs, Retreats/Special Events

Administrative Coordinator: Administrative Coordinator, Historian, Publicity, Web/Social Media

Hospitality: Hospitality, Participation, Outreach/Inreach

Titus II Advisor: Titus II Advisor, Leadership Selection, Training Coordinator

## THEME DEVELOPMENT FOR PWOC

### **Why Have a Yearly Theme?**

Selecting an annual theme for your PWOC helps to guide ministry programs and activities while providing a sense of cohesion. Theme gives focus when developing ways to reach the women in your group and with outreach to the installation and community. Theme can act as a rallying point or a way of exciting and uniting women around a particular Scripture and a shared vision. Above all, theme should point to Christ in a relevant way.

### **How to Select a Theme**

As a new Executive or Joint board, prayerfully consider the specifics that make your installation unique to others. Who makes up the majority of your group (young women, soldiers with young families, a wide range of active duty families, retirees, highly deployable units, training and schooling units)? Consider your location and unique events on your installation that affect the women of the community.

Next step is to discuss in more detail the needs of the women in your group and in the community: major burdens among the PWOC women or installation, recurring needs in the local community, struggling marriages, PTSD, Wounded Warrior families, etc.

Pray together over your discussion points and decide on a few of the most outstanding. Consider focusing on those for the year. With the list narrowed down, work toward developing a clear statement which incorporates these points prior to Fall Kickoff.

### **How to Develop a Theme**

Your theme can be a simple statement or a specific Scripture verse. If using a statement, select a Bible verse to go with your theme. Is there one that seems to constantly come up among you? Consider making your selection so that it is easily remembered and quickly explained. This makes for a great witnessing tool and unique way to invite women to your PWOC. Remember that God can guide your minds to think as one.

Ensure your theme is scripturally based, sound in doctrine and promotes unity among your group. The PWOC aims (Lead, Teach, Develop, Involve) should also be your guide as you develop your theme. Consider developing a piece of artwork to highlight your theme, incorporating your theme verse. Use your computer, a graphic artist, a painting, or a sketch. Theme can be unveiled at Fall Kickoff to create excitement for the year. Communicate to the larger group how the theme was selected and its significance.

### **How to Use Theme Throughout the Year**

Each board position can incorporate theme whenever possible: guiding Bible study selection, retreat planning, publicity, decorations, and more. Theme can be broken-down into parts for special programs, and should be a fresh vehicle to deliver the Gospel!

## SAMPLE INSTALLATION CEREMONY

### Preparations

Set up a small table at the front of the sanctuary. Cover the table with a white cloth. Place on it one large candle to symbolize the light of Christ. Also place on a tray one candle for each executive board member. These candles should have a sleeve for protection against dripping wax. If desired you may decorate the candles. A ribbon tied in a bow is simple yet effective. Also place matches on the table. Print out copies of the installation ceremony for the board members to review beforehand and for the officiating chaplain. Make sure ladies know where to stand, etc. The ceremony is written so that participants will be prompted by the Chaplain Advisor (as much as possible) at each point as he reads the words in bolded print.

### Directions:

The Chaplain Advisor stands in the middle of the stage. When he calls the executive board members to come up front, the incoming board will line up to the right of the Chaplain Advisor and the outgoing board to the left. The executive board members (President, 1st V.P. Spiritual Life, 2nd V.P. Programs, Administrative Coordinator, and Financial Liaison) will pick up one of the candles as they take their places. The executive boards will form two diagonal lines, each officer facing her counterpart as they take their places in order of office. The outgoing president will light the large candle at this time, light her candle from the large candle, and pass the flame to her executive board. As the ceremony progresses the outgoing board members will each pass in front of the Chaplain Advisor and approach the incoming board members, using their candles to light the candles of their corresponding incoming board members. After lighting the candles, each outgoing board member will blow out her candle and step back into line. When dismissed by the Chaplain Advisor board members may place their candles back on the tray.

