PWOC MINISTRY MANUAL

Basics and Best Practices for Chaplains and Volunteers of Protestant Women of the Chapel

Revised 2023

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Significant Changes in the 2023 PWOC Ministry Manual:

- Name changed from "Women's Ministry Manual" to "PWOC Ministry Manual" for clarity and in acknowledgement that PWOC is one of many women's ministries in the military.
- Introduction and Chapter sections were added for better readability and function.
- The section on *Authority Structure* was added as well as position descriptions for the *Senior Chaplain* (the Chaplain in charge of religious programming on the installation) and the *PWOC Chaplain Sponsor*. The synonymous term "Chaplain Advisor" was eliminated for clarity.
- In the full version of the Four Aims, the first Aim was expanded to reflect an ongoing atmosphere of spiritual growth: *To LEAD women to accept Christ as their personal Lord and Savior, **and to cultivate Christ-centered community for women to grow in their faith.***
- The *Leadership Development Cycle of the Aims* was added. This appears in the new PWOC Leadership Development Program (PWOC LDP).
- Added *Protestant Roots* section for education and to promote unity.
- Added *Internal and External Mission Statements* section (these were developed by a team of Chaplains, Directors of Religious Education, and PWOC leaders).
- Under *Additional Qualifications for Selected (Executive) Board Members*, "Reserve" and "National Guard" were added: *Is the spouse of a service member currently serving in any U.S. military component (Active Duty, **Reserve, National Guard**) or is a female serving in any U.S. military component.*
- Use of the word "officer" in reference to the Executive Board was removed since it can cause an unnecessary divide. It can also send the misperception that the Executive Board should be filled by military officers or spouses of officers.
- The *Historian* and *Website/Social Media* positions were removed. The key elements of these positions are represented within the Publicity and Administrative Coordinator job descriptions. These changes reflect what was already happening at local installations.
- The *Inreach* and *Outreach* positions were separated into two distinct positions with more complete job descriptions.
- The *Women's Ministry Coordinator* position was removed. The advance of social media makes the position largely unnecessary. Of course, PWOC representation in various Chapel services is still of value but does not necessarily need to be a formalized Board position.
- Under *General Qualifications for all Board members*, number three was added to reflect PWOC's second Aim: *Believes the Bible to be the only inspired, infallible, authoritative Word of God.* This addition is also meant to promote biblical literacy.
- Board job descriptions are more robust to reflect how they have functioned at local installations. Descriptions now include how Board positions may interact with each other.
- "Training Coordinator" is now "Leadership Trainer." The position description is more practical and geared toward a local Board rather than coordinating a regional gathering.
- Chapter 2: *Getting Started* was added. Some of this content was pulled from old PWOC resources. Some of it is from the new PWOC Leadership Development Program (PWOC LDP). Local leaders were asking for "How Tos?" How do I run a Board meeting? How do I develop a vision? How is the PWOC morning supposed to run? This section covers the basics of the ministry.
- Chapter 3: *Board Meetings* was more fully developed.
- Chapter 4: *Leadership Selection* is a consolidation of three sections from the old manual, plus other external PWOC documents, to give a clearer description of this vital process.
- Content was removed from the Appendices and placed within the body of the manual. In this updated manual, the appendices are largely forms. Editable Word documents of the forms are available for the local leaders to adjust for their unique setting.
- Several new appendices were added as tools for local leaders.
- Note: This manual has been reviewed by a team of PWOC leaders, Directors of Religious Education, and Chaplains—to include the Chief of Chaplains of the Army.

INTRODUCTION

Overview of Protestant Women of the Chapel

Protestant Women of the Chapel (PWOC) is a volunteer organization within the Chaplain Corps of all branches of the United States military. PWOC is designed to help Chaplains minister to women associated with the military, especially those who participate in a Military Chapel. Although meetings are generally held at one particular Chapel location, PWOC represents *all* Protestant congregations on the local installation; women of all Chapel Communities are encouraged to participate. The ministry also welcomes women from churches outside the installation, as well as those who are unchurched. As the *mission statements* reflect, PWOC is open to all women associated with the military.

PWOC was officially established as an Army Chapel auxiliary ministry in 1955 under the supervision of USAREUR (US Army Europe) Chaplain Edwin Kirtley. In the Post World War II era, women accompanied their service-member husbands to the European theater for the first time. Military Chapels were not equipped to care for the influx of dependents, and so PWOC sprang up as a grassroots movement to meet the needs of this new population. The ministry began in Germany, and quickly spread throughout Europe and across all branches of service. Since then, PWOC has encircled the globe *(See Appendix: PWOC History).*

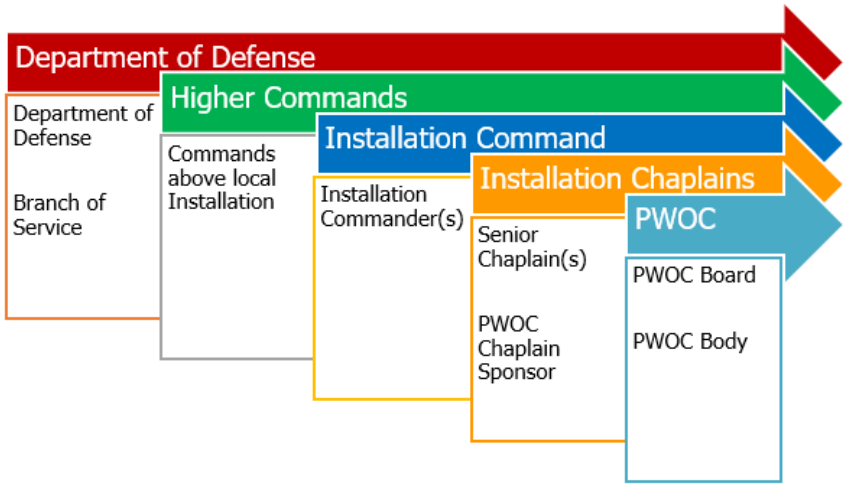
PWOC has always been imbedded in the Military Chapel system and has always existed in tandem with the Military Chaplaincy—to divorce PWOC from the Chapel or the Chaplaincy is to change its identity entirely. The Constitutional right of free exercise of religion that PWOC enjoys is available only when the organization is nested within the authority of local Chaplains.

The relationship between PWOC and the Military Chaplaincy is meant to be symbiotic. As in its infancy, PWOC exists to come alongside the efforts of Military Chapels and Chaplains to minister, not only to spouses of service members, but to all women associated with the military—to include active-duty service members, civilian employees, and retirees.

When functioning well, PWOC becomes an arm of the Chaplaincy that reaches deeper into the community, helping women to flourish within the unique challenges of the military lifestyle. Ideally, Chaplains will support this line of effort, seeing it as an expansion of their own efforts. The basics and best practices presented in this PWOC Ministry Manual can help to raise mutual awareness and lower potential dysfunction between Chaplains and PWOC leaders.

Authority Structure

PWOC is not only under the authority of the local Senior Chaplain (the Chaplain in charge of religious programming on the military installation) and the PWOC Chaplain Sponsor, but also the local Installation Commander, and is part of the Commander's Religious Support Plan. It is imperative for the PWOC Board to remain nested under the authority of their local Chaplains who will keep PWOC aligned with the Religious Support Plan and the Commander's vision. There is also an authority structure within the Chaplain Corps. The local Senior Chaplain's job is to carry out the vision of the Chief of Chaplains of his/her branch of service, but the local Senior Chaplain and his/her appointed PWOC Chaplain Sponsor retain authority over the local PWOC group.



Senior Chaplain

The local Senior Chaplain has oversight and responsibility for all religious programming on the military installation, to include PWOC activities. Selecting PWOC leadership may be the most important task the Senior Chaplain has in building a strong PWOC *(See Chapter 4: Leadership Selection).* Typically, the PWOC Chaplain Sponsor takes part in interviews and the selection process, keeping the Senior Chaplain informed. The proposed slate for the next PWOC Executive Board must be approved by both the PWOC Chaplain Sponsor and the Senior Chaplain before it is finalized by the PWOC Leadership Selection Team.

One primary leadership position for PWOC is the Chaplain Sponsor. It is helpful for the Senior Chaplain to assign someone who can provide the proper support, enjoys working with PWOC, has a basic knowledge of Religious Support operations, and who can mitigate conflict. It is probably best not to assign a first-term Chaplain to this position. If the PWOC group is functioning well, it can be one of the greatest assets for Religious Support; if it is dysfunctional, it can take up the Senior Chaplain's valuable time.

Please note that the titles "Senior Chaplain" and "Chaplain Sponsor" are generic terms for the purpose of this manual, for application across all branches of service. The actual job titles for Chaplains in these roles will vary by branch and by military installation. The Senior Chaplain is the one responsible for religious programming on the installation and who has a supervisory role over the various ministry heads.

The Senior Chaplain should ensure the PWOC Chaplain Sponsor knows how to utilize the Religious Support Operations staff:

- Ensures the PWOC Chaplain Sponsor knows how to utilize the Director of Religious Education (DRE). This will be useful when the PWOC Chaplain Sponsor advises the *1st Vice President of Spiritual Life* (a PWOC Executive Board member) on materials for Bible studies and training. If needed, the DRE may also assist in developing training materials for PWOC.

- Ensures the PWOC Chaplain Sponsor knows how to utilize the Resource Manager. This will assist in advising the PWOC Financial Liaison and ensuring she knows the proper procedure for Purchase Order Requests, budget issues, and submitting an annual budget in line with local installation and military branch protocol.
- Has a meeting with the PWOC Chaplain Sponsor and the NCOIC to advise what assistance PWOC can expect from enlisted support (i.e., Religious Affairs Specialist/ Religious Program Specialist/ Chaplain Assistant). The NCOIC will also let the PWOC Chaplain Sponsor know the procedure to reserve the Chapel for PWOC events.

It is important for the Senior Chaplain to ensure ladies from all Protestant congregations feel welcome to participate in PWOC. Sometimes the largest congregation will have the largest PWOC attendance and the greatest representation on the PWOC Board. If left unchecked, this can lead to PWOC seeming like a women's ministry for that congregation only rather than a fellowship for women from all Protestant Chapel congregations.

PWOC Chaplain Sponsor

The PWOC Chaplain Sponsor is an active-duty Protestant Chaplain stationed at the local PWOC installation who advises the PWOC President and Board about financial matters, legal matters, command matters, and other topics of importance. The PWOC Chaplain Sponsor is appointed by the local Senior Chaplain and serves as a liaison between PWOC and the Senior Chaplain.

The PWOC Chaplain Sponsor should be invested in the actual ministry of PWOC, not just the administrative elements. She/he should be proactive in building trust and positive relationships with the PWOC Board and body, so that when conflict or other issues arise, the PWOC Chaplain Sponsor will be well-positioned to intervene to keep the ministry healthy and vibrant.

Some duties the PWOC Chaplain Sponsor should carry out:

1. Familiarizes himself/herself with the purpose and goals of PWOC within this PWOC Ministry Manual. Discusses these with the PWOC President and strategizes how to reach these goals locally.
2. Establishes a means of regular communication with the President to build trust, to share information, and to advise her in her leadership role over PWOC.
3. Oversees finances for PWOC. Connects the Financial Liaison with the DRE, Resource Manager, and/or other key personnel for financial procedures. Collaborates with the Financial Liaison and the PWOC President to submit an annual budget in line with local installation and military branch protocol.
4. Coordinates for enlisted support (i.e., Religious Affairs Specialist/ Religious Program Specialist/ Chaplain Assistant) and ensures the ladies of PWOC know what support enlisted staff will and will not provide. Support staff should communicate their protocol to PWOC leadership regarding 1) when facilities will be unlocked, 2) offering collection procedures, 3) use of A/V equipment, and anything else relevant to the local installation.
5. Attends all local PWOC Board meetings, PWOC Programs, and special meetings. Depending on the experience of the PWOC President, the PWOC Chaplain Sponsor may need to help her run a meeting; this should be discussed prior to the meeting.
6. Ensures that PWOC's *Four Aims*, purposes, and structure of PWOC are fully understood by all local PWOC Board members.
7. Is actively involved in developing leadership skills among women and in recommending prospects for PWOC leadership to the Senior Chaplain.
8. Advises the 1VP Spiritual Life regarding Bible study resources and leaders as needed. Connects the 1VP with the DRE.

9. Assists or consults with Bible Study Facilitators when necessary or desired.
10. Communicates and liaises information in a timely manner to encourage women in the PWOC body to actively support the Chapel programs. Assists with information flow to and from Protestant Chapel congregations.
11. Assists with the Leadership Selection Team *(See Chapter 4: Leadership Selection).* Takes part in interviews and the selection process. Presents the proposed slate for the new PWOC Executive Board to the Senior Chaplain before finalizing decisions.

Definition of a PWOC Group

A PWOC group meets the following criteria:

1. Operates under the oversight of a designated Protestant Chaplain Sponsor.
2. Has at least two selected Executive Board members.
3. Is located on a U.S. military installation.
4. Is the extension of a Protestant Military Chapel(s); represents all Protestant Chapels on the installation.
5. Follows PWOC's Four Aims.
6. Uses the PWOC Ministry Manual as an operating guide.
7. Supports and assists Protestant Chaplains and their ministries as they are able.

The Four Aims

Full version of the Four Aims:

1. To LEAD women to accept Christ as their personal Lord and Savior, and to cultivate Christ-centered community for women to grow in their faith.
2. To TEACH women the history, beliefs, and programs of the Church, all built on a solid foundation of worship and Bible study.
3. To DEVELOP in women the skills of prayer, evangelism, stewardship, and social service, against a background of personal spiritual development.
4. To INVOLVE women in the work of the Chapel, in keeping with their abilities and interests.

Short version of the Four Aims:

1. To LEAD women to Christ.
2. To TEACH women God's Word.
3. To DEVELOP women's spiritual gifts.
4. To INVOLVE women in Chapel ministries.

Leadership Development Cycle of the Aims:

1. Every woman who engages with PWOC is exposed to the Aims and is part of the leadership development cycle implied by the Aims.
2. Those who follow are LED.
   Those who are led are TAUGHT.
   Those who are taught are DEVELOPED.
   Those who are developed are INVOLVED.
   Those who are involved become LEADERS.

PWOC Motto and Logo

PWOC Motto

PWOC's motto, "We are workers together for Christ," was the theme for the first (1955) and second (1956) PWOC Training Conferences and was added to the PWOC logo in 1957. The words exude a team mentality—within PWOC, in the broader Chapel Community, and in partnership with Chaplains.

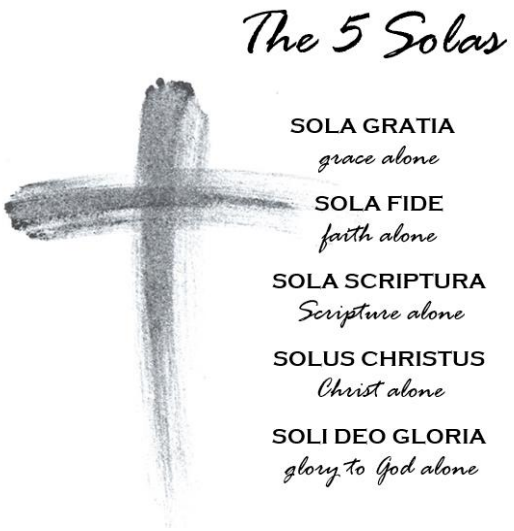
PWOC Logo

- This is the primary logo for PWOC. It represents the mission, vision, and values of the ministry of PWOC 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 our world.
- The gold letters stand for God's love which is more precious than gold, and the gold olive branch stands for the peace we have with God through Christ's love poured out on the cross.
- The white cross is the symbol of our Christian faith. White represents purity. *Come now, let us reason together, says the Lord: though your sins are like scarlet, they shall be white as snow* (Isaiah 1:18a, ESV). The shadow shows the depth of the cross and our ability to enter into the refuge of Jesus.

Protestant Roots

The term "Protestant" came out of the era known as *The Reformation* during which Martin Luther nailed his Ninety-five Theses to the doors of Castle Church in Wittenberg, Germany in 1517. Luther, along with other religious leaders and academics, "protested" against unscriptural practices of the Church. The reformers endeavored to bring the Catholic ("universal") Church back to its origins through renewed focus on Scripture and the gospel of Jesus Christ—salvation by faith through grace. Rather than sparking reform in the Catholic Church, a new branch of the Church, "Protestantism," emerged. Right from the start, there were differences in theology and approach, but *The Five Solas* (pictured below) have come to characterize the early days of the Protestant movement.

Since the time of The Reformation, hundreds of Protestant denominations have formed with huge variations in belief and practice. PWOC is home to all Protestant denominations. To create the most inclusive environment, PWOC focuses on its common Protestant roots, which are most evident in the first two Aims. 1) To LEAD women to Christ: *Solus Christus—Sola Gratia—Sola Fide*, and 2) To TEACH women God's Word: *Sola Scriptura*. By placing Christ and Scripture at the center, PWOC creates a space of shared history that focuses on what we have in common rather than what can potentially divide us. More than that, we create a nurturing, Christ-centered community marked by hope, spiritual growth, respect, and friendship. PWOC is God's ministry—may we hold to our roots and keep our focus on Him. *Soli Deo gloria*.



Internal and External Mission Statements

Protestant Women of the Chapel has both an internal and external mission statement. The internal mission statement describes how PWOC functions within the Chapel Community. The external mission statement describes how PWOC functions in the greater Military Community and is written in language an Installation Commander can appreciate, especially since PWOC is presented as an asset within the Military Community.

PWOC's Internal Mission Statement

Position: Protestant Women of the Chapel (PWOC) is an auxiliary* ministry of the Military Chapel Community and falls under the supervision and authority of the local Senior Chaplain and the PWOC Chaplain Sponsor. Its motto, "We are workers together for Christ," emphasizes PWOC's cooperative role within the broader community.

PWOC is an ecumenical** ministry of the religious support community, built on the foundation of its Four Aims, which honor the Protestant roots of all denominations:

1) To LEAD women to Christ
2) To TEACH women God's Word
3) To DEVELOP women's spiritual gifts
4) To INVOLVE women in Chapel ministries

Internal Mission Statement: *PWOC equips women to flourish within the unique challenges of the military lifestyle by providing a nurturing, Christ-centered community, guided by the Four Aims, in which women associated with the military can connect socially and grow spiritually, thereby increasing readiness of individuals, families, and communities.*

PWOC's External Mission Statement

Position: As an auxiliary* Chapel ministry for women associated with the military, Protestant Women of the Chapel (PWOC) is an integral part of the Senior Commander's Religious Support Plan, implemented by the local Senior Chaplain. Through its ability to positively impact service members, families, and the community, PWOC functions as a unique force-multiplier for the Installation Commander and the Chaplain Corps.

External Mission Statement: *PWOC equips women to flourish within the unique challenges of the military lifestyle—primarily, by cultivating a positive environment for social connection and spiritual formation, and secondarily, by meeting needs in the broader Military Community, thereby increasing readiness of individuals and families.*

**Chapel Auxiliary*—*An extension of the Chapel program under the control of the local Garrison [Senior] Chaplain. An integral element of the religious support mission of Commanders and Chaplains. As part of the Command Religious Program, auxiliaries have official standing and provide servicemembers, civilians, retirees, and family members opportunity for the Constitutional right to free exercise of religion (AR 165-1, chapter 5-6).*

***Ecumenical** (adj.)–General; universal; pertaining to the whole Christian Church; promoting or fostering Christian unity throughout the world; interdenominational; including or containing a mixture of diverse elements or styles (dictionary.com).*

***Ecumenism** (noun)–Movement or tendency toward worldwide Christian unity or cooperation…The ecumenical movement seeks to recover the apostolic sense of the early Church for unity in diversity… (Britannica.com)*

CHAPTER 1: BOARD POSITIONS

Composition of a PWOC Board

Note: *The composition of the Board is based on the needs of the military installation; not every installation will need every Board position.*

1. The PWOC Board is composed of *Selected* members and *Appointed* members.
   ***Selected* positions** include President, 1VP Spiritual Life, 2VP Programs, Administrative Coordinator, and Financial Liaison; this is known as "The Executive Board."
   ***Appointed* positions** include Hospitality, Inreach, Leadership Selection, Leadership Trainer, Outreach, Participation, Praise & Worship, Prayer, Publicity, Retreats & Events, Titus 2, and Watchcare Coordinator (see Board position descriptions below); this is known as "The Appointed Board." Selected positions and Appointed positions together are known as "the Full Board" or simply "the Board."
2. To be selected, potential Executive Board members must submit an *Executive Board Application* and go through the *Leadership Selection interview process* with the Leadership Selection Team and the PWOC Chaplain Sponsor. ***Note:*** *In start-up or very small PWOC groups, the PWOC Chaplain Sponsor, with the local Senior Chaplain's approval, may select a President and charge her with selecting the remaining Board positions (See Suggestions for Smaller Boards).*
3. The President appoints the remaining (Appointed) Board members with the approval of the other Executive Board members and the PWOC Chaplain Sponsor *(See Filling the Appointed Board).*
4. A minimum of two Executive Board members are required for a group to be considered a PWOC *(See Definition of a PWOC Group)*. When a full Executive Board is not possible, President and 1VP Spiritual Life are the positions that take priority.

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. Believes the Bible to be the only inspired, infallible, authoritative Word of God.
4. Fully supports the Four Aims of PWOC.
5. Has an understanding of, and appreciation for, the diversity of PWOC.
6. Is active in her PWOC, or, if new to the area, was active in her previous PWOC.
7. Is certain of her husband's affirmation and support (if married) for her PWOC service.

8. Is able to make decisions and carry out plans in alignment with God's will for her position.
9. Works well with a team, giving and asking for support as needed.
10. Is a valid ID card holder with access to the military installation.

Additional Qualifications for Selected (Executive) Board Members

1. Is the spouse of a service member currently serving in any U.S. military component (Active Duty, Reserve, National Guard) or is a female serving in any U.S. military component.
   Note: *If an Executive Board member's military status changes during her leadership term, she may complete her tenure if she can practically carry out her responsibilities.*
2. Is active in a Protestant Military Chapel. The PWOC Chaplain Sponsor defines "active."
   Note: *Though it can be challenging to find women who are both a spouse of a service member (or a service member themselves) and active in a Military Chapel, it is vital to the ministry of PWOC. The military service component guards PWOC from entrenched leadership and is a forcing function for developing leaders. Keeping a strong tie to the Chaplaincy and the Chapel system ensures a continuance of religious freedom and is part of PWOC's historical identity and purpose as reflected in the name of the ministry and PWOC's fourth Aim, "To INVOLVE women in the work of the Chapel."*

General Responsibilities for all Board Members

1. Seeks prayer support regarding her position.
2. Seeks God's guidance for fulfilling her duties.
3. Conducts PWOC business with professionalism, godliness, and high ethical standards.
4. Works under the oversight of the PWOC President.
5. Familiarizes herself with the PWOC Ministry Manual and local guidelines pertaining to her position. Reviews her position PDF in the PWOC Leadership Development Program (PWOC LDP). *(See Position Training within the PWOC LDP housed on TheHubPWOC.net.)*
6. Reads through the After Action Report (AAR) and position notebook of her predecessor.
7. Makes plans to carry out the PWOC vision as it pertains to her position. Communicates major elements of her plans to the Full Board. Adjusts plans based on feedback from the Board.
8. Fosters a team environment on the Board. Is available to support and assist other Board members. Chooses not to malign her sisters in Christ in word or deed. Assumes good will.
9. Uses the Four Aims of PWOC in making decisions and planning.
10. Assembles a ministry team to accomplish her position responsibilities. Invests in her team members—builds relationships, helps them grow in their relationship with God and in their leadership abilities.
    Note: *This is one of the key ways that PWOC develops leaders. Often where there is a vacancy on the Incoming Board, it is because that position on the Outgoing Board did not build a team to invest in potential future leaders. Focus on PWOC's third Aim—To DEVELOP women who can potentially lead in the coming year.*
11. Attends PWOC trainings.
12. Submits Board Reports and attends Board Meetings regularly.
13. Participates in making decisions regarding PWOC business through the approval/consensus process, offering her unique perspective and experience to the discussion, while maintaining respect for each person's input *(See Board Decision Making).*
14. Prepares an After Action Report (AAR) for each major activity she leads *(See Preparing an After Action Report* within the section *Reports and Position Notebook and Event AAR).*
15. Keeps a position notebook/continuity binder containing records (digital and/or hard-copy) pertaining to her Board position *(See Keeping a Position Notebook* within *Reports and Position Notebook).*
16. Works within the approved budget for her area of responsibility. Coordinates with the Financial Liaison to submit Purchase Requests.

17. Prepares an AAR for her leadership term. Submits the AAR to the Administrative Coordinator and includes a copy in her position notebook *(See Preparing an After Action Report* within the section *Reports and Position Notebook and Annual Position AAR).*
18. Updates her position notebook/continuity binder and passes it on to her successor. Makes herself available to the Incoming Board member for her position to answer questions, to introduce them to key people, and to show them the ins and outs of the position.

Selected (Executive) Board Positions—Job Descriptions

President

Models servant leadership. Works directly with the PWOC Chaplain Sponsor. Leads the Board and the PWOC body to see and do the will of God, personally and corporately. Provides vision and guidance to create an environment that carries out the Four Aims of PWOC and the PWOC Chaplain Sponsor's vision. Represents PWOC in the Chapel Community and broader Military Community.

To the PWOC Chaplain Sponsor

1. Aligns ministry with the vision of the local *Senior Chaplain* and the PWOC Chaplain Sponsor.
2. Seeks the PWOC Chaplain Sponsor's wisdom and advice throughout her leadership term.
3. Keeps the PWOC Chaplain Sponsor informed.
4. Invites the PWOC Chaplain Sponsor to all Board Meetings.
5. Works with the PWOC Chaplain Sponsor and the Financial Liaison to prepare and submit a proposed annual budget *(See Appendix: Budget Breakout by Board Position).*

To the PWOC Board

1. Prayerfully appoints the Appointed Board members with the consensus of the Executive Board and the guidance of the PWOC Chaplain Sponsor *(See Filling the Appointed Board).*
2. Leads the Board to seek God's will and *vision* for PWOC.
3. Empowers Board members to carry out the responsibilities of their positions.
4. Keeps the Board informed about upcoming activities and relevant situations that may influence the normal operation of PWOC.
5. Holds a planning meeting *Board Retreat* early in her term to set the trajectory of ministry for the year.
6. Provides opportunities for leadership development throughout the year, both to educate Board members about the ministry of PWOC and its relationship with the Chaplain Corps, as well as offering Board members opportunities to grow in their own leadership skills.
7. Prays for each Board member and offers wisdom, guidance, and encouragement as needed throughout the year.
8. Prepares for and presides over all monthly *Board Meetings*, seeking to cultivate a godly, loving, cooperative environment.
9. Has the authority to apply the principles in Matthew 18:15-17 to address behavior inconsistent with biblical principles within the Board *(See Chapter 5: Matthew 18 Model).*
10. Plans a Joint Board Meeting with the Incoming and Outgoing Boards at the end of her term. Outgoing Board members will pass on their *Annual Board Position AARs* and *position notebooks* to the Incoming Board.

To the PWOC Body

1. Presides at PWOC meetings.
2. Prays for the PWOC body.

3. Communicates vision and leads the group toward God's plans and purposes.
4. Ensures effective communication to all participants in a timely manner.
5. Helps to educate the body about the *history* and purpose of PWOC, its *Four Aims*, and its role within the Chapel Community.

To the Chapel Community

1. Is the official point of contact and representative for PWOC in the Chapel Community.
2. Cooperates with other Chapel Community leaders and ministries, seeing PWOC as one member of a much larger team that serves the Military Community. Liaises with other ecumenical women's groups such as Catholic Women of the Chapel (CWOC) or Mothers of Preschoolers (MOPS) to build supportive relationships.
3. Establishes working relationships with Chaplains who pastor the various Military (Protestant) Chapel services. Ensures that Chaplains know PWOC is there to support their congregants.
4. If invited, serves on the Parish/Pastoral Council for her Chapel service.
5. Attends key financial meetings as necessary, alongside the Financial Liaison, to secure funding for PWOC.
6. Works with the PWOC Publicity Board member to ensure communication-flow between PWOC and the Protestant services in the Chapel Community. Invites Chapel attendees to PWOC events.
7. Considers involving PWOC in supporting Chapel Community events by advertising through PWOC channels, serving/volunteering, or donating supplies.
8. Considers attending all Protestant Chapel services periodically throughout her leadership term.

To the Military Community

1. Is the official point of contact and representative for PWOC in the greater Military Community.
2. Works in conjunction with Chaplain and Chapel efforts in the Military Community.

To PWOCs in Geographic Proximity

1. Connects with other PWOC Presidents to offer support and to share resources.
2. Considers inviting other PWOCs to retreats and events that her PWOC is planning.
3. Coordinates joint leadership development events when practical.

1st Vice President Spiritual Life

Prayerfully selects Bible studies in line with the Four Aims and the yearly theme or vision. Selects, trains, and equips Bible Study Facilitators. Oversees weekly devotions for the PWOC body. Works with the President to support an environment for intentional spiritual growth.

1. Researches and selects potential Bibles studies that align with PWOC's *Four Aims*, the needs of the women in the PWOC body, and the yearly theme or vision (if available). Includes the President in this decision process. Assembles a ministry team to accomplish this and other position responsibilities *(See Appendix: Bible Study Needs Assessment).*
2. Prayerfully selects potential leaders for Bible studies ("Bible Study Facilitators"). Includes the President in this decision process *(See Appendix: Bible Study Facilitator Application).*
3. Proposes selected Bible studies and Bible Study Facilitators to the PWOC President, the PWOC Chaplain Sponsor, and the Director of Religious Education (if applicable). As a courtesy, presents approved studies to the Board for affirmation (not approval).
4. Estimates quantity of materials and coordinates with the Financial Liaison to submit Purchase Order Requests, working within budget constraints and local guidelines.

5. Coordinates with the President and Administrative Coordinator to schedule meeting times and facilities for Bible studies.
6. Plans training opportunities for Bible Study Facilitators as needed *(See Getting Started: Bible Studies* and *Bible Study Facilitator Training: Adult Learning-Leader* and *Participant version).*
7. Meets with Bible Study Facilitators (both one-on-one and as a whole group) for scheduled trainings and informal meetups that provide feedback, encouragement, and support.
8. Schedules devotions at regular meetings—previews talking points and gives guidance to the presenter at least a day prior to the PWOC meeting. Prays for the person giving the devotion *(See Appendix: Devotion Guidelines).*
9. If requested by the President, schedules devotions for Board Meetings. Invites a different Board member to give a brief devotion each month (optional).
10. Seeks the wisdom and guidance of the President and keeps her informed.
11. Assumes the role of the President if it becomes vacant before the end of the leadership term.

2nd Vice President Programs

Plans and executes Programs in line with the Four Aims and the yearly theme or vision for the spiritual growth and enrichment of PWOC participants and their guests.

1. Plans the year's Programs, taking into account the yearly theme or vision, the *Four Aims* of PWOC, the needs of the women in the PWOC body, and the annual budget.
2. Assembles a Programs Ministry Team to accomplish her position responsibilities—involving and developing women from the PWOC body who enjoy event planning.
3. Keeps the President informed of ideas, potential speakers, funding needs, general plans, and progress for upcoming Programs *(See Appendix: Programs, Retreats, Special Events Planning Tool).*
4. Shares her Program plans with the Board. Adjusts plans according to their feedback.
5. Utilizes local talent and other resources in varied Program formats.
6. Cooperates with the Financial Liaison to submit Purchase Order Requests, working within budget constraints. ***Note:*** *This is often a lengthy process; check your local guidelines and submit requests early!*
7. Works closely with Publicity to advertise the event to the Military Community, extending a special invitation to women of all Protestant Chapel services.
8. Encourages members of the PWOC body to bring a friend or neighbor for Program Day.
9. Coordinates all aspects of each Program with the appropriate Board members (especially Praise & Worship, Hospitality, Participation, Prayer, and the Watchcare Coordinator).
10. Plans the Installation Ceremony for Incoming Board members *(See Appendix: Programs: PWOC Board Installation Ceremony Script* and the *Installation Script for the PWOC Body).*

Administrative Coordinator

Provides the communication structure to support spiritual growth within the PWOC community—first to the Board and then to the body. Coordinates all arrangements for Board Meetings and other Board events (such as a Board Retreat) under the guidance and direction of the President.

1. Handles official PWOC correspondence as directed by the President.
2. Coordinates with Publicity to determine which position handles the various social media outlets (i.e., define position boundaries).
3. Uses grammatical and editorial skills to ensure quality of printed documents and information posted online.

4. Follows installation and Chapel guidelines as well as OPSEC (Operational Security) guidelines when posting online.
5. Monitors social media outlets. Removes inappropriate content as necessary.
6. Works with the President to create and maintain the annual calendar. Works with Publicity to get the word out about upcoming calendar events.
7. Notifies all Board members of upcoming Board Meetings and scheduled activities.
8. Works with military personnel and Chapel staff to reserve buildings and classroom spaces needed for Bible studies, Board Meetings, Facilitator Training, special events, and other calendar items. Coordinates with other Board members to make sure space is reserved for events they are planning.
9. Creates and maintains a current Board Member Roster.
10. Assists Board members in registering in the volunteer hours system (e.g., VMIS) used by the military installation (if applicable).
11. Assists the President with administrative details for carrying out meetings and events for which the President is responsible.
12. Provides Board members with required forms and other resources as needed.
13. Sets a deadline for Board Reports *(See four report versions in the Appendices: Summer, Standard, Perspective-Oriented, Vision-Oriented).* Collects Board Reports and *Event After Action Reports.* If applicable, follows the President's guidance in using them to prepare for the Board Meeting *(See Board Report Summary: A Time-Saving Approach).*
14. Takes and maintains detailed notes of all Board Meetings. Sends Board Meeting notes to the PWOC Board for review and approval in a timely manner. Provides a digital copy of the Board Meeting notes for Board members to include in their position notebooks.
15. Completes any requested reports, submits them to the President for review and approval, then sends them to the requestor.
16. Collects *Annual Board Position After Action Reports* at the end of the PWOC year.

Financial Liaison

Coordinates financial transactions for PWOC in accordance with local regulations under the guidance of the Resource Manager. Note that fund procedures at each military installation and within each branch of service vary greatly. Take the time to learn the local policies and protocol.

1. Works with the President, the PWOC Chaplain Sponsor, and the Resource Manager to understand the installation's funding policies and to learn the funds request process.
2. Attends key financial meetings as necessary to secure funding for PWOC. Keeps the President and the PWOC Chaplain Sponsor informed about the content and outcome of meetings.
3. Works with the President to compile a proposed budget for the year. Submits the proposed budget to the PWOC Chaplain Sponsor for approval *(See Appendix: Budget Breakout by Board Position).*
4. Informs Board members of the procedures they should follow for submitting fund requests.
5. Manages Purchase Order Requests; checks on their status until approval is confirmed, and purchase is complete.
6. Keeps copies of all receipts. Maintains records of expenditures.
7. Coordinates offering collection with local Chapel staff, following local protocol. Keeps records of offerings received. Keeps records of other donations (if applicable) from a Chapel congregation or other source.
8. Keeps the President and the Board informed of PWOC's financial standing throughout the year.

Appointed Board Positions—Job Descriptions

Hospitality

Fosters a friendly, welcoming environment at PWOC. Helps create meaningful fellowship time, typically with refreshments, for women to connect with God and with each other.

1. Creates a welcoming environment conducive to fellowship and meaningful connection.
2. Assembles a Hospitality Ministry Team to accomplish her position responsibilities—involving and developing women from the PWOC body who enjoy food preparation, decorating, or social interaction.
   Note: *Ideally, the Hospitality Team will not only be involved in the logistics of serving food but will also be on the lookout for women who are having difficulty connecting—gently engaging them in conversation to help give them a sense of belonging.*
3. Understands that meeting physical and social needs (i.e., hunger, the need to connect) can help the heart open up to receive spiritual nourishment.
4. Arranges refreshments each week (perhaps creating a schedule for Bible studies to take turns bringing food), in compliance with local health guidelines and with consideration of the dietary needs of her PWOC members *(See Chapter 2 Getting Started: Serving Our Sisters and Appendix: Serving Our Sisters Signup and Checklist).*
5. Oversees setup and cleanup of the fellowship area.
6. Works with the Financial Liaison to purchase/restock necessary supplies, working within the amount budgeted for Hospitality.
7. Coordinates with 2VP Programs to plan refreshments (and possibly decorations) for Program Days, keeping within budget constraints for Hospitality and Programs.
8. If needed, coordinates with Retreats & Events to plan meals or refreshments for retreats and special events, keeping within budget constraints for Hospitality and Retreats & Events.

Inreach

Coordinates ministry projects or activities that meet practical needs within the PWOC body and that help women make meaningful social connections—both during and outside of a normal PWOC meeting.

1. Prays over, plans, and coordinates inreach projects. Keeps the President and the Board informed.
2. Assembles an Inreach Ministry Team to accomplish her position responsibilities—involving and developing women from the PWOC body who have a heart to minister to their PWOC sisters.
3. Coordinates efforts with Bible Study Facilitator(s) when supporting an individual from the PWOC body (such as providing meals for a new mother).
4. Considers ways to help women connect during the regular PWOC meeting, perhaps coordinating efforts with the Hospitality Ministry Team and the Participation Ministry Team.
5. Considers creating periodic special events, outside of the normal PWOC meeting, for fun and fellowship (e.g., craft, movie night, games, road trip, etc.).
6. Considers organizing special interest groups that meet regularly outside of the normal PWOC meeting (e.g., hiking group, travel group, baking group, exercise group, etc.). Ideally, the Inreach Board member would enlist the help of women from the body to lead these interest groups.
7. Coordinates with Publicity for any information distribution via social media platforms and other advertising outlets.
8. Works with the Financial Liaison to purchase necessary supplies, working within budget constraints.

Leadership Selection

Works with the PWOC Chaplain Sponsor and the Leadership Selection Team to prayerfully select the new Executive Board for the upcoming PWOC year, following the Leadership Selection Process (See Chapter 4: Leadership Selection, Appendix: Leadership Selection: Leadership Interest Survey, and Appendix: Leadership Selection: Executive Board Application).

***Note:** Though this can be a Board position for the entire PWOC year, it is most often a seasonal position lasting only through the Leadership Selection Process.*

1. Prays often and regularly regarding future leaders for PWOC.
2. Is constantly looking for leadership qualities in PWOC participants.
3. Forms a Leadership Selection Team (LST) of 3-5 women (including self) with the approval of the PWOC Chaplain Sponsor and the President. Invites the PWOC Chaplain Sponsor to serve on the LST. ***Note:** It is a good idea to make the LST as diverse as possible (age, denomination, race, culture, level of PWOC experience, etc.). Consider using women who are moving so as not to draw from the pool of potential Executive Board members. Consider women who are mature and who will prayerfully approach their responsibility. Consider selecting women who represent the various Chapel congregations on your installation. Current Board members, except for the President, can serve on the LST.*
4. Educates the PWOC body about Executive Board positions and the Leadership Selection application process. Makes regular announcements and presentations leading up to the application deadline *(See: Leadership Selection PPT in the Position Training section of the PWOC LDP, housed on TheHubPWOC.net).*
5. Oversees the entire Leadership Selection Process: interviews, deliberations, and notifications. Waits for the approval of the PWOC Chaplain Sponsor and the local *Senior Chaplain* before finalizing the slate and making notifications.
6. Ensures the highest standards of confidentiality on the LST throughout the selection process—protecting the identity of applicants, keeping the contents of applications private, not mentioning how many applications have been received, and not discussing the Leadership Selection Process with anyone outside of the LST. The PWOC Chaplain Sponsor is a member of the LST and should also maintain confidentiality.

Leadership Trainer

Creates opportunities for leaders to grow in their leadership knowledge and skills—especially focusing on PWOC Board members, but also helping to identify potential leaders in the PWOC body.

1. Assembles a Leadership Training Ministry Team to accomplish her position responsibilities—involving and developing women from the PWOC body who have a passion for training and developing leaders.
2. Works closely with the President, PWOC Chaplain Sponsor, and Director of Religious Education (DRE) to plan and coordinate leadership training events. Keeps the Board informed.
3. Facilitates training sessions at the beginning of the PWOC year to equip Board members in their new roles. *(See the PWOC Leadership Development Program's 1) Incoming Board Toolkit, 2) Personality Module, and 3) Annual Core Training. Note that the PWOC LDP is housed on TheHubPWOC.net. See Appendix: Leadership Development Program-One-year Cycle. See Chapter 2 Getting Started: Leadership Development).*
4. Invites key Chaplains, enlisted personnel, DRE, and other Chapel staff to the first two workshops of the PWOC LDP Annual Core Training: *PWOC Mission* and *RSO 101 (Note that RSO (Religious Support Operations) 101 is a workshop for Army installations. Workshops for sister services TBA).*

5. Fosters an atmosphere of personal development for leaders to hone their own skills. This can happen through a wide variety of methods (e.g., reading and discussing a leadership book as a Board, suggesting relevant podcasts and other materials, offering self-assessment tools, practicing skills in a role-playing environment, etc.).
6. Offers brief and practical leadership training (about 15-20 minutes) on relevant issues (one per month) at monthly Board Meetings as requested by the President *(See: Ongoing Training section of the PWOC LDP, housed on TheHubPWOC.net).* Training should always have an interactive portion for leaders to discuss, absorb, or apply the information.
7. Offers leadership development opportunities to the general PWOC body to identify and develop new leaders (e.g., a devotion on leadership, a leadership workshop, a semester-long leadership class, a leadership book club, etc.) according to the vision of the President, the needs of the body, and the personal interest of the Leadership Trainer Board member.
8. If needed, coordinates with the 1VP Spiritual Life to support Facilitator Training events.
9. Works with the Financial Liaison to purchase necessary supplies for projects and events, keeping within budget constraints.

Outreach

Coordinates ministry projects to meet physical and spiritual needs in the wider Military Community.

1. Prays over, plans, and coordinates outreach projects. Keeps the President and the Board informed.
2. Assembles an Outreach Ministry Team to accomplish her position responsibilities—involving and developing women from the PWOC body who have a heart for the Military Community.
3. Aligns outreach projects with the vision of the PWOC Chaplain Sponsor and local Senior Chaplain (i.e., should efforts be focused only within the military installation or expanded to the civilian sector as well?).
4. Considers joining the effort of a Military Chapel congregation for an outreach project they are leading (e.g., a food drive, Christmas shoeboxes, community service, etc.).
5. Considers outreach projects to military housing areas, possibly including military barracks, to represent God and PWOC to the community (following local guidelines and obtaining permissions).
6. Spaces out projects throughout the PWOC year, with consideration of other initiatives (Programs, inreach events, VBS, community events, etc.) so as not to overtax the PWOC body.
7. Coordinates with Publicity for any information distribution via social media platforms and other advertising outlets.
8. Works with the Financial Liaison to purchase necessary supplies for projects and events, keeping within budget constraints.

Participation

Welcomes regular attendees and newcomers to PWOC each week. Fosters a sense of belonging. Keeps attendance records and participant information.

1. Forms a Participation Ministry Team who will help create an inclusive, warm environment, realizing that greeters are PWOC's first line of contact and are essential for setting a welcoming tone.
2. Provides nametags for regular participants, newcomers, and guests.
3. Considers using a *Participation Registration Form* to collect relevant information on each participant (their interests, needs, basic contact information, etc.) being careful to honor OPSEC (Operational Security) guidelines to protect their information.
4. Uses information on the Participation Registration Form regarding potential areas of interest to connect participants with the appropriate Board member(s).

5. Provides a *Photo Release Form* for Social Media use if a photo release statement is not included on the Participation Registration Form.
6. Considers maintaining a master roster as a resource for the Chaplains, Board, and Bible Study Facilitators. Published rosters should include the *Privacy Act Statement*.
7. Maintains weekly attendance records. This may include taking a headcount during the whole-group time, class attendance, and watchcare attendance. Communicate expectations with the President and PWOC Chaplain Sponsor.
8. Has knowledge of the watchcare program and provides moms with the information they need. ***Note:*** *If possible, it is good for the Watchcare Coordinator to be present as women enter to directly answer questions and perhaps sign children in, especially for Kickoff and opening weeks.*
9. Introduces newcomers to the PWOC body and farewells PWOC members who are moving.
10. Considers ways to help newcomers feel at ease beyond the welcome table—perhaps coordinating efforts with the Hospitality Ministry Team and Inreach Ministry Team.
11. Considers hosting an event to help newcomers connect, such as a lunch following PWOC.
12. Considers recognizing birthdays and anniversaries, maintaining OPSEC guidelines.
13. If relevant, keeps a supply of PWOC pins and provides the President with information for awarding pins (e.g., attendance goal met).
14. Works with the Financial Liaison to purchase supplies (nametags, pins, welcome/farewell gifts, etc.) keeping within budget constraints.

Praise & Worship

Leads her team and the PWOC body in corporate worship that exalts God and helps women connect meaningfully with Him. Selects music representing a variety of worship styles to honor the diversity in the PWOC body.

1. Assembles a Worship Team to accomplish her position responsibilities—involving and developing women from the PWOC body who have a heart for worship.
2. Prayerfully selects music, and perhaps related Scriptures, for weekly PWOC meetings.
3. Uses a variety of music styles that represent the various Protestant Chapel services and denominational backgrounds of women in the body (i.e., Gospel, traditional, contemporary).
4. Considers using a variety of ways to express worship (e.g., dance, sign language, drama).
5. Gives opportunities for Worship Team members to lead—perhaps leading a single song—to grow in their own worship leading abilities.
6. Coordinates with the President and the PWOC Chaplain Sponsor to ensure copyright compliance for music and lyrics (slides) by following CCLI license protocol.
7. Makes sure slides are carefully previewed for spelling and grammatical errors.
8. Coordinates with Chapel staff for use of A/V equipment. If locally appropriate, ensures there are Worship Team members trained to use A/V equipment.
9. Coordinates with the 2VP Programs to provide worship for Program Days, if requested.
10. Coordinates with Retreats & Events to provide worship for other events, if requested.

Prayer

Prays over the PWOC Board and body. Models how to pray using a variety of approaches. Offers opportunities for women to connect with God through prayer.

1. Assembles a Prayer Ministry Team to accomplish her position responsibilities—involving and developing women from the PWOC body who believe in the power of prayer.
2. Prays regularly for PWOC, the PWOC Chaplain Sponsor, the Board, and the body.

3. Prays for special needs in the PWOC body and Chapel Community.
4. Leads corporate prayer at PWOC meetings in line with the President's vision and allotted timeframe. Provides opportunities for her team members to lead corporate prayer time.
5. Considers using a variety of styles and methods of prayer (e.g., the ACTS model, traditional prayers like The Apostles Creed, The Nicene Creed, The Lord's Prayer, prayers in Scripture, prayer partners, small group prayer, etc.).
6. Plans and oversees formalized prayer partners, prayer groups, prayer events, and the handling of emergency prayer requests as needed and as locally appropriate.
7. Provides a way for PWOC members to submit prayer requests on a weekly basis, such as a prayer box with prayer forms beside it.
8. Emphasizes the need for confidentiality among Prayer Team members.
   Note: *Prayer requests of individuals should never be made public without express permission of the requestor; this includes anonymous requests.*
9. Coordinates with the 2VP Programs to provide prayer for Program Days.
10. Arranges monthly prayer partners on the Board if requested by the President. Announces or selects prayer partners at the monthly Board Meeting.

Publicity

Publicizes PWOC through all lines of communication in the Chapel Community and greater Military Community.

1. Assembles a Publicity Ministry Team to accomplish her position responsibilities—involving and developing women from the PWOC body who understand technology and advertising.
2. Coordinates with the Administrative Coordinator to determine which position handles the various social media outlets (i.e., define position boundaries).
3. Keeps the President informed, allowing her to preview publications, since she is ultimately responsible for publicized information regarding PWOC.
4. Coordinates with other Board members to publicize PWOC activities. For clarity, spells out "Protestant Women of the Chapel" on all publicity releases.
5. Uses grammatical and editorial skills to ensure the quality of information posted online.
6. Follows installation and Chapel guidelines as well as OPSEC (Operational Security) guidelines when posting online.
7. Monitors social media outlets. Removes inappropriate content as necessary.
8. Ensures information flow to Protestant Chapel services regarding current Bible studies, upcoming Programs, Retreats, and other PWOC events.
9. Considers advertising (to the PWOC body) relevant events within the Chapel Community as well as other ministries available on the military installation (e.g., Teens of the Chapel, Club Beyond, Men of the Chapel, MOPS, Cadence, CRU, Navigators, OCF, Planting Roots, etc.).
10. Considers taking pictures and videos to create a digital record of the year and to promote events, past and future, to stir up interest and excitement.
    Note: *Be sure to coordinate with Participation to ensure everyone has signed a photo release*.
11. Considers advertising for PWOC on the military installation in ways that are locally relevant (i.e., social media, banners, flyers, newspaper, Newcomers' Brief, digital announcement screen, etc.).
12. Works with the Financial Liaison to purchase necessary supplies, working within budget constraints.

Retreats & Events

Plans and executes events as requested by the President—from smaller events lasting only a few hours, to large-scale, multiple-day retreats. Coordinates all aspects of the event from start to finish. Creates the space for women to break away from everyday life for intentional, spiritual development.

1. Assembles a Retreats & Events Ministry Team to accomplish her position responsibilities—involving and developing women from the PWOC body who enjoy event planning.
2. Keeps the President and PWOC Chaplain Sponsor informed on the progression of planning—running major decisions by them before executing them (such as setting a date, securing a venue, recruiting a speaker, determining cost, ordering supplies, finalizing the theme, etc.) *(See Appendix: Programs, Retreats, Special Events Planning Tool).*
3. Coordinates with other Board members who may have a part in the event (i.e., Hospitality, Praise & Worship, Watchcare Coordinator, etc.). Will these Board members be utilized? Clarify expectations.
4. Coordinates with Publicity to advertise the event to PWOC, the Chapel Community, and perhaps the wider Military Community.
5. Considers collaborating with other PWOCs in the geographic proximity in planning joint events.
6. Works within budget guidelines. Coordinates with the PWOC Chaplain Sponsor and Financial Liaison for correct handling of contracts, honorariums, and to request needed supplies for the event. ***Note:*** *The Retreats & Events Board member should never sign a contract. This must be handled through the Chapel Funds office, following local guidelines.*
7. The Retreats & Events Board member may offer to support events put on by other Board members (e.g., 1VP's Facilitator Training, 2VP's Program Day, Leadership Trainer's Incoming Board Training and Annual Core Training, or events put on by Inreach or Outreach). These positions may not require assistance; clear communication is key.

Titus 2

Serves as an advisor to the President and Board—bringing spiritual insight, maturity, strength of character, sound judgment, wisdom, and a heart for the ministry of PWOC. Leads and teaches the women in the PWOC body as requested by the President. Prayerfully intervenes in sensitive situations, conflict resolution, and in addressing behavior inconsistent with biblical standards.

1. If needed, assembles a Titus 2 Ministry Team to accomplish her position responsibilities—involving trusted, mature women from the PWOC body.
2. Prays regularly for the Board and body of PWOC.
3. Encourages the Board to adhere to the *Four Aims* of PWOC.
4. Supports the leadership of the President, offering advice or correction in private.
5. Leads and teaches the women of PWOC as requested by the President.
6. Reminds those she advises that their priorities to God and their family take precedence over PWOC responsibilities *(See Appendix: Healthy Priorities).*
7. Considers familiarizing herself with local resources for counseling and support that may be of assistance to women in crisis.
8. Familiarizes herself with the PWOC Ministry Manual to ensure a thorough understanding of the organization and proper procedures.
9. Prayerfully intervenes in sensitive situations, conflict resolution scenarios, and issues regarding behavior that are inconsistent with biblical standards. Exercises the highest level of confidentiality regarding these situations. Keeps the President informed *(See Chapter 5: Matthew 18 Model).*
10. Coordinates with the President and PWOC Chaplain Sponsor in situations that may require Chaplain involvement (e.g., past trauma, domestic violence issues, theological issues, etc.).

Watchcare ("PCOC") Coordinator

(PCOC "Peacock" Protestant Children of the Chapel)

Oversees the children's program for PWOC, ensuring safety and spiritual care, in alignment with local and federal policy. Provides age-appropriate activities for children so they can enjoy their time at PWOC.

1. Assembles a Watchcare Ministry Team to accomplish her position responsibilities—involving and developing women from the PWOC body who love children.
2. If paid watchcare is provided onsite, coordinates with the workers regarding room assignments, child-to-adult ratios, safety requirements, health standards, and other details necessary for PCOC to run smoothly. Ensures workers have what they need.
   Note: *If your PWOC uses the Child Development Center or has another solution for childcare, this Board position may not be necessary.*
3. If paid watchcare is not available, it is the Watchcare Coordinator's responsibility to oversee and manage: room capacity, child-to-adult ratios, safety requirements, health standards, sign-in, allergy alerts, behavioral standards, and communication with parents *(See Appendix: Watchcare Registration Form).*
4. Recruits volunteers to serve. Works with the Religious Support Team to move volunteers through the background check process. Only volunteers with completed background checks can serve.
5. Considers using a room anchor (a volunteer who will commit to serving weekly in a classroom for the entire semester—much like a PWOC Bible Study Facilitator) to provide consistency for children. This eases the burden of finding volunteers each week.
6. Ensures volunteers are up to date on required training. Cooperates with the Director of Religious Education (DRE) or local authority responsible for volunteer training.
7. Works within installation and Chapel guidelines to provide care for children which may include providing ministry curriculum.
8. If offering a school-age room, familiarizes herself with the local rules of what is permissible. PWOC can offer spiritual formation (instruction) but may not be permitted to offer academic instruction.
9. Coordinates with the President to determine the parameters of PCOC. When will children go to watchcare? What will be the minimum and maximum ages? Should a school-age room be offered?
   Note: *In an effort to not overtax volunteers, it can be a nice balance to include children in the whole-group time. If fellowship follows the whole-group time, moms can get snacks for their kids and take them to the restroom. When Mom goes to class, kids go to class.*
10. Coordinates with the 2VP Programs to determine the timeframe for PCOC on Program Days.
11. Coordinates with the Financial Liaison to purchase necessary supplies for PCOC, working within budget constraints.
12. Coordinates with Participation to interface with parents for PCOC sign-in/sign-up as needed.
13. Recognizes paid workers and/or volunteers—letting them know how much they are appreciated.

Board Terms and Term Limits

1. All Board members, Selected and Appointed, serve a one-year term, typically May to May, in alignment with the school calendar.
2. All leadership steps down at the end of the PWOC year. A new Board is selected/appointed following steps 2 and 3 under *Composition of a PWOC Board*, which includes the *Leadership Selection* Process.
3. A Board member may serve a maximum of two terms in the same position (pending selection/ appointment).
4. A one-year sabbatical is recommended for leaders who have served three years in any combination of positions to allow restoration and renewal as well as providing new leaders the opportunity to step up with fresh perspective.

Ending the Leadership Term Prematurely

1. If it becomes necessary for a Board member to end her leadership term prematurely for any reason, she should submit a letter of resignation to the President and the PWOC Chaplain Sponsor.
2. 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, that Board member may be removed from service by the PWOC Chaplain Sponsor. The PWOC Chaplain Sponsor should notify the local Senior Chaplain *(See Chapter 5: Matthew 18 Model).*

Filling Board Vacancies Caused by Resignation

1. Positions other than the President: The President appoints a successor for any vacancy, with the consensus of the Executive Board and the guidance of the PWOC Chaplain Sponsor.
2. Succession of the President: If the President steps down prematurely, the 1VP Spiritual Life succeeds the President and finishes her leadership term. If the 1VP Spiritual Life is unable to assume the President's duties, the 2VP Programs succeeds the President. If both VPs are unable or do not desire to finish the President's term, the PWOC Chaplain Sponsor will appoint a successor, considering the recommendations of the Executive Board.

Reports and Position Notebook

Preparing a Board Report

A Board Report should give a clear "snapshot" of how the Board position functioned over the past month (or however long of a period that the report covers). What was done? When? How? Why? What were the successes? What needs to shift? Board Reports should be kept in the position notebook (see below) and will eventually be referenced by whomever follows in the position on the next Board. These reports should give the successor a clear view of how the position functions at the local PWOC and how it functioned during each month or report period. Reports with blanks or one-word answers are of little value to the current Board member and her successor. It is worth the time it takes to describe, reflect, analyze, and to make appropriate adjustments. If the PWOC Board uses a Board Report Summary *(See Board Report Summary: A Time-Saving Approach)*, keep in mind that what is written (or not) on an individual's Board Report will be included on the summary. This is meant to give other Board members a window into what each position is doing to help them see how all the pieces fit into the whole, with the goal of working better as a team. It is an investment, in current and future leadership, to take the time to write a solid Board Report. The President will determine which report format she would like to use (there are four options in the Appendices) or she may wish to develop her own that is better suited for the local PWOC.

Preparing an After Action Report (AAR)

1. **Purpose:** An After Action Report (AAR) provides useful information for a successor to maintain continuity and serves as a historical record. It includes lessons learned and gives crucial advice for the next iteration of the activity.
2. **Types of AARs:** PWOC uses two versions of AARs, one is for reviewing a single activity or event and the other is an Annual Position AAR which each Board member completes at the end of her tenure. Both types of reports should be written in such a way that prospective leaders with no experience could understand how to manage the responsibilities of the position or project.
    a. **Event AAR** *(See Appendix: After Action Report: Event).* This type of AAR reviews a single event or activity. The Board member who takes the lead on the event is the one who should complete an AAR. A well-written AAR will give a snapshot of the event—including what went well, along with lessons learned. The goal is to give the subsequent Board excellent information and a solid starting point for the next iteration of the activity or event.
    b. **Annual Position AAR** *(See Appendix: After Action Report: Annual Board Position).* This type of AAR is a review of the entire PWOC year as experienced by an individual Board member. A well-written Annual Position AAR will give a solid overview of how the position functions at the local installation. Highlights should include key events, best practices, advice, points of contact, and any other information that will help the succeeding Board member thrive in her new position. Monthly Board Reports are the best resource for writing this type of AAR.
    c. **Maintenance.** Both types of AARs are kept in the individual Board member's position notebook and should also be submitted to the Administrative Coordinator and the President. It is good practice for the Administrative Coordinator to keep these record for three years.

Keeping a Position Notebook

A position notebook (aka "continuity binder") is an invaluable tool by which information pertinent to each Board position is managed and recorded to create the ideal resource for the next person who will hold the position. Notebooks are used throughout the year for record keeping, planning, and reference.

Each Board member should maintain a current position notebook with the goal of handing it off to their successor no later than the Joint Board Meeting with the Incoming Board at the end of the leadership term. A good rule of thumb: "Create the kind of notebook you wish you would have had when you started your Board position."

A typical position notebook will contain about three years' worth of information. Older items may be discarded unless they hold historical value or are still useful and relevant. Notebooks can be hardcopy, digital, or a mixture of both.

Items to include in a position notebook:

- After Action Reports (AARs)
- Monthly Board Reports
- Board Meeting Minutes
- Budget and Fund Requests
- Timeline of Events—What happened in the Board position? When?
- Resources and Points of Contact
- Helpful lists specific to the position (i.e., the 1VP could include a list of which studies have been offered and who facilitated them)
- Information specific to the local Military Community
- A personal note of blessing and encouragement for the notebook's recipient (optional)
- Anything else that would be helpful for the Board position

Additional position notebook items for the President and/or Administrative Coordinator to include:

- PWOC Ministry Manual
- History of the PWOC Chapter
- Local PWOC Constitution (if applicable) or local Standard Operating Procedures (SOP)
- Board Position AARs (all positions)
- Monthly Board Reports (all positions)- Admin's notebook only
- Meeting Minutes
- Parish/Pastoral Council Reports
- Financial Meeting Reports
- Anything else that would give an overview of how the local PWOC operates

Transitioning from One Board to the Next

After the Incoming Executive Board members have been announced, they can begin meeting together to pray and prepare for the upcoming PWOC year. The Incoming President begins the process of Appointing the remaining Board members with the approval of the Executive Board and the PWOC Chaplain Sponsor *(See Chapter 2 Getting Started: Filling the Appointed Board).*

The current (Outgoing) 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 them. During the overlap period (from the time the Incoming Executive Board is announced till the official Installation Ceremony) the Outgoing Board members make themselves available to the Incoming Board members to answer questions, to introduce them to key people, to show them the ins and outs of the position, etc.

A Joint Board Meeting should be held prior to the Installation Ceremony. The Outgoing President presides over this meeting. Each Incoming Board member should receive a position notebook, with a Position AAR summarizing the past year, from her Outgoing counterpart. Time should be set aside in the meeting for counterparts to meet and to discuss the position notebook (i.e., Outgoing Hospitality and Incoming Hospitality). The Outgoing 2VP of Programs should have an opportunity to give instructions for the Installation Ceremony. After these basics are complete, the Outgoing Board should excuse themselves from the Board Meeting so that the Incoming Board can meet on their own. This meeting is limited in time and will not be the best venue for beginning a discussion on theme or any other involved topic. It is probably best to use the time to for the new Board members to connect meaningfully with one another, which will be an investment in the working relationship. A time of prayer for the Board to dedicate their leadership term to God is another excellent use of time.

Suggestions for Smaller Boards

The list of Board positions above can be used most readily by larger PWOCs. For small and medium-sized PWOCs, a smaller board is more realistic. In the samples below, several positions are grouped for a single volunteer. Please note that one volunteer should not try to fulfill multiple job descriptions. Rather, elements of the various positions would be combined into a new job description that meets the needs of the PWOC group. Obviously, excellent communication among Board members is necessary for identifying local needs, combining elements of multiple Board positions, and drafting new job descriptions that meet the local need. The PWOC Chaplain Sponsor should be part of this process. It is recommended that the Board composition be reviewed annually. PWOC groups may grow or change significantly in a short time period.

Following are possible ways to combine job positions to run an effective ministry with fewer Board members. There may be better combinations of positions to meet the needs of a local PWOC or to better accommodate the skill sets and passions of the leaders. Be sure to align revised position descriptions with the vision of the local Senior Chaplain and PWOC Chaplain Sponsor. Also take into consideration the local PWOC's annual theme or vision (if available).

For a Board of four members:

1. **President:** Add elements of Financial Liaison, Hospitality, Leadership Trainer, and Watchcare Coordinator.
2. **1VP Spiritual Life:** Add elements of Praise & Worship and Prayer.
3. **Administrative Coordinator:** Add elements of Participation and Publicity.
4. **Titus 2:** Add elements of Inreach, Leadership Selection, and Outreach.

Note: *2VP Programs and Retreats & Events are not included in this suggested Board makeup.*

For a Board of six members:

1. **President:** Add elements of Financial Liaison, Leadership Trainer, and Watchcare Coordinator.
2. **1VP Spiritual Life:** Add elements of Praise & Worship and Prayer.
3. **2VP Programs:** Add elements of Outreach and Retreats & Events.
4. **Administrative Coordinator:** Add elements of Participation and Publicity.
5. **Hospitality:** Add elements of Inreach.
6. **Titus 2:** Add elements of Leadership Selection.

CHAPTER 2: GETTING STARTED

Filling the Appointed Board

Once the Executive Board is installed, the remaining positions are appointed. The President, with the advisement of the Executive Board, should determine which positions should and should not be filled based on the needs of the local installation. The PWOC Chaplain Sponsor should be included in this thought process and may want to be involved in the Executive Board discussion and screening of potential Board members. If the PWOC is small, consider adjusting Board roles as described in *Suggestions for Smaller Boards*. The President takes the lead in assembling the Appointed Board but needs to keep communication open with the Executive Board and PWOC Chaplain Sponsor throughout the process.

PWOC is a widely diverse ministry. The human tendency is to associate with people who are like oneself in some way. Diversity includes skin color but goes far beyond to embrace personality, beliefs, age, culture, opinions, upbringing, leadership experience, and so on. PWOC is diverse in church denomination and often represents multiple Chapel congregations on the military installation. If the PWOC Board is a homogenous group of women who all think the same, believe the same, and maybe even look the same, then the leadership will not effectively represent the diversity of the PWOC body, the Chapel Community or the global ministry of PWOC. A non-diverse Board will not be well-poised to meet the needs of the community.

It may be wise, even necessary, to intentionally include individuals from various Chapel congregations on the PWOC Board. This is especially important if PWOC is perceived as belonging to a single Chapel service. The ministry of PWOC belongs equally to *all* Protestant Chapel services on the military installation. Appointing Board members who represent Chapel congregations is a way to build bridges and improve information flow. Proceed slowly. Include your PWOC Chaplain Sponsor in the conversation. Communicate your intentions with Chapel leadership. Choose individuals who will promote unity in the Chapel Community.

Summer Session

One of the first decisions the Board will need to make is what to do for the Summer Session. Will PWOC offer a Bible study? How many weeks? It is good for each week to be a stand-alone topic—meaning that the material does not build on the previous week(s). This accommodates people coming and going with travel schedules. Another option is to do more informal, kid-friendly meetups at a park, pool, zoo, trail, or any other fun place. Meetups are a good way to welcome women who have just moved to the area. This approach is typically less taxing on the Board.

Board Retreat

A Board retreat is a great opportunity for new leaders to get away with their teammates to get to know one another and to become accustomed to working together. This type of event can range from a few hours to overnight—the longer the better! Some of the time might be spent mapping out the PWOC year or working on the vision. "Retreat" implies refreshment and a "getaway" so those relevant elements should be included—in other words, it should not be all work and no play. The Board needs to learn to laugh together and to genuinely enjoy one another's company; this is an important investment in the working relationship. Consider using the *Personality Module* from the PWOC Leadership Development Program *(See the PWOC LDP, housed on TheHubPWOC.net)* or something else that will be enjoyable to the Board. This type of event can be repeated before the second semester begins.

Prayer can be a deeply meaningful element of a Board Retreat. Making time for each Board member to share what is most pressing in her world, and then taking the time to pray for her, is a huge investment. The Board will be able to trace God's hand in each other's circumstances as the year progresses. Establishing expectations of confidentiality is a crucial step. It is immensely damaging for a Board member to share the most private prayer request of her sister in Christ without permission. Note that this process will likely take a lot longer than expected; allow a few hours of unscheduled time. A much shorter option is to use prayer partners which helps to foster meaningful connections that last throughout the year. A new prayer partner could be assigned at the next Board Meeting.

Leadership Development

Leadership Development is vital for the survival of a 100% volunteer-led ministry that switches out leadership entirely every year. The PWOC Board must be intentional about its investment in present and future leadership. Using the materials outlined below will pay dividends throughout the year by helping the Board work together more effectively, but it also makes an investment in the global ministry of PWOC as more leaders are educated about the organization's history and purpose.

A PWOC Leadership Development Program *(See: PWOC LDP, housed on TheHubPWOC.net)* was created for PWOC by PWOC leaders, Chaplains, and DREs, based on outcomes of a master's level research project which explored the most vital needs of the organization. Content within this program is "front-loaded" in the PWOC year, requiring a more intense time investment during the summer months and then evening out to more of a maintenance approach via Ongoing Trainings (20 minutes or less) at Board Meetings. *(See Appendix: Leadership Development Program One-Year Cycle.)* The President and the Leadership Trainer should determine the best way forward for the Board. Below is the estimated time commitment for the major sections of the PWOC LDP:

- **Incoming Board Toolkit:** This is a set of five modules that will set the Board on the correct trajectory for the year. Plan on 2-3 meetings of about 2 hours each to work through the material. Consider addressing some of the content in an online format. Determine which modules can be discussed virtually and which would be better in person.
- **Individual Board Positions:** Board members review this material on their own (20-30 min).
- **Personality Module:** This is a great tool for appreciating each other's differences and leading styles. This module can be done in person in about two and a half hours or Board members can pre-watch the video (50 minutes) and take the personality assessment (10 min) to save time. Optional activities for the Board take about an hour and a half. Activities can be done virtually if the Board has a way to divide into groups using their virtual meeting platform.

- **Annual Core Training:** This is a full day (or two half-days) of in-person training (8 hours) consisting of four workshops: 1) *PWOC Mission*, 2) *RSO 101,* 3) *Conflict Resolution*, and 4) *Team Building*. Both the PWOC Board and key members of the Religious Support Team (e.g., Senior Chaplain, PWOC Chaplain Sponsor, the Resource Chaplain, the Director of Religious Education, and enlisted personnel who work directly with PWOC) attend the first two workshops—PWOC leads the first workshop, and the Religious Support Team leads the second workshop. Since this involves military personnel and other professionals, the President should ensure a date is set early so everyone can plan ahead. The PWOC Chaplain Sponsor can advise the Board on who to include and which date may be best.
- **Ongoing Leadership Development:** Once the main elements of the PWOC LDP are covered, the Leadership Trainer should continue to offer leadership development topics that address local issues or that offer opportunities for leaders to grow in their own leadership knowledge and skills.

Developing a Vision and Theme

Selecting an annual theme for the local PWOC helps to guide ministry programs and activities while providing a sense of cohesion and focus. Vision and theme are closely intertwined. The vision is the direction and purpose that God has for the ministry and is discerned through prayer, through dialog (with the Senior Chaplain, PWOC Chaplain Sponsor, and the Board), and through analyzing the unique needs of the Military Community. The theme is how the vision is packaged: it condenses ideas down to a few words, usually with an accompanying image, and quickly conveys the heart of the vision in a memorable way.

1. **Phase 1- Executive Board Research:** Theme development begins with a vision quest *(See PWOC LDP, Incoming Board Toolkit, Module 4: Vision, housed on TheHubPWOC.net). (See Appendix: Vision Quest-Theme Development Worksheet.)* One of the responsibilities of the Incoming Executive Board, especially the President, is to meet with the PWOC Chaplain Sponsor and his/her supervisor, the local Senior Chaplain. The President must learn what the Chaplains' vision is for the community and the ministry of PWOC. Everything PWOC does, including the creation of the vision and theme, must nest in the vision of its Chaplains.
2. **Phase 2- Full Board Brainstorm:** Once the Full Board is in place (or mostly in place), the second step is to brainstorm the major issues and needs facing the local community that PWOC serves. As issues are recorded, the Board should look for similarities, grouping like items together. Ideas are then narrowed down to the three most pressing needs. How would these needs be met? What does the local community need from Christ? The Board discusses this question. This is typically a needed stopping point in the discussion to allow time to think and to pray before firming up the vision/theme.
3. **Phase 3- Finalizing the Theme:** Determine what Scripture speaks to the needs discussed in Phase 2. Discuss Bible verses that may apply. Which one is best? Does it also fit the Chaplains' vision? Once the Board has settled on a Scripture, the next step is to pull out actionable words from that Scripture. This is where the theme tagline comes into play. What word or phrase could succinctly convey the Chaplains' vision, PWOC's response to the pressing needs of the community, and the truth found in the selected Scripture? That word or phrase, alongside the Scripture, is the theme.
4. **Phase 4- Putting the Theme into Action:** Alongside the Four Aims, the theme should guide everything the Board does throughout the year. Programs, Retreats, and other events should reflect an element of the theme. Selection of Bible studies may be based on the theme. Nametags and other printed resources may include the theme tagline and image. The Board will need to unpack the theme for the PWOC body and will need to reiterate it throughout the year. Consider using the *Vision-Oriented Board Report* to help reinforce the theme/vision.

Healthy Priorities

As Board members step into their leadership roles in PWOC, it is critical that they prioritize their relationship with God. Serving God and knowing God are two different things. A leader can be very busy "for the Lord" but can find herself spiritually starved. Just as friendships and relationships within a family need to be intentionally cultivated, so does one's relationship with God.

The document *Healthy Priorities* prioritizes nine areas of responsibility: 1) Relationship with God, 2) Personal health, 3) Husband, 4) Children, 5) Home management, 6) Job (necessary income), 7) Job (supplemental income), 8) Ministry and community volunteerism (PWOC), and 9) Hobbies and Interests. A Board member should avoid an "all or nothing" approach. If an area of importance has been neglected, that does not necessarily mean she should quit the Board. Perhaps all that is needed are some simple adjustments to get back on track.

Relationship with God is the number one priority. Why? Because everything else flows from there; it breathes life into all the other areas of responsibility. A Board member needs to make her time with God a priority, keeping in mind that how she connects with God will likely be different that how her peers on the Board connect with Him. Perhaps prayer would be paired with driving or exercise. An audio app could be helpful for listening to Scripture while performing menial tasks. Individuals should strategize what their time with God could look like based on what works with their personality, their schedule, and their family. Board members should plan to revisit this list of priorities throughout the year to make course corrections.

Building a Position Ministry Team

Position ministry teams are the key way that leaders are developed in PWOC. Most Board positions are conducive to building a team to carry out the responsibilities of the position. Members of the team gain an inside understanding of how the position operates. For example, a member of the Programs Ministry Team has a close-up view of how the 2VP of Programs does business. Ideally, she will see the 2VP seeking God's will and relying on His direction. She sees the timeline of Purchase Order Requests and the event planning process. The team member also sees how the Programs position interacts with other Board positions such as Hospitality, Praise & Worship, Prayer, Participation, and the Watchcare Coordinator. When it comes time for Leadership Selection, she is part of a pool of potential women who understand the position and may choose to submit an Executive Board Application, either at her current location, or perhaps in the future at another location. Often the vacancies on the Incoming Board are in the positions that lacked ministry teams on the Outgoing Board. Investing in others can be a challenge, but it pays dividends in friendship and future leadership.

Serving Our Sisters

Serving our Sisters or "SOS" is a great way to involve women from the PWOC body! Bible studies take turns serving in SOS (usually one per week on non-Program Days). SOS varies at every PWOC but typically includes bringing food/snacks for the entire PWOC body to be enjoyed during the fellowship time. Other responsibilities may include: setup and cleanup of the fellowship area, serving food, providing volunteers for watchcare, providing someone to help collect and count the offering, providing greeters, and helping to reset the Chapel at the end of the PWOC day. The PWOC Board decides how they would like to implement SOS. Hospitality and the 1VP Spiritual Life are responsible for getting the appropriate information to Bible Study Facilitators (schedule, expectations, checklist, dietary needs, etc.) *(See Appendix: Serving Our Sisters Signup and Checklist).*

Bible Studies

Bible studies are the heart of PWOC. This is where women dig into the Word of God and grow in their faith. This is also where they find meaningful connections with other women—building friendships that go beyond the PWOC meeting day. The 1VP Spiritual Life is the one who prayerfully selects the studies based on the needs of the women *(See Appendix: Bible Study Needs Assessment)* and the guidance of her ministry team, the President, the PWOC Chaplain Sponsor, and the Director of Religious Education (DRE). Studies should align with PWOC's Four Aims and the local vision/theme. Studies that depend heavily on the Word of God will be the most impacting in women's lives.

Screening Facilitators: Bible study leaders are often called "facilitators" since they are facilitating/ presenting material that has been developed by someone else. Potential facilitators need to be screened carefully *(See Appendix: Bible Study Facilitator Application)* to ensure they have a vibrant relationship with the Lord, are in agreement with the Four Aims of PWOC, and in line with the vision of the PWOC Chaplain Sponsor and the Board. The 1VP Spiritual Life should take the needed time to properly screen potential leaders—to include contacting the reference they name on their application.

Facilitator Training: Once the Bible Study Facilitators are in place, the next step is to offer training to prepare them for their new role. Facilitator Training can be approached in a variety of ways; some suggested topics are below. The Leadership Trainer on the Board may team up with the 1VP Spiritual Life for this event. It is good if the PWOC President can come to speak a brief word of encouragement and to emphasize the vision. About midway in the semester, it is a good idea to meet again to see how the facilitators are doing. This meeting should have less training content and should focus more on the concerns of each facilitator.

Some suggested topics: 1) The Adult Learning Model *(See Appendices Bible Study Facilitator Training: Adult Learning—leader and participant versions)*, 2) Facilitating a discussion that respects different viewpoints, 3) How to make the lesson memorable, 4) How to use small groups effectively, 5) Group dynamics—handling a variety of scenarios such as silence, someone dominating the conversation, "rabbit trails," theology differences, and so on, 6) Effectively incorporating prayer into the study, 7) Creating a safe space for our women to be vulnerable, 8) How to help the women connect meaningfully with each other, 9) What to do if you suspect a study participant needs professional help, 10) Incorporating the annual vision/theme into the material.

Bible Study Best Practices: Facilitating a Bible study can be one of the most rewarding and enriching experiences within the ministry of PWOC. Following are some recommendations for running a successful study.

Before the Bible Study Begins:

- Pray! This is God's work! He will accomplish His will as the leader gives the class to Him.
- Remember that PWOC includes the whole spectrum of Protestantism. Respect doctrinal differences. Focus on what class members have in common. Allow respectful disagreement.
- The facilitator should make sure she is nourishing her own spirit and not just preparing for class. *(See Appendix: Healthy Priorities.)*
- The leader needs to be prepared—ideally staying 1-2 weeks ahead of the class. She may want to proactively research questions she thinks may come up in discussion.
- Make copies of the Appendices: *Bible Study Participant Profile* and *Bible Study Class Guidelines and Confidentiality*.

During the Bible Study:

- Pray! Ask the Spirit of God to guide the class.
- Have a class agreement that clarifies expectations and sets appropriate boundaries (such as the *Bible Study Class Guidelines and Confidentiality* document mentioned above).
- Keep discussion Bible-centered, always pointing women to Christ and the Word of God.
- Consider asking someone in the Bible study to help with classroom responsibilities (such as administrative tasks). That individual may take on more of a co-leader status, filling in for the leader if she is absent. (Note: Co-leaders should be cleared by the 1VP Spiritual Life.)
- Accommodate different learning styles. Auditory-only is the most common approach but not the best option for absorbing and retaining information. Consider using visuals, analogies, and stories. Have the class work on an activity that applies a concept presented in the study—the more the facilitator involves them and engages their senses, the more the participants will get out of the class.
- Focus on the main idea for the lesson—what should participants walk away with? How can that point be effectively emphasized?
- Incorporate prayer. Have a system for women to share prayer requests with each other. Small groups that remain the same throughout the semester can be a good option.
- Pay attention to group dynamics—do not let an individual dominate the conversation. Insist on an environment that respects different viewpoints. Seek advice for specific problems.
- Vary the way women share. When discussion is with the whole group, only one person at a time can share. Using small groups (2-4 people) ensures 100% participation, which will help people apply what they are learning to their own lives. Mix it up!
- Bible study is more about transformation than information. Challenge the women to apply what they are learning to their lives. The leader should be honest about her own efforts to do the same.

A Sample PWOC Day

Following is a sample schedule of a regular PWOC meeting with examples of how Board members may interact and function. Each PWOC should tailor their schedule to meet their own needs. Consider using this sample as a starting point.

60 minutes prior to start time: *President* arrives. Positions arrive that need extra time for setup (i.e., *Praise & Worship, Hospitality, Participation, Watchcare Coordinator*). *President* checks in with each Board member as they arrive—greeting them, answering questions, and making sure all is well. *President* greets the staff present in the building (i.e., the Director of Religious Education, enlisted service members, etc.) in an effort to maintain friendly and open communication as well as to troubleshoot any facility or equipment issues.

30 minutes prior to start time: All Board members have arrived. Everyone working on setup. Bible Study Facilitators arrive. *1VP Spiritual Life* is available to answer questions and troubleshoot A/V equipment in classrooms. *Financial Liaison* is making preparations for offering (if applicable). Prayer Team arrives. *Prayer* position leads her team in praying over the PWOC meeting.

15 minutes prior to start time: Setup complete. Worship practice complete. Welcoming music playing. All personal conversations ended. All Board members ready to welcome women to PWOC. *Participation* and *Watchcare Coordinator* are in the welcome area. *1VP Spiritual Life* prays with the person giving the devotion.

Whole group time:

- **Praise and Worship** (15 minutes): *Praise & Worship Team* starts on time. Brief welcome and an invitation to join in worship. *All available Board members help gather women in the sanctuary.*

- **Offering** (5 minutes): An act of worship, perhaps in conjunction with the worship time. *Financial Liaison* oversees the offering. Her team counts the offering either immediately after collection or during the Fellowship time.
- **Prayer** (5 minutes): The *Prayer* position leads a time of corporate prayer using a variety of approaches. Sometimes this may include praying in small groups or with a partner.
- **Devotion** (5-7 minutes): *President* or *1VP* briefly introduces the speaker.
- **Welcome & Announcements** (5 minutes): *President* welcomes everyone to PWOC. Individuals make their own announcements (i.e., *Inreach* makes an announcement about social interest groups, *2VP* makes an announcement about the upcoming Program…).
- **Welcome Newcomers, Farewell anyone leaving** (5 minutes): *Participation* introduces newcomers and leads prayer for anyone leaving.
- **Meet & Greet** (5 minutes): Board members should be sure to greet newcomers.
- **Closing Prayer and Dismissal** (1 minute): *President* closes in prayer and dismisses for fellowship.
- **Fellowship** (15-30 minutes): *Hospitality Ministry Team* is working. *Inreach* and *Participation Teams* may support. All Board members engaging women in conversation. SOS class assists with serving and cleanup.
- **Bible Studies** (60-90 minutes): *1VP Spiritual Life* and *President* are available to handle issues that arise.
- **Cleanup/Chapel Reset** (30 minutes): All Board members and SOS class helping to reset the Chapel. All trash from classrooms and fellowship area removed. All surfaces wiped down. All tables and chairs moved back to the proper configuration. Floors swept. All other Chapel protocol completed.

Board members that are not specifically named in the schedule above have the freedom to plug into different areas as needed and according to their interests. Even if a Board member does not have a specific job to do (such as the 2VP on a non-Program Day) she should consider herself “on duty,” watching for people who are alone or tasks that need attention. The Board should “have each other’s backs.”

Programs

Program Day occurs as often as once-a-month and takes the place of a regular PWOC meeting. All members of PWOC gather together and stay together for the whole time; Bible studies do not meet. In the early days of PWOC, Bibles studies or interest groups often met in different homes. Program Day was an opportunity to bring everyone under the same roof at the Chapel; it was a time of celebration and enjoying one another’s company! How often a PWOC holds Program Days will depend on their calendar, their budget, and their Board’s vision. Three Program Days per semester is about average: Fall Kickoff (Aug/Sept), mid-Fall semester (Oct/Nov), and Christmas Program (Dec); Spring Kickoff (Jan), mid-Spring semester (Feb/Mar/Apr), and Installation Ceremony (May/June).

The 2VP Programs takes the lead on Program Day rather than the President. Board members who do not have a specific job (such as the 1VP Spiritual Life) should consider themselves “on duty” and should watch for people who are having trouble connecting, along with watching for tasks that need attention.

Program Day is an opportunity to invite someone to PWOC who might not otherwise come. A neighbor may not be willing to commit to a Bible study but would be willing to attend a single event. In this way, Programs can function as an outreach to the community. The 2VP Programs and Outreach positions on the Board may want to team up to brainstorm ways to make Program Day welcoming to the surrounding community.

The format of Program Day can vary greatly but it usually has group activities (such as an ice breaker, craft, or discussion groups), a speaker (or panel) who follows the theme of the Program Day, elements of a regular PWOC day (such as worship, prayer, and announcements), and it typically includes a special meal with extended fellowship time. The 2VP Programs and her team have the freedom to go beyond what is typical for Program Day and may choose to use the majority of the time to work on a project such as a community service effort or packing boxes for deployed service members. There is freedom to think outside the box when planning a Program Day, so long as it lines up with PWOC's Four Aims, the vision of the Board and PWOC Chaplain Sponsor, as well as the available budget.

CHAPTER 3: BOARD MEETINGS

Executive Board

1. Meets for the first time as soon as possible after Installation. Discusses vision and direction for the year in alignment with the PWOC Chaplain Sponsor's vision. Discusses potential Appointed Board members.
2. Meets throughout the leadership term as needed, online or in person.
3. The President may choose to discontinue meeting with the Executive Board separately once the Full Board is in place.
   Note: *It is important for the President and the Executive Board to guard against an "us and them" mentality and approach when working with the Appointed Board. That said, it is appropriate for the President to seek guidance and perspective from a smaller group for certain topics and decisions. Using the Executive Board for this purpose can be of great benefit.*

Full Board

1. Each position submits a monthly Board Report to the Administrative Coordinator and President prior to the Board Meeting *(See four report versions in the Appendices: Board Report: Summer, Board Report: Standard, Board Report: Perspective-Oriented, Board Report: Vision-Oriented).* Note that the Summer Board Report is designed to cover the entire summer in a single report.
2. Meets together (preferably in person) once a month on a day and time set by the President.
3. Follows the agenda for the Board Meeting to conduct business in a timely manner. Defers to the President's leadership in the meeting.

Purpose of the Board Meeting

The purpose of the Board Meeting is to conduct the business of PWOC, to make important decisions, and to coordinate with other Board members. Board meetings are usually held monthly on a predictable time and day (i.e., the first Monday of the month). The PWOC Chaplain Sponsor should be invited to every Board Meeting. In general, the Board Meeting is not the time for planning events—that process should take place within position ministry teams (such as the Programs Ministry Team planning for their upcoming Program Day). Event plans should be included in each Board position's Board Report, and each Board member must remain open to feedback from the Board as a whole. This approach allows for some autonomy in individual Board positions while also maintaining a team mentality and accountability to the Board as a whole.

Note: *There are four styles of Board Reports included in the Appendices. The President should decide which version she would like to use (or can create her own) and the Administrative Coordinator should make sure Board members have a digital copy ahead of each Board Meeting. There are editable Word documents of each Board report and all other forms in the Appendices.*

Sample Agenda for a Board Meeting

The President and Administrative Coordinator should create an agenda for the meeting ahead of time. It can be sent out to the Board prior to the meeting so they know what to expect and are prepared to contribute to the meeting. Those who have a major stake in upcoming events (such as the Outreach position heading up an outreach event) should be prepared to share details about the event as requested by the President. It is important to stay on track with the agenda and to begin and end the meeting on time. If the Board gets bogged down on a certain topic, the President may choose to table the discussion, to be continued online after the in-person meeting is over. Following is a sample Board Meeting Agenda. All times are estimated and dependent on the President sticking to her agenda with allotted times.

1. **Fellowship** (15 min): If time permits, use the first 15 minutes to allow the Board to get snacks and mingle. This is a soft start that allows late-comers to arrive and Board members to connect with each other. Write the fellowship time into the agenda so the Board knows the meeting is not "starting late." If fellowship at the beginning of the meeting becomes an excuse to arrive late, move it to later in the agenda.
2. **Devotion and Prayer** (5 min): Often Board members take turns giving a brief devotion (one per month), as requested by the President or 1VP Spiritual Life.
3. **Approval of Previous Minutes** (5 min): This can also be done online before the meeting.
4. **Board Reports** (30-60+ min): Either going around the table to let each Board member share or using the time-saving approach described in the next section.
5. **New Business** (15-30 min): This can be a wide variety of issues such as upcoming events, PWOC Chaplain Sponsor concerns, new Chapel policies, and anything else that may affect how PWOC operates going forward.
6. **Leadership Development** (15-20 min): This often gets skipped but is so vital for the survival of a ministry that is 100% volunteer—plus leaders want to grow in their leadership abilities! It is important to make this an intentional investment. Even just 15-20 minutes can make an enormous difference in the health of the Board and PWOC. Check out the PWOC Leadership Development Program *Ongoing Training* section, housed on *TheHubPWOC.net*, as well as other great (non-PWOC LDP) resources on the same website.
7. **Closing Prayer** and **Prayer Partners** (10 min): Assigning monthly prayer partners (the Prayer position should do this) is a great way to help Board members connect with each other in a meaningful way. Giving them time to pray together in person is a rich investment.

When planning a Board Meeting, be sure to work in a little fun! Make it an event that the Board loves coming to and is sorry to miss. Set a pleasant atmosphere. Create some memories together. Meetings can be great investments in relationships with a little creative planning.

Board Report Summary: A Time-Saving Approach

A typical way to run Board Meetings is to go around the table and have each Board member share what's happening in their area of responsibility. For a small board, this may be a viable option—each position would need about 5 minutes to share. When operating with a larger Board, typically this sharing process takes the entire meeting time, often with the last few Board members losing their opportunity to speak since time has

run out. This approach leaves little room for other important investments such as prayer, leadership development, and meaningful connection among Board members.

An optional approach is to set the deadline for Board Reports a few days ahead of the meeting; reports should be sent to both the Administrative Coordinator and the President. An advantage of receiving Board Reports early is that the President can engage Board members ahead of the meeting. Often, there are easy questions that can be answered in advance which saves time in the meeting. The Administrative Coordinator creates a "Board Report Summary" which includes the highlights from every Board Report—leaving out information that may be too sensitive to share with the entire Board. The Board Report Summary should maintain the sections of the Board Report. For example, if using the Vision-Oriented Board Report, the Admin would write out the question: *How are you carrying out the vision (theme) through your Board position?* And would then record the individual Board responses together for that Board Report question. Responses should be separated, using bullets or other notation, and should include the name and Board position for each individual response. The President should preview this report before it is printed. The Administrative Coordinator makes copies of the Board Report Summary—one for each Board member plus the PWOC Chaplain Sponsor.

During the Board Report section of the meeting, the Board will have about 5 minutes to read through the Board Report Summary and jot down their questions and comments in the margins. This time should be silent to allow everyone to read. Once everyone is finished reading, the President opens the floor for questions, clarification, and for Board members to offer support to one another, etc. Only one person at a time may speak. The Administrative Coordinator should be taking notes during this time—amending the Board Report Summary as the discussion progresses, which becomes part of the minutes of the meeting. Discussing one section (one Board Report question) at a time tends to be more productive. The process typically takes about 30 minutes, which (on larger boards) is usually far less time than going around the table to have each person share. The President should keep the conversation moving and hold to the time set aside in the agenda for Board Reports. Unfinished conversations can be continued online after the meeting. Items that involve specific Board members can be handled outside of the meeting (such as the 2VP Programs and Praise & Worship deciding which songs to use for a Program Day).

This approach puts value on filling out a Board Report. Those who do not turn in a report do not have their information included in the Board Report Summary. A grace option is to allow a Board member who misses the deadline to make copies of her own report to hand out at the meeting—the Board would read these along with the collective summary.

Another variation of this approach would be to have Board members bring their reports to the meeting. During the Board Report time, they would work in groups of no more than four people. Each person would share what is going on in her area of responsibility (5 minutes per person x 4 people= approximately 20 minutes). Once everyone has shared, one member from each small group would give a brief (2-3 minute) summary to the large group.

Board Decision Making

When a decision requires the entire Board, the President should use the approval/consensus process described below.

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 is 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:
   - The President invites discussion regarding the decision to be made.
   - When the President deems the discussion is complete, she clarifies the decision, then calls for the approval from the Board.
   - If unanimous approval is not reached, the President may ask for further discussion, or may clarify the implications of the decision. When the President deems the discussion is complete, she again calls for consensus.
4. When consensus is not reached, the President may choose one of the following options:
   - She may table the decision, asking the Board to pray and seek God's direction and timing regarding the issue. The President should define when or how this decision will reappear. How long will the decision be tabled? Will it be discussed at the next Board Meeting? Sooner?
   - She may lead the Board into a formal voting process whereby a 2/3 majority vote of Board members present will rule.
     Note: *This option should be used sparingly or not at all. A 2/3 vote is not a consensus and has the potential to invite division on the Board. Proceed cautiously. Seek counsel from the PWOC Chaplain Sponsor.*

CHAPTER 4: LEADERSHIP SELECTION

The fact that PWOC is, and always has been, a 100% volunteer-run ministry is astounding! It is even more astonishing considering that all of PWOC's leadership, globally, steps down each year—no one is guaranteed a position on the subsequent Board. This approach seems unsustainable, yet it is how the ministry has conducted business since the 1950's. The Leadership Selection Process described in this section has endured many decades due to its heavy reliance on prayer—recognizing that PWOC is God's ministry and trusting that He will sustain it.

Changing out leadership annually is a forcing function that makes PWOC intentional in developing leaders, since the survival of the ministry depends on it. Though constant leadership turnover has its challenges, it keeps the ministry fresh and guards against entrenched leadership. By selecting Service Members (active-duty, Reserve, National Guard) or spouses of current Service Members for the Executive Board, PWOC stays relevant to the military culture.

Note: *The Leadership Selection Process is for the Selected (Executive) Board only: President, 1VP Spiritual Life, 2VP Programs, Administrative Coordinator, and Financial Liaison. (The newly selected President appoints the remaining "Appointed" Board members with the approval of the Executive Board and the PWOC Chaplain Sponsor. See Filling the Appointed Board.)*

Leadership Selection Timeline

Late Fall Semester

If Leadership Selection is not a position filled on the Board, the President appoints someone (with the consensus of the Executive Board and the approval of the PWOC Chaplain Sponsor). This appointed leader begins forming a diverse, mature Leadership Selection Team (LST) of 3-5 women (including herself) with the approval of the President. She invites the PWOC Chaplain Sponsor to serve on the LST. If the PWOC Chaplain Sponsor opts not to participate on the LST, the LST leader must keep him/her informed throughout the selection process. Current Board members (except the President) are able to serve on the LST. It is wise to look for team members who may be moving or who have other reasons they would not be serving on the Executive Board so as not to draw from the pool of possible applicants. Including representatives from different (Protestant) Chapel congregations is good practice.

The LST begins meeting regularly to pray and to discuss the selection process. They review relevant items in the PWOC Ministry Manual and the PWOC Leadership Development Program (PWOC LDP) pertaining to Leadership Selection.

Note: *LST members cannot include anyone intending to apply for a Selected (Executive) Board position. If a team member prayerfully realizes she should apply for a Selected position, she must resign from the LST to submit an Executive Board Application. The LST leader may ask someone else to take her place. LST members CAN serve on the Appointed Board if requested by the Incoming President.*
Note: *The current (Outgoing) President CANNOT serve on the LST and cannot influence decisions in any way. Confidentiality on the part of the Leadership Selection leader and team throughout the process is imperative.*

Early to Mid-Spring Semester

The LST continues meeting regularly for prayer.

The LST makes regular announcements and presentations to the PWOC body—describing the Selected positions and the Leadership Selection Process *(See The Leadership Selection PowerPoint in the PWOC LDP in the Individual Board Positions section, housed on TheHubPWOC.net).* They may lead the body in corporate prayer over the process. The LST sets a deadline for *Executive Board Applications*.

The team proactively seeks out possible applicants and encourages other leaders (especially the Board and Bible Study Facilitators) to do the same. Sometimes potential leaders do not see their own potential unless someone else points it out. The LST may want to use the *Leadership Interest Survey* with the PWOC body.

The LST should coordinate with Publicity and the Administrative Coordinator to use email and appropriate social media venues to disseminate information and Executive Board Applications.

Mid-Spring Semester

Applications are due. The LST shifts from educating and recruiting the PWOC body to focusing on the interview process. Any exceptions to policy regarding qualifications for Selected (Executive) Board members must be approved by the PWOC Chaplain Sponsor and attached to the Executive Board Application. For example, if a potential Executive Board member does not attend a Military Chapel, she must request an exception to policy from the PWOC Chaplain Sponsor, indicating that the Chaplain is aware of the situation and is willing to waive the requirement.

The LST begins preparing for interviews, perhaps drafting questions for the PWOC references named on the Executive Board Applications as well as questions for the in-person interviews of the applicants.

The LST leader (possibly with assistance from LST members) calls all references named in the Executive Board Applications; this is a vital step that should not be skipped. She takes notes on each conversation that she will share with her team. The LST reviews and discusses these notes alongside the Executive Board Applications.

The LST schedules interviews, keeping confidentiality in mind. Where can interviews be held that will offer some privacy? Interviews should be spaced out to avoid overlap. The LST should plan about 30-45 minutes for each interview, leaving at least 15 minutes after each interview to briefly recap the highlights verbally and to write notes for later deliberations with the LST. Time between interviews ensures privacy of applicants as they enter and leave. It also gives the LST time for restroom breaks and time to reset before the next interview.

The LST determines if they will have someone available outside the interview room to pray privately with each applicant before interviews and to pray for the LST during interviews. This person must also maintain the highest level of confidentiality.

Note: *Receiving Executive Board Applications digitally is a way to protect confidentiality since no one would see an application change hands during a PWOC session. Use caution in sharing this information digitally since it can very easily (even accidentally) be forwarded or emailed to the wrong address—be sure to doublecheck emails! It may be better to print out applications, making copies for each LST member and the PWOC Chaplain Sponsor, to be viewed when the team meets together.*

Note: *Guard confidentiality to the highest degree! Only the LST should know who applied, how many applications there were, who was not selected, and so on. Even the smallest piece of information can cause unintended damage to individuals and hardship to the Incoming Board.*

Leadership Selection Interview Process

Leadership Selection Interviews

1. Make the environment as welcoming as possible to put the applicants at ease.
2. Open and close each interview in prayer.
3. Give all LST members the opportunity to ask the applicant a question if they so desire.
4. Give the applicant the opportunity to ask questions of the LST.
5. Discuss the applicant's qualifications after she leaves the room.
6. Pray for her as a team. Ask God for wisdom in making decisions concerning her leadership.
7. Be a good steward of time for the applicants and the LST. Start and end interviews on time.

Leadership Selection Team Deliberations

Note: *An applicant may have applied for a specific position but through the deliberation process, the LST may see her as better suited for a different position. If this is the case, it would be wise to check with the applicant to see if she would be willing to serve in a different position—give her time to think and pray about it. The LST may need to pause deliberations and reconvene on another day.*

Note: *A position may need to remain vacant if there is no suitable applicant—far better to leave a vacancy than to put the wrong person in a position! Sometimes a vacancy is filled later when a new person with PWOC experience moves to the area.*

1. Open deliberations in prayer. Trust God to make His will known to the team.
2. Discuss each applicant's strengths, experience, vision, and anything else of significance from her interview and reference-check notes. Try to avoid stating which position (if any) applicants are best qualified for; just discuss as openly as possible.
3. After discussing the applicants, ask LST members to write "the slate," placing applicants in the five Executive Board positions—have individuals do this privately, then compare slates among the whole team. Are there any positions that are unanimous? If so, there is no need for further deliberation on that/those position(s).
4. Discuss positions that were not unanimous. Give LST members the chance to state why they chose a particular applicant for a position. When the discussion seems complete, pause for prayer as a team, then have individual LST members privately write the slate again. Repeat this process until the slate is unanimous or until there is a *consensus* among the LST (i.e., a *general contentment* when each LST member can be content with the final decision even if an individual was not their first choice for a position).

5. If unanimity or a consensus is not reached, the LST may need to end deliberations for the day and take more time to pray over the process. If the PWOC Chaplain Sponsor has not been part of the interview process, this may be a good time to have her/him weigh in on the decision. Set a day and time to reconvene.
6. When the LST meets again, open with prayer, then give each team member the opportunity to share their thoughts; make sure the PWOC Chaplain Sponsor's thoughts are represented. Ask individuals to write the remaining slate one more time to see if unanimity or a consensus can be reached.
7. **Before any notifications take place**, the LST leader must present the proposed slate to the PWOC Chaplain Sponsor for approval. The PWOC Chaplain Sponsor should present the proposed slate to the Senior Chaplain for approval. Wait until both Chaplains give their consent.
8. If unanimity or a consensus cannot be reached for a certain position, the LST should defer to the PWOC Chaplain Sponsor's counsel, being careful to support his/her decision going forward.

Decision Notifications and Ending Procedures

1. The LST leader will notify each applicant in person, when feasible; this includes those who were selected for a position as well as those who were not. She may choose to have the PWOC Chaplain Sponsor or another LST member accompany her. The goal is to provide encouragement for those selected and comfort and encouragement for those not selected.
   Note: *There may be applicants who were not selected for an Executive position, but who may excel in an Appointed position. The LST leader can make recommendations to the Incoming President if the applicant has given her permission. The LST could also simply encourage the applicant to approach the Incoming President on her own.*
2. When notifying applicants who were selected for Executive Board Positions, the LST leader should officially offer the job and see if the individual accepts it. There is always the possibility that the individual will have changed her mind. If this is the case, the LST may need to return to the deliberation process for that position.
3. Incoming Executive Board members should be counseled to keep the information private until the public announcement is made.
4. As a courtesy, the LST leader shares the names of those selected with the outgoing President, who keeps the information confidential until a public announcement is made. The Outgoing Full Board should also receive this information before a public announcement is made, though the President or LST leader may choose to delay sharing names with the Full Board until closer to the time when it will become public knowledge to avoid premature information leaks.
5. The LST arranges a brief meeting (perhaps immediately before a regular PWOC meeting) with the PWOC Chaplain Sponsor and the Incoming Executive Board to make official introductions.
6. The LST leader introduces the Incoming Executive Board to the PWOC body, encouraging their affirmation for the new leadership. The LST leader officially closes the Leadership Selection Process and prays a prayer of blessing over the selected leaders.
7. Any printed information (i.e., Executive Board Applications, notes from reference calls, notes from LST deliberations, etc.) should be shredded and disposed of; e-mails containing Executive Board Applications or other sensitive information should be deleted and the trash emptied.
8. The LST is officially released from their responsibilities.
9. The Incoming Executive Board members are officially installed during the PWOC Installation Ceremony which is typically the final day of the Spring Semester.

Executive Board Vacancies

If the Leadership Selection Process ends and there are still vacancies on the Incoming Executive Board, the President fills those positions in the same manner she fills the Appointed Board positions (i.e., with the consensus of the Executive Board and the PWOC Chaplain Sponsor). The PWOC Chaplain Sponsor may want to use the interview process when filling Executive Board vacancies; the Incoming President should clarify the Chaplain's preferences.

If the President position remains vacant, the PWOC Chaplain Sponsor may choose 1) to appoint a President, 2) to request the LST continue the selection and deliberation process for that position, or 3) to leave the position vacant, potentially filling it later with a leader that moves to the area.

CHAPTER 5: MATTHEW 18 MODEL

Matthew 18:15-17 (NIV)

If your brother or sister sins, go and point out their fault, just between the two of you. If they listen to you, you have won them over. But if they will not listen, take one or two others along, so that 'every matter may be established by the testimony of two or three witnesses.' If they still refuse to listen, tell it to the church; and if they refuse to listen even to the church, treat them as you would a pagan or a tax collector.

A Word of Caution

The goal of confrontation and correction is restored relationship. The leader (confronter) needs to search her own heart to determine if she has contributed to the issue. Is this a matter of pride? Are personal struggles clouding the leader's perspective? Did she provoke this person in any way? A large part of confrontation is listening to understand the other person, thereby creating a safe space for honest conversation. If the person feels accused and attacked, restoration will not be possible. Correction should be handled carefully and privately.

Matthew 18:15-17 assumes the situation involves sin. Often our conflicts are not necessarily sinful, but are the result of personalities clashing, theological differences, cultural misunderstandings, differences of opinions, and so on. Be very careful about applying the Matthew 18 model to situations that are not rooted in sin. It is still valuable and necessary to approach those who have caused wounds or rifts in order to maintain unity on the Board. Board members need to see correction as an act of love—meant for good and not harm.

The Problem

When a Board member is failing to fulfill the obligations of her position or is 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.

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 women from the Board with her, such as the Titus 2, to confront the errant Board member, in love, with the goal of encouraging repentance and reconciliation.

3. If there is still no resolution, the President should confer with the PWOC Chaplain Sponsor for counsel. If necessary, and with the agreement of the PWOC Chaplain Sponsor, the President may request a resignation from the Board member. If she refuses to submit her resignation, the PWOC Chaplain Sponsor, with the support of the Senior Chaplain, may remove the Board member from her position.

When the President Needs Correction

1. First, the concerned Board member(s) should privately confront the President in love with the intent of encouraging repentance and reconciliation.
   Note: *It may be better for the concerned Board member to first seek godly counsel from the Titus 2 or her own trusted mentor to make sure the situation needs correction. There may be unmet expectations, personality conflict, or other dynamics involved.*
2. If step one does not bring resolution, the concerned Board member(s) should approach the Titus 2 and explain the situation. The Titus 2 and the concerned Board member(s) should confront the President, in love, with the goal of encouraging repentance and reconciliation.
3. If step two does not bring reconciliation, the Titus 2 should arrange a meeting among the PWOC Chaplain Sponsor and the Executive Board to discuss the situation with the President.
4. If there is still no resolution, the PWOC Chaplain Sponsor may request a resignation from the President. If she refuses to submit her resignation, the PWOC Chaplain Sponsor, with the support of the Senior Chaplain, may remove the President from her position.

APPENDICES

PWOC History

PWOC-Europe

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). 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 October 3-7,1955 at the Alpine Inn Retreat Center in Berchtesgaden. One hundred fifty women attended that conference and the embers burst into flame.

In those few short days, participants 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 three weeks after the conference, Giessen, Germany made history as the first PWOC 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" (Dermstadt). The next few years saw many firsts: November 13, 1956, the first Leadership Selection Committee was appointed; July 24, 1956, a constitutional revision committee was appointed; October 1957, PWOC pins were first available; November 5, 1957, the first constitutional amendment was made; May 19, 1958, the PWOC Handbook (the first version of this PWOC Ministry Manual) was distributed.

Rally Tours

The "Rally Tours" that began in 1956, were one of the highlights of the early years. During September and October, well known speakers—usually brought in from stateside, along with various European Executive Council members—toured the PWOC Areas, normally spending one day speaking at each location. A typical early Rally Tour included two stops in Italy, ten in Germany, and four in France (1959). The longest Rally Tour in 1962 consisted of 28 stops which included rallies in England, Scotland, Morocco, Spain, France, Germany, and Italy. Later tours also provided rallies in Libya (1963), Turkey (1965), Greece (1967), Norway (1970), Crete (1972), and Holland (1972).

Rally Tour attendance for all locations on a single tour ranged from 1,297 to 3,427, demonstrating that many women were reached by the program. Interestingly, the attendance for the Rally Tour in 1958 was 1,958! Rally Tours began to decline in the mid-1970's with some Areas deciding to obtain their own speakers. Financial pressures put an end to the tours in 1978.

Training Conferences

Training Conferences were a cornerstone of the European PWOC organization. Beginning with the first conference in October of 1955, there was an unbroken chain of annual conferences through the Spring of 2012. Early conferences often had several speakers and only four to eight class offerings. Later events tended to use a single speaker with a wide array of specialized training workshops for leaders.

As early as 1960, after two years of 350 attendees at the Training Conference, the attendance increased dramatically to 457 delegates, representing 125 PWOC Chapters. Attendance remained in the 300s and 400s for the annual Training Conference clear into the new century.

The cost of an early conference (1961) for room and board from dinner Monday evening through breakfast on Friday was $17.85 for officer dependents and $13.85 for enlisted dependents. Rooms with a bath were extra charge!

Theme and Hymn

The theme of the first Training Conference in October of 1955, “Workers Together for Christ,” was also selected for the second conference in May of 1956. In 1957, the Darmstadt, Germany PWOC Chapter designed the logo for the organization with the words “We are workers together for Christ” on the outer rim, which became the motto for PWOC. Chapters were first asked to submit theme suggestions in 1959. “That All May Know Him” (submitted by Ansbach, Germany) was chosen from those first suggestions. Annual theme submissions varied in number but topped out in 1961 with over 200 suggestions! 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 began. 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 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 PWOC Chaplain Sponsors. The “Retreat House Chaplain” selected the speakers. In 1971, policy changed, giving PWOC women a much more active role as leaders and as resource persons. In 1975, the Worship & Study Institute Retreat moved to the Berchtesgadener Hof so additional women might attend. Attendance climbed to 318 (1977), causing an overflow of attendees into other area hotels. In 1979 the Worship & Study Retreat was divided into two one-week conferences to allow for 400-plus participants to attend. In 1981, it returned to a single event, held in November, at the General Walker Hotel with overflow at the Hof.

Organizational History

The history of Protestant Women of the Chapel has not always been one of steady growth or development. All through the late 1950’s and early 1960’s, growth was rapid and continuous. New Areas such as Spain-Morocco (1961), United Kingdom (1961), and Middle East—Turkey, Greece, Crete (1965) were added. Remote Chapters such as Oslo, Norway; Tripoli, Libya; Copenhagen, Denmark; Peshawar, Pakistan; and Asmara, Ethiopia joined as well. Occasional changes in commands caused disruption as PWOC adjusted Area boundaries to conform.

In 1960, the Air Force and Army PWOCs decided to unite as one organization. “USAREUR Council of PWOC” then became known as “Region Council” and later renamed “European Council.” In 1961, the first Air Force spouse was selected to be the PWOC-Europe President. Although the Navy was not active in an Advisory capacity or financially at this time, Navy Chapters were welcomed to the ranks of PWOC-Europe.

In 1961, 480 delegates at the Training Conference represented 161 PWOC Chapters scattered over a wide expanse of the European continent and beyond. In 1962, PWOC membership was estimated at over 7,000.

Amid astounding growth, PWOC also experienced loss due to military drawdown. In 1965, lights began to go out as several bases in the United Kingdom and Spain closed. The avalanche came in 1967 when all of France went dark as President DeGaulle withdrew his country from NATO. Morocco and Libya became too dangerous for dependents, as did Pakistan. Still, 1967 brought a ray of hope as Sicily joined PWOC, 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 formally withdrew from participation in the Berchtesgaden Conferences in 1980 due to the escalating cost of transportation. They also instituted their own Retreat/Training Conference 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, which proved unsuccessful. The new Area was dissolved, and the Middle East Area and Italy Area reformed the following year. In 1975, the Middle East Area was split into Turkey and Hellenic Areas due to the difficulty of travel between Greece and Turkey. In another major shuffle in 1976, the Bremerhaven Chapter joined the Berlin Area and Oslo, Norway joined the United Kingdom Area. The following year the Hessich-Oldendorf Chapter and the Oslo Chapter were added to the Berlin Area. In 1979, Bremerhaven and Hessich-Oldendorf formed the Nord Deutschland District (North Germany). Norway was later returned to the U.K. 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. PWOC Areas were realigned to conform to USAREUR Area Support Groups in the 1990's. Many Chapters were deactivated due to closure of Chapels on military installations.

In 2005, the 104th East and West merged into one Area and a significant drawdown in Europe began. Between 2005 and 2007 many Chapters closed as military bases closed. Giessen, the first PWOC Chapter, closed on April 24, 2007, after 52 years of operation.

Other Items of Note

- In 1978-1980, a successful PWOC Devotional Booklet featuring devotions written by PWOC participants went through several printings.
- The Region Council added the positions of Worship & Study Coordinator and Financial Secretary.
- In 1988, the PWOC flag flew during the Worship & Study Institute, the State Night Banquet became an annual event, and a female active-duty service member served on the Region Council.
- In 1989, the Heart & Hand (now the "PWOC Ministry Manual") revision reflected the directive that all Selected Board members, at all leadership levels, be valid ID card holders and active participants in a Military Chapel.
- In 1991, the first Navy spouse served on the European Council.

PWOC-USA

On May 16, 1989, at the 34th Annual Leadership Training Conference in Sondhofen, Germany, CH 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 PWOC." Nearly 100 women attended the meeting. CH Goetz and 11 PWOC women volunteered to organize the concept of developing "PWOC-America." They found that the desire to build a PWOC network among U.S. Military Chapels was very strong for the following reasons: 1) To provide continuity of discipleship for those women who choose to worship in stateside Chapels, 2) To provide a strong, Christ-centered bridge between women in the U.S. and foreign U.S. Military Chapel Communities, and 3) To retain the momentum of faith-building, prayer, evangelism, stewardship, teaching, and community service nurtured in Military Chapel Communities outside the states. The response to

starting the PWOC network was overwhelmingly positive. The theme that year was “He is my Shepherd,” from Isaiah 40:11, and the hymn was “He Leadeth Me.”

November 16-18, 1990, Gale C. Wright (European Council President 1988-1989) coordinated the 35th Anniversary/1st International Reunion for PWOC in St. Louis, Missouri. The reunion attracted 95 people from all walks of current and past PWOC involvement. Each branch of the Armed Forces was represented. One attendee, former Army Chaplain John Rhea, had been to the first PWOC-Europe conference in October 1955. Nine former European Council Presidents were present. Over 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. Active-duty Chaplains, retired Chaplains, former European Council Presidents, among others, were invited to participate in the committee.

The stateside PWOC network was dubbed “PWOC-USA.” Each Monday was set aside as a PWOC Day of Prayer. Gretchen Brown (European Council President 1979-89) led a steering committee for the projected 1992 Training Conference. Members included Finance Secretary, Sandy Burley; Conference Logistics and Transportation Coordinator, Altha Johnson; Washington D.C. Liaison, Mary Alice Heffner; Publicity Coordinator, Ann Besson; and Advisor, CH Jack Ettershank, U.S. Army retired. Mona Bailey, European Council President 1977-1978, was appointed as Training Conference Coordinator. The steering committee was installed during a communion service officiated by a Chaplain from each branch of service (CH Herbert Goetz, USMC; CH Larry Mosley, USAF; CH James Snyder, USAR; CH Deborah K. Banks, USN).

On December 19, 1990, a packet was sent to each Chief of Chaplains detailing the PWOC-USA vision. CH Meredith Standley, Executive Director of the Armed Forces Chaplains Board, was the point of contact at the Pentagon. Funds for the first PWOC-USA Training Conference were donated by each of the branches of service. During their 235th meeting, on January 9, 1991, in Washington D.C., the Armed Forces Chaplains’ Board unanimously endorsed the establishment of PWOC-USA.

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. Attendance was about 165 with participants from the Army, Air Force, and Marine Corps. One Army and three Air Force Chaplains attended. During this conference, a nomination committee was formed and six national Regions were introduced (Northeast, Southeast, Central, West, Alaska, and Hawaii). Selected leaders for PWOC-USA included President Sandy Burley, Vice President Deborah Seekins, Secretary and Publicity Coordinator Ann Besson, Financial Secretary Gwen Chandler, and Regional Coordinators Caroline Grube (Northwest), Dawn Harper (Southeast), Brenda Jones (Central), Michelle Jackson and Marlene Lyon (Western). Mary Wake was appointed Washington D.C. Liaison. CH (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 on even years and the Regional Conference would be held on odd years.

In 1992 and 1993, PWOC-USA partnered with Operation Helping Hands on a mission to Russian military families in Omsk, Siberia. PWOC-USA challenged its members 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, each Region averaged between 60 and 75 women in attendance, representing 11 to 15 military installations. Unique to the Northeast Region Conference was the attendance of eight Russian women from Omsk, Siberia!

PWOC-USA President Sandy Burley garnered encouragement and support from each of the U.S. Military Chiefs of Chaplains as did the Presidents who followed her: Ann Besson (1994-1996), Lucinda Fisher (1996-1998), and Shellie Kelly (1998-2000).

PWOC-USA and its conferences grew. The 1998-2000 PWOC-USA Board, under the leadership of Shellie Kellie (President) and Brenda Pace (Vice President), moved the conference to November and renamed it "FALL 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, "Traveling Training," was also developed at this time with the motto: "Bringing information and inspiration to every installation." A new leadership curriculum was produced every year and PWOC-USA trainers traveled to installations across the United States to train local Board members and potential leaders from the body. Training was open to anyone who wanted to participate, not just PWOC Board members. The move to FALL Focus conferences showed continued growth. In 1998, the conference was attended by 350 women. By 2005, attendance was nearly 1,000. Over 1,200 local leaders were trained annually via Traveling Training and specialized workshops at FALL Focus.

Brenda Pace (President) led PWOC-USA from 2000-2002, Rochelle Wheeler from 2002-2004, and Kimlee Worrell from 2004-2006. In 2006, Kimlee became the first PWOC International President under the direction of Army Chief of Chaplains (MG) David Hicks. PWOC-Europe and PWOC-USA merged into a single international network, aligning PWOC chapters worldwide under one leadership head.

PWOC International

In 2004, at the request of Army Chief of Chaplains (MG) David Hicks, the official Chaplain Sponsor of PWOC, a ministry realignment committee was set up to examine how Chapel auxiliaries, specifically PWOC and MCCW (Military Council of Catholic Women, now CWOC, Catholic Women of the Chapel), could be realigned to meet the challenges presented by the realignment of military forces worldwide. Members of the committee included Kimlee Worrell (PWOC-USA President), USA representatives Shellie Kelly and Brenda Pace, Victoria Robinson (PWOC-Europe President), Europe representatives Elaine Dietz and Cindy Mydrantz, and Chaplain Advisor Dennis Madtes. This committee met multiple times over the course of a year to deliberate and to seek God's will through prayer. They also sought input from key PWOC leaders in both U.S. and Europe. As a step toward alignment, PWOC-USA and PWOC-Europe shared a 2005-2006 theme "We are Workers Together for Christ" during the celebration of PWOC's 50th Anniversary.

PWOC-USA and PWOC-Europe transitioned into one body on April 24, 2006. 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. "Unity to Let the World Know" from John 17:23 was announced as the first PWOC International theme for 2006-2007. Over the next six months, the first PWOC International Board launched a Bible study development initiative that resulted in publishing eight studies written by PWOC women for PWOC women. The first season of Traveling Training on an International scale, reached 1,344 local leaders.

PWOC International was initially composed of seven regions in 2006 (Europe, Central, Northeast, Pacific Southeast, West, and Alaska) and enjoyed the participation of about 9,000 women worldwide. Its mission was to equip and encourage local PWOC leaders throughout the world. The first International FALL Focus Conference was held in Virginia Beach, VA, October 26-29, 2006 with over 1,000 women in attendance. A Selection Committee with representation from all seven Regions was commissioned to select new leadership for the International Board. Brenda Marlin was selected as PWOC International President for two terms (2006-2010) followed by Beth Mills (2010-2012) and Andrea Plotner (2012-February 2013). In 2008, the "Women's Ministry Manual" replaced the Heart & Hand (USA and Europe versions) as the single operating document for PWOC International.

The PWOC International Conferences grew to over 1,300 attendees in 2012, which would be the final conference. In 2010, Traveling Training transitioned to “WILD Weekends” (Women Intent on Leadership Development) which provided regional training for Executive Board members only. 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. The Asia Region was soon after divided into the Japan and Korea Regions.

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 Chaplains. The PWOC International Board and all nine Regional Boards (Alaska, Central, Europe, Hawaii, Japan, Korea, Northeast, Southeast, and West) were decentralized and dissolved in February of 2013. At this time, over 130 local PWOC groups existed around the globe (Army, Air Force, Navy, Marines, and Coast Guard). For the first time since PWOC’s inception in 1955, there was no layer of leadership beyond the local level, no Training Conferences, and no clear way forward.

The final International Board, led by Andrea Plotner, served only from November 2012 till February 2013 but made a herculean effort to push out resources to leaders before the doors closed and the lights were turned off. A set of 12 workshops were produced, written by International and Regional leaders, hitting on key topics for leaders such as Working with the Local Chaplain, Working with Volunteers, Servant Leadership, Self-Awareness, and Team Building. The Women’s Ministry Manual (now the “PWOC Ministry Manual”) went through a hasty revision to remove all “Regional” and “International” language. The Training Coordinator board position (now “Leadership Trainer”) was added in attempt to fill the gap of leadership training that would come. The manual and workshops were emailed to Regional leaders to be pushed down to local leaders. The PWOC website was taken down, and on February 28, 2013, PWOC International went dark.

PWOC at the Local Level

In 2013, *TheHubPWOC.net* was created by Lauren Dillard, a member of the final International Board. It became the unifying “Hub” for PWOC, eventually housing the Women’s Ministry Manual and the library from the old PWOC International website. Local leaders pitched in, sharing resources and writing workshops they thought might be helpful to other local leaders. Facebook Groups for different PWOC Board positions were formed. God used TheHubPWOC.net to unite PWOCs around the world and to put tools in the hands of local leaders. It has stood in a critical gap, helping PWOC to continue operating; its value and influence cannot be overstated.

Efforts of many other PWOC volunteers have also filled this critical gap. Karen Jaedicke and Jennifer Wake led separate initiatives centered around weekend events to train Incoming PWOC Board members. Many other unsung heroes traveled the world to speak and to train leaders, attempting to bring health to their beloved ministry. PWOC might have been lost without these faithful servants.

In the years following the dissolution of PWOC International, PWOC at the local level has both thrived and failed. It has been marked by incredible health and challenging dysfunction. The relationship between PWOC leaders and Chaplains has been threatened as our shared history has been largely lost. As the final International Board was interfacing with a representative from the Office of the Army Chief of Chaplains, and crying out to God for wisdom and mercy, a verse from Isaiah rang through loud and clear: *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). That verse was received multiple times on the same day from all around the world. The message was clear—God would make a way where there was no way.

In 2020, Army Chief of Chaplains (MG) Tom Solhjem, began a Community Revitalization effort that included bolstering Chapel auxiliaries, realizing that organizations like PWOC, formed within the Military Chapel system, have no external leadership and cannot operate efficiently without support from the Chaplain Corps.

In 2022, a Leadership Development Program (PWOC LDP) was created by a team of volunteer PWOC leaders, Directors of Religious Education, and Chaplains, using a bottom-up method to put leadership training in the hands of every leader. The Women's Ministry Manual was renamed the "PWOC Ministry Manual" and underwent a long-overdue revision. CH (MG) Solhjem endorsed these new products and instituted their use through Installation Management Command (IMCOM) which oversees all garrisons in the Army. Integration of these materials by other branches of service is a work in progress.

PWOC leadership remains at the local level only, under the authority of the local Senior Chaplain and the PWOC Chaplain Sponsor. 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. PWOC retains its proud history and focus. As this amazing ministry moves forward, it honors the past decades of faithful leadership and anticipates the future. God is doing a new thing, do you not perceive it? He remains faithful. PWOC is His ministry. We look to Him, and we remain *Workers Together for Christ!*

After Action Report (AAR): Annual Board Position

Dates of Service:

Name and Board Position:

1. **Job description as written in the PWOC Ministry Manual:**

2. **Job description as you lived it (include average hours per week):**

3. **Key team members and other contacts:**

4. **What went well in your position this year?**

5. **What problems did you encounter this year?**

6. **What recommendations would you make to your successor?**

7. **What recommendations would you make to next year's Board?**

8. **Share any spiritual lessons you learned from your service this year:**

After Action Report (AAR): Event

Date:

Name of Event:

Submitted by (Name + Position):

Number Anticipated:

Number that Participated:

Volunteers and Volunteer Hours:

Cost:

1. **What was the purpose of the event?**

2. **How was the event planned and promoted?**

3. **Describe the event:**

4. **What went well?**

5. **What could have gone better?**

6. **Would you recommend a similar event for next year? Why or why not?**

Bible Study Facilitator Application

Name: _____

Email: _____

Phone: _____

Why are you interested in facilitating a study at PWOC?

Which study or what topic do you want to facilitate and why? How does this study help us meet the Aims of PWOC?

Please describe your teaching/facilitating experience and training (if any), including classes or topics that you have led in the past.

What are three of your strengths? What are two of your weaknesses?

Briefly describe how and when you came to know Jesus Christ as your Savior and Lord.

How would you describe your current relationship with Jesus?

Please share a little bit about your family.

Please provide one reference. This should be someone you have worked with in ministry who knows you well. What is your relationship with this person?

Name of Reference: _____

Time Zone and Phone Number: _____

Email: _____

Bible Study Facilitator Training: Adult Learning

Leader's Version

This training is approximately 60 minutes

Tell me, I forget
Show me, I remember
Involve me, I understand
—Chinese proverb

I. Introduction: Flame Trick

Light a candle then blow it out. Place a flame into the smoke. The flame should travel down the smoke and re-light the candle. Give your participants the chance to try the trick themselves. Note: You may need to try different candles or different containers to hold the candle to create the ideal conditions for the trick to work.

How it works: When you light a candle, the heat from the flame vaporizes the candle wax. When you blow the candle out, vaporized wax briefly remains in the air. If you apply a heat source quickly enough, you can ignite the wax and use that reaction to relight the wick of the candle (thoughtco.com/traveling-flame-science-trick).

- **Tell me, I forget.** What if I had just read a description of the science behind the trick?
- **Show me, I remember.** Will you remember how to do the trick when you get home? Why?
- **Involve me, I understand.** Did you find value in participating? How was it helpful?

II. Adult Learning Principles

The Adult Learning Model begins with the psychological distinction that to be an adult is to have the self-concept of being responsible for one's own life—in other words, being *self-directing* (Knowles, Holton, & Swanson, 2015).

According to Knowles et al. (2015), adult learning includes six main elements:

1) The learner's need to know why the topic is important
2) The learner's self-concept and the need to be self-directed—in charge of their learning
3) The learner's rich prior experience as a resource for new learning
4) The learner's readiness to learn based on how applicable learning is to their current roles and needs in life (relational growth, job advancement, personal growth, etc.)
5) The learner's orientation to immediately applicable, life-centered learning (task-centered, problem-centered, solutions-based)
6) The learner's internal motivation to keep growing and developing

How material is presented—more specifically, how participants *interact* with the material presented—is of enormous importance. Participants should be viewed as "co-actors" rather than "recipients." The idea is to give participants a piece of information and then give them the time and means to make it their own. Content is not so much ***imparted*** to the participant as *co-constructed* through individual sense-making effort, unique to the individual's learning style and life-experience (Hotho & Dowling, 2010).

Have a volunteer read Matthew 16:5-12

Now read Matthew Henry's notes on this passage and mark what is important to you:

> [When speaking to his disciples about the leaven of the Pharisees, Jesus] did not tell them expressly what he meant, but repeated what he had said, that they should beware of the leaven; and so [challenged them to compare this parable with His other teachings] to arrive at the sense of it in their own thoughts. Thus, Christ teaches by the Spirit of wisdom in the heart, opening the understanding to the Spirit of revelation in the Word. And those truths are most precious, which we have thus digged for, and have found out after some mistakes (Matthew Henry, circa 1714).

- What stands out to you in this paragraph? Why?
- What Adult Learning Principles do you see in Jesus' teaching?

The candle trick had a predetermined ending. Adult learning is not about coming to a single conclusion but allowing individuals to come to individual conclusions. This is not to say that there are endless *interpretations* of Scripture, but perhaps there are endless ***applications*** of Scripture in individual lives.

III. Adult Learning Principles in PWOC Bible Studies

Let's assume that Adult Learning Principles 1 and 6 are built in to our PWOC structure—i.e., individuals are attending your class because they see importance in the topic and are motivated to grow and develop. For this exercise, we will focus on principles 2-5.

What could these look like in a typical class time at PWOC? Take 5 minutes to brainstorm. Start with whichever element interests you the most. If you have time, you can move on to another element. You may choose to work alone or with a partner. If you are co-leading your study, it would be beneficial to work with your counterpart. You will have the opportunity to share your thoughts. *(Set a timer for 5 minutes. After 5 minutes is up, give people the opportunity to share out.)*

1) The learner's need to know why the topic is important

- *Already built into the PWOC structure*

2) The learner's self-concept and the need to be self-directed—in charge of their learning

- How can I help individuals in my class take ownership of their own learning?

3) The learner's rich prior experience as a resource for new learning

- How can I tap into the wealth of experience and information present in the room? How can I build on that knowledge?

4) The learner's readiness to learn based on how applicable learning is to their current roles and needs in life (relational growth, job advancement, personal growth, etc.)

- How can I help my participants see the personal value in their learning? How does it benefit them in their major life roles?

5) The learner's orientation to immediately applicable, life-centered learning (task-centered, problem-centered, solutions-based)

- What is something practical we can do that would inspire immediate application of the information?

6) The learner's internal motivation to keep growing and developing

- *Already built into the PWOC structure*

Additional Adult Learning Elements:

Richards and Bredfeldt (1998) expand on the list of Adult Learning Principles, with additional affective considerations such as adults' desire for a safe environment and their desire to be emotionally engaged with others in the learning process (not just cognitively).

7) Providing a "safe" environment: We need to be mindful that our participants likely perceive some level of risk in contributing to the discussion. Each individual brings their own private history of being embarrassed, rewarded, shamed, or praised for their offerings in a classroom setting. Do all that you can to put them at ease.

- Accept whatever idea an individual gives you and build on it; in other words, validate her! If her answer is incorrect or biblically unsound, do your best to reframe it—drawing out any nuance of truth. Thank her for her contribution—that takes courage!
- **Group discussion:** What else can we do to make our classrooms feel safe?

8) The opportunity to engage emotionally: Simply learning alongside other women is not enough—meaningful interaction with other participants—to include sharing about their families, personal challenges, and emotions—is crucial (Selzer, Howton, & Wallace, 2017).

- If the classroom environment is perceived as being "safe," it opens the door for **vulnerable** participation. We welcome honest emotions and create opportunities for authentic connections.
- **Group discussion:** How can we create an environment that honors emotions and forges connections?

IV. Reflection discussion: What elements of the Adult Learning Principles (8 in total) did you see in today's lesson/training?

V. My Take-Away

Review your notes. What is one element of today's discussion that you could apply in your PWOC class? What would that look like? Take a few moments to write down your thoughts. You will have the opportunity to share out.

Addendum: Practical Helps for Adult Learning

- **The "one thing":** What is the one thing that you do not want to class to leave without learning/digesting today? Make this your focus.

- **Less is more:** Our Bible studies are dense with information—all of which is important, but if we "firehose" our women with information, their retention will be short. Better to choose one or two items to reinforce, giving your participants time to make it their own. What does that truth have to do with *my* life, *my* family, *my* job, *my* home, *my* week? What discussion or activity could you do in class to help the information sink deep and make application to personal lives? This is a huge piece of Adult Learning.

- **Controlling talkers:** Calling on others in the group can help. "What do the rest of you think?" You can also call on specific people that you are sure wouldn't mind. Perhaps try sitting next to a chronic talker, which will result in less eye-contact and may help curb their participation. Still, remember to affirm the individual. Perhaps say something like, "_____ has already given me a few great answers; I'd like to see what other ideas we may have in our group."

- **Handling silence:** If you give people time to think, they will ask good questions as the discussion continues. Be patient and the silence will break. Allow group members time to respond. Wait at least 10 seconds. Resist the urge to jump in and fill the silence! Some of your participants will need more time to process what they want to say, or to work up the courage to speak.

- **Using partners or small groups:** When holding a group discussion in class, only one person at a time is responding. A great way to increase involvement and to help your women process important truths is to use small groups or partners. When using a small group, 4 is the magic number. In a group larger than 4, the introverts will typically stop talking. One advantage of sharing in small groups is that an individual should still feel that sharing is optional. Sharing in partners almost guarantees 100% participation and engagement. Alternating discussion between whole group, small groups, and partners will help your lesson content sink deeper.

- **Make participation optional:** Try not to put anyone on the spot to answer, to read Scripture, or to do anything else that may contain an element of risk. Let them volunteer. Remember that as a PWOC Bible Study Facilitator, we inherit everything that has ever gone wrong in a classroom setting for our women. Yes, we want them to grow and to stretch, but we must allow them to do that on their own terms. It's OK to apply gentle pressure at times but do your best to keep things optional.

- **Handling difficult questions:** It's OK to say, "I don't know." Rely on others in the group. Be willing to research the question in order to give an answer later. A good

Bible study with vibrant discussion may generate more questions than answers. It's an opportunity to grow and learn.
    - Be careful with denominational differences (PWOC hot topics) such as baptism, speaking in tongues, drinking alcohol, etc. Keep the focus on what we have in common.
    - Foster an environment of respect in which it is OK to disagree.
    - The Bible is clear on some issues but not others. You will also have people in your class who do not necessarily believe the Bible to be true. Be gracious.

- **Keeping on track:** Recognize the need verbally by saying something like, "This is an interesting discussion; however, we've left our topic. Perhaps we could discuss this further online or after we cover today's content."

- **Know when to refer:** There will be needs in your class that are beyond your ability to meet. If you suspect abuse of any kind, talk to your PWOC Chaplain Sponsor. Know what resources are available for individual or marriage counseling, trauma therapy, parenting helps, and so on.

Henry, M. (1961). *Matthew Henry's commentary in one volume: Zondervan classic reference series.* Grand Rapids, MI: Zondervan.

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Knowles, M. S., Holton, E. F., & Swanson, R. A. (2015). *The adult learner: The definitive classic in adult education and human resource development.* New York, NY: Routledge.

Richards, L. O., & Bredfeldt, G. (1998). *Creative Bible teaching*. Chicago, IL: Moody Publishers.

Selzer, R., Howton, A., & Wallace, F. (2017). Rethinking women's leadership development: Voices from the trenches. *Administrative Sciences, 7*(18), 1-20. https://doi.org/10.3390/ admsci7020018

Bible Study Facilitator Training: Adult Learning

Participant's Version

Tell me, I forget
Show me, I remember
Involve me, I understand
—Chinese proverb

I. Introduction: Flame Trick

- **Tell me, I forget.** What if I had just read a description of the science behind the trick?
- **Show me, I remember.** Will you remember how to do the trick when you get home? Why?
- **Involve me, I understand.** Did you find value in participating? How was it helpful?

II. Adult Learning Principles

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According to Knowles et al. (2015), adult learning includes six main elements:

1) The learner's need to know why the topic is important
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5) The learner's orientation to immediately applicable, life-centered learning (task-centered, problem-centered, solutions-based)
6) The learner's internal motivation to keep growing and developing

Participants should be viewed as "co-actors" rather than "recipients." The idea is to give participants a piece of information and then give them the time and means to make it their own. Content is not so much _____ to the participant as *co-constructed* through individual sense-making effort, unique to the individual's learning style and life-experience (Hotho & Dowling, 2010).

Read Matthew 16:5-12

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- What stands out to you in this paragraph? Why?

- What Adult Learning Principles do you see in Jesus' teaching?

Adult learning is not about coming to a single conclusion but allowing individuals to come to individual conclusions. This is not to say that there are endless *interpretations* of Scripture, but perhaps there are endless _____ of Scripture in individual lives.

III. Adult Learning Principles in PWOC Bible Studies

What could Adult Learning Principles 2-5 look like in a typical class time at PWOC? (Note that principle 5 is on the next page.) Take 5 minutes to brainstorm. Start with whichever element interests you the most. If you have time, you can move on to another element. You may choose to work alone or with a partner. If you are co-leading your study, it may be beneficial to work with your counterpart. You will have the opportunity to share your thoughts.

1) The learner's need to know why the topic is important

- *Already built into the PWOC structure*

2) The learner's self-concept and the need to be self-directed—in charge of their learning

- How can I help individuals in my class take ownership of their own learning?

3) The learner's rich prior experience as a resource for new learning

- How can I tap into the wealth of experience and information present in the room? How can I build on that knowledge?

4) The learner's readiness to learn based on how applicable learning is to their current roles and needs in life (relational growth, job advancement, personal growth, etc.)

- How can I help my participants see the personal value in their learning? How does it benefit them in their major life roles?

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- What is something practical we can do that would inspire immediate application of the information?

6) The learner's internal motivation to keep growing and developing

- *Already built into the PWOC structure*

Additional Adult Learning Elements:

7) Providing a "safe" environment: Each individual brings their own private history of being embarrassed, rewarded, shamed, or praised for their offerings in a classroom setting. Do all that you can to put them at ease.

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- If the classroom environment is perceived as being "safe," it opens the door for _____ participation. We welcome honest emotions and create opportunities for authentic connections.
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V. My Take-Away

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- **The "one thing":** What is the one thing that you do not want to class to leave without learning/digesting today? Make this your focus.
- **Less is more:** Our Bible studies are dense with information—all of which is important, but if we "firehose" our women with information, their retention will be short. Better to choose one or two items to reinforce, giving your participants time to make it their own. What does that truth have to do with *my* life, *my* family, *my* job, *my* home, *my* week? What discussion or activity could you do in class to help the information sink deep and make application to personal lives? This is a huge piece of Adult Learning.
- **Controlling talkers:** Calling on others in the group can help. "What do the rest of you think?" You can also call on specific people that you are sure wouldn't mind. Perhaps try sitting next to a chronic talker, which will result in less eye-contact and may help curb their participation. Still, remember to affirm the individual. Perhaps say something like, "_____ has already given me a few great answers; I'd like to see what other ideas we may have in our group."
- **Handling silence:** If you give people time to think, they will ask good questions as the discussion continues. Be patient and the silence will break. Allow group members time to respond. Wait at least 10 seconds. Resist the urge to jump in and fill the silence! Some of your participants will need more time to process what they want to say, or to work up the courage to speak.
- **Using partners or small groups:** When holding a group discussion in class, only one person at a time is responding. A great way to increase involvement and to help your women process important truths is to use small groups or partners. When using a small group, 4 is the magic number. In a group larger than 4, the introverts will stop talking. One advantage of sharing in small groups is that an individual should still feel that sharing is optional. Sharing in partners almost guarantees 100% participation and engagement. Alternating discussion between whole group, small groups, and partners will help your lesson content sink deeper.
- **Make participation optional:** Try not to put anyone on the spot to answer, to read Scripture, or to do anything else that may contain an element of risk. Let them volunteer. Remember that as a PWOC Bible Study Facilitator, we inherit everything that has ever gone wrong in a classroom setting for our women. Yes, we want them to grow and to stretch, but we must allow them to do that on their own terms. It's OK to apply gentle pressure at times but do your best to keep things optional.
- **Handling difficult questions:** It's OK to say, "I don't know." Rely on others in the group. Be willing to research the question in order to give an answer later. A good Bible study with vibrant discussion may generate more questions than answers. It's an opportunity to grow and learn.

    - Be careful with denominational differences (PWOC hot topics) such as baptism, speaking in tongues, drinking alcohol, etc. Keep the focus on what we have in common.
    - Foster an environment of respect in which it is OK to disagree.
    - The Bible is clear on some issues but not others. You will also have people in your class who do not necessarily believe the Bible to be true. Be gracious.

- **Keeping on track:** Recognize the need verbally by saying something like, “This is an interesting discussion; however, we’ve left our topic. Perhaps we could discuss this further online or after we cover today’s content.”

- **Know when to refer:** There will be needs in your class that are beyond your ability to meet. If you suspect abuse of any kind, talk to your PWOC Chaplain Sponsor. Know what resources are available for individual or marriage counseling, trauma therapy, parenting helps, and so on.

Henry, M. (1961). *Matthew Henry’s commentary in one volume: Zondervan classic reference series.* Grand Rapids, MI: Zondervan.

Hotho, S., & Dowling, M. (2010). Revisiting leadership development: The participant perspective. *Leadership & Organization Development Journal, 31*(7), 609-629. https:// doi.org 10.1108/01437731011079655

Knowles, M. S., Holton, E. F., & Swanson, R. A. (2015). *The adult learner: The definitive classic in adult education and human resource development.* New York, NY: Routledge.

Richards, L. O., & Bredfeldt, G. (1998). *Creative Bible teaching*. Chicago, IL: Moody Publishers.

Selzer, R., Howton, A., & Wallace, F. (2017). Rethinking women’s leadership development: Voices from the trenches. *Administrative Sciences, 7*(18), 1-20. https://doi.org/10.3390/ admsci7020018

Bible Study Class Guidelines and Confidentiality

The following guidelines are intended to help you get the most out of your experience in a PWOC Bible study. Please consider each point carefully and prayerfully. May God richly bless you as you seek Him this semester!

1. **Be prepared:** Do your best to complete your homework, but please still come to class whether or not your work is done—we need your perspective!

2. **Be considerate:** Give others the opportunity to contribute to the discussion. Keep in mind that we are a multi-denominational group with a wide variety of theological backgrounds and cultural differences. Be respectful of the viewpoints of others. Focus on what is the same about us rather than potential dividers.

3. **Come to the opening session of PWOC** (if applicable)**:** This allows time to prepare our hearts in worship as well as providing opportunities to hear what God is doing in the lives of our sisters in Christ. Often, what happens in the morning session—the songs, the prayer, the devotion—echoes in the Bible studies. Your PWOC experience will be richer if you make the choice to attend.

4. **Invest in relationships:** Make an effort to get to know others in your class. Make a coffee/tea date or a play date. Let others know they are not alone.

5. **Consider serving:** PWOC is always in need of volunteers for our ministry teams. There's definitely a place for you whether it's serving on the Programs Team, Hospitality Team, Inreach or Outreach Team, Retreats Team, Participation (welcoming) Team, Worship Team, Prayer Team, Publicity Team, Leadership Training Team, or Watchcare Team. If you are not interested in joining a team, you may choose to support a one-time event. Often, those we serve with are the ones with whom we build the deepest relationships.

6. **Reach out:** You may have a deeper need that cannot be met in our brief time in class once a week. Remember that we have highly trained Chaplains available to assist you with counseling. There is also a wealth of wise and compassionate women in our PWOC Body. You are not alone. We can help!

7. **We are a Chaplain-sponsored ministry:** Please keep in mind that we are sponsored and funded by our Chaplains and our Chapel Community. We promote the work and ministry of the Chapel Community and do not endorse specific denominations or outside churches.

8. **This class is a safe place:** Please keep prayer requests or any sensitive class discussions confidential. This protects the integrity of the class as well as our relationships with one another.

Pledge of Confidentiality to my Class: I hereby make my confidentiality pledge to this Bible study and promise not to reveal anything said in confidence within this group. I will not discuss others' problems or situations with anyone who is outside of this group but will keep total confidentiality. In this way, I know that my weaknesses, sorrows, and private matters will not become public knowledge. In the same way, I will protect support and pray for my sisters in Christ.

Signed: _____ **Date:** _____

Keep this signed pledge in a place that you will see it regularly to remind you of your commitment and promise to your classmates.

Bible Study Needs Assessment

What type(s) of Bible study would you be interested in? Check all that apply.

- ☐ A book of the Bible
- ☐ Basics of the Christian faith
- ☐ Prayer
- ☐ How to share your faith with others
- ☐ Deepening your relationship with Christ
- ☐ Marriage
- ☐ Parenting
- ☐ Bondage breaking
- ☐ Forgiveness
- ☐ Grief/loss
- ☐ Leadership
- ☐ Personal growth—What area? _____
- ☐ Health and fitness
- ☐ Other _____

How much time are you able to commit to homework each week (5 days a week)?

- ☐ Light study (less than 15 minutes)
- ☐ Moderate study (15-45 minutes)
- ☐ In-depth study (more than 45 minutes)

Is there a specific study or author you would like to recommend? List as many as you would like.

- Authors: _____

  _____

- Studies: _____

  _____

Are you interested in leading a study? If so, please provide your contact information.

Name: _____

Email: _____

Phone: _____

Bible Study Participant Profile

Name: _____

Physical Address: _____

Email: _____

Phone: _____

Can the above information be used on a class roster? Please circle: **YES** or **NO**

Note: *Questions 1-7 below are for your leader only and will not be shared with the rest of the class.*

1. **What is the most pressing problem or challenge in your life right now?**

2. **How can this class help you cope more effectively?**

3. **What are some characteristics of a good study—things you have appreciated in the past?**

4. **What might cause you to drop out of a class?**

5. **How can your leader help you get the most out of this study?**

6. **Would you be willing to be a substitute leader for this class?**

7. **Anything else you would like your leader to know?**

Board Report: Summer

Date:

Submitted by (Name + Position):

1. **Volunteer Hours:**

2. **Give a summary of your summer activity for PWOC. Include any position team members you have added, plans you have made, and anything else that will give the Board a snapshot of your position.**

3. **What is your vision for your position?**

4. **How does your vision fit into the annual theme or vision of the Board?**

5. **What needs to be done for you to be ready for Kickoff?**

6. **Future Activities:**

7. **Fund Request(s):**

8. **Proposals, Problems, or Questions for the Board:**

Board Report: Standard

Date:

Submitted by (Name + Position):

1. **Volunteer Hours:**

2. **Position Team Members Names and Volunteer Hours:**

3. **Past Activities:**

4. **Future Activities:**

5. **Long-Range Plans (heads up for scheduling, financing, and planning):**

6. **Fund Request(s):**

7. **Proposals, Problems, or Questions for the Board:**

Board Report: Perspective-Oriented

Date:

Submitted by (Name + Position):

1. **Volunteer Hours:**

2. **Position Team Members Names and Volunteer Hours:**

3. **From your perspective, what went well in your area of ministry this past month? What went well in PWOC as a whole?**

4. **From your perspective, what can be done to bring health to PWOC (the ministry of PWOC as a whole, your team, or yourself)?**

5. **How are you growing as a leader? What is God teaching you?**

6. **Future Activities:**

7. **Long-Range Plans (heads up for scheduling, financing, and planning):**

8. **Fund Request(s):**

9. **Proposals, Problems, or Questions for the Board:**

Board Report: Vision-Oriented

Date:

Submitted by (Name + Position):

1. **Volunteer Hours:**

2. **Position Team Members Names and Volunteer Hours:**

3. **How are you carrying out the vision (theme) through your Board position?**

4. **What shifts need to happen in your leadership approach, or in the Board's approach, to better align with the vision?**

5. **How are you growing as a leader? What is God teaching you?**

6. **Future Activities:**

7. **Long-Range Plans (heads up for scheduling, financing, and planning):**

8. **Fund Request(s):**

9. **Proposals, Problems, or Questions for the Board:**

Budget Breakout by Board Position

Budget Items by Position	1 QTR	2QTR	3QTR	4QTR	Total
President					
Board retreat					
Incidentals, Board gifts					
1VP Spiritual Life					
Bible study materials					
Leader training					
2VP Programs					
Decoration, supplies					
Catering					
Speaker					
Administrative Coordinator					
General office supplies					
Printing					
Hospitality					
Paper products					
Food					
Decorations					
Incidentals					
Inreach					
Special event supplies					
Food					
Decorations					
Gifts- e.g., new moms					
Leadership Trainer					
Training materials					
Meals for training days					
Outreach					
Special event supplies					
Participation					
Nametag materials					
General office supplies					
Newcomer gifts					
Newcomer event					
Farewell gifts					
PWOC pins					
Praise & Worship					
CCLI					
Printing					
Publicity					
Printing					
Banners, other advertising					
Retreats & Events					
Retreat venue					
Retreat speaker					
Décor and supplies					
Special event supplies					
Watchcare Coordinator					
Contract workers					
Curriculum					
Snacks					
Extra events- training, retreat, etc.					
Miscellaneous					

Devotion Guidelines

Purpose: The devotional time each week is designed to help our women connect to Christ by giving them authentic snapshots of God's work in the lives of others. Devotions should be inspiring and encouraging and should always point the PWOC body to God. The 1VP Spiritual Life oversees devotions and will likely ask for a summary or preview of what you intend to share.

Pray: Ask the Lord to speak to your heart. What does He want ladies to KNOW at the end of the devotion? What is the intended outcome? Start from there and build your devotion backward. Remember that anything God speaks to you will always line up with Scripture. Check your message against the Word of God to make sure you are presenting truth in context.

Timeframe: Devotions should be about 5-7 minutes in length. Plan to practice ahead of time to ensure you stay within this timeframe. You may wish to write out what you will say in full or use bullets to keep yourself on track. Avoid "winging it" as you will be likely to go overtime, and your message will not be as focused or effective. Choose ONE topic and stick to it!

Content: Content of devotions range from sharing a personal testimony to preparing a message related to the annual PWOC theme. Your 1VP will clarify her expectations. If there is flexibility, below are some ideas for topics—choose ONE**.** Stay on topic. Use appropriate Scripture.

- Share how God has specifically revealed Himself to you through His Word, prayer, your PWOC Bible study, or other people in a way that has impacted your life.
- Share a personal testimony—how you came to faith, how you were set free from something that had control over you, a personal encounter with Christ, etc.
- Share how you have trusted God in obedience in a way that has challenged or changed you.
- Share what God is teaching you right now and how He is doing that.
- Share how God has provided encouragement.
- Share a personal challenge and where you see God in the midst of it.
- Share what your PWOC theme means to you personally.
- Share an analogy from everyday life or illustrate a way that God works in our lives (i.e., use a gardening analogy for how God uproots things in our lives that are harmful).

Make it memorable: Use props and visuals, use stories, use anything that will help your peers absorb your words. Wear a costume. Engage their senses. Engage their imagination. Engage their own stories that may be similar to your story. Think about it: What messages do you remember from the past? Why do you remember them?

Give it to God: The day of your devotion, arrive early enough to touch base with the 1VP Spiritual Life and to pray with her. Once you are prepared and have practiced, give your devotion to God and ask Him to use it as He sees fit in the lives of your sisters in Christ. You do not need to be polished or professional. You just need to point others to God and trust His Spirit to do His good work in hearts. Take a deep breath and take courage—God is surely with you and will help you!

My topic: _____

Devotion date: _____

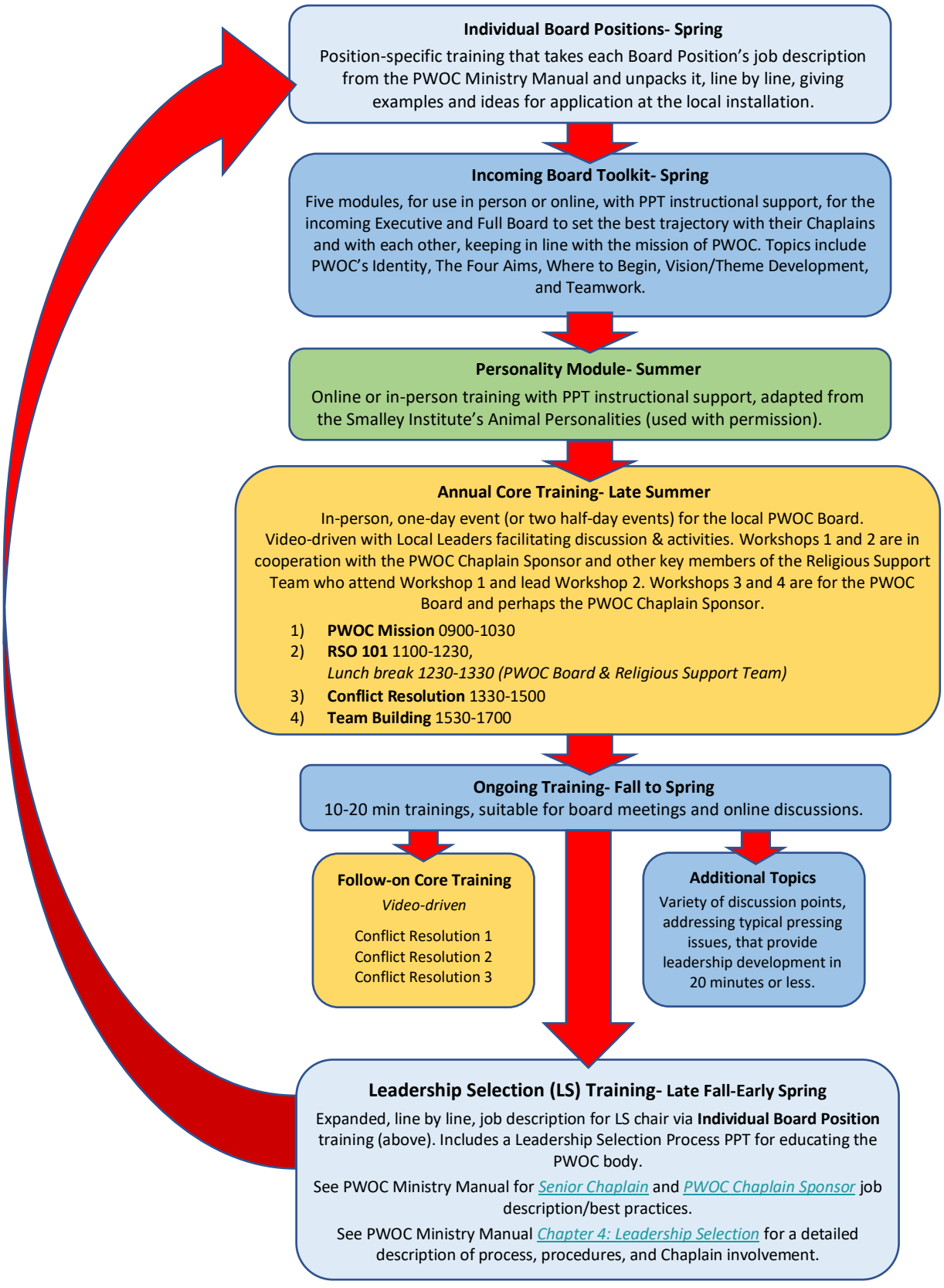
Healthy Priorities

Keeping “first things first” is essential as we step into leadership. If your family resents your role in PWOC leadership, it may be an indication that your priorities are out of order. The following is a suggested order of priorities; it is flexible, and