### Ceremony Script

***CHAPLAIN:*** We are gathered together today to install the newly selected officers of the Protestant Women of the Chapel. Within this ceremony we desire to extol the importance of the work of Christian women like yourselves. The gifts, deeds and prayers of Christian women in the Bible such as Anna, Tabitha and Lydia have furthered the cause of Christ throughout the history of the Church. We are grateful for the vision and the faithfulness of Christian women who, in the past, have served gladly. Today we come together to express our gratitude to God for giving us these women on our board who have faithfully and creatively set an example of working together for Christ. *(Chaplain Advisor will point to the large candle)*

***CHAPLAIN:*** This candle will serve as a symbol of the light of Christ who is our inspiration and our guide. During this ceremony the outgoing board members will symbolically pass on this light to their counterparts on the incoming board. Will the outgoing and incoming officers please come forward? *(Outgoing and incoming board members come forward. The President- or Chaplain or Titus2- lights the large candle, then lights her candle from the large candle and passes the flame to her executive board)*

*(Charge to the outgoing board)*

***CHAPLAIN:*** You on the outgoing PWOC board have served faithfully for the past year as the leaders of this chapter. You have given much and received much. You have grown in strength and stature to meet the responsibilities. I now challenge you to search your lives for ways to use the experience you have gained in stepping out boldly to serve in your chapel and community.

*Charges to the incoming officers:*

**CHAPLAIN:** \_\_\_\_\_, as President you have been set apart by these women and by God to do what is in His plan. You are set apart, not for glory or honor, but for humble servant leadership. Two precious gifts are yours: the grace and love of our Lord, Jesus Christ, and a specific task in the Church, His body on earth today. Do you accept your duties as president of the \_\_\_\_\_ PWOC Chapter and offer yourself as a living sacrifice to God, pleasing to Him and dedicated to His service? If so say, "I do." *(The outgoing President lights the incoming President's candle and blows out her own)*

**CHAPLAIN:** \_\_\_\_\_, as 1st Vice President in charge of Spiritual Life it is your responsibility to pray for and assist the President and to act in her place whenever necessary. You should be prepared to assume the office and responsibilities of the President should she no longer be able to perform her duties. Additionally, it is your duty and responsibility to set the spiritual tone for this PWOC chapter by providing opportunities for spiritual development through prayer, devotions, and Bible study. Do you promise to remain in Christ and to use the knowledge and experience with which He has blessed you to impart spiritual fruit to this organization? If so say, "I do." *(The outgoing 1st Vice President lights the incoming V.P.'s candle and blows out her own)*

**CHAPLAIN:** \_\_\_\_\_, as 2nd Vice President in charge of Programs it shall be your duty and responsibility to plan and implement programs that will inspire, encourage, and grow the women of this organization in the grace and knowledge of our Lord, Jesus Christ. Do you promise to use your gifts in God's service, seeking the guidance of the Holy Spirit? If so say, "I do." *(The outgoing 2nd Vice President lights the incoming V.P.'s candle and blows out her own)*

**CHAPLAIN:** \_\_\_\_\_, as Administrative Coordinator it shall be your duty to coordinate communication within and for this PWOC chapter by keeping records of all board meetings and writing correspondence on behalf of the President as needed. Will you accept this responsibility to show God's excellent work in a spirit of dedication and humility? If so say, "I do." *(The outgoing Administrative Coordinator lights the incoming Administrative Coordinator's candle and blows out her own)*

**CHAPLAIN:** \_\_\_\_\_, this PWOC chapter is a ministry serving under and supported by our Chaplains. As Financial Liaison (FL) you will coordinate all monetary transactions according to Chapel financial procedures and keep all financial records, as well as promote good stewardship among the women of this PWOC. Will you accept these responsibilities and promise to serve the Lord in this manner with the highest level of grace, integrity, and wisdom? If so say, "I do." *(The outgoing FL lights the incoming FL's candle and blows out her own)*

**CHAPLAIN:** At this time members of the outgoing board may take their seats. *(The outgoing board members place their candles on the tray and take their seats)* As you on this incoming board take up your duties, bear in mind the advice of Paul in the 12th chapter of Romans: "For because of God's gracious gift to me, I say to all of you: do not think of yourselves more highly than you should. Instead, be modest in your thinking, each of you judging himself according to the amount of faith that God has given him."

**CHAPLAIN:** Will all the participants of this chapter please stand? It is the responsibility of each of you as PWOC members to see that your new board members are supported in the work of this chapter. The PWOC motto is, "We are workers together for Christ." As such, you will be asked to perform many tasks which will contribute to the functioning of the whole body. As you share in this work, you will foster love and understanding within this fellowship. You will have a Christ-like influence on those around you. Will you promise to pray for the women on this board, to work together with them, and to be a reflection of Christ's love and devotion? If so, reply, "I promise."

**As workers together for Christ, listen to the word of God for you taken from Romans 12: 3-11... Ladies, you may all be seated. *(Incoming board will blow out candles, and take their seats)* (Closing comments and prayer by Chaplain Advisor)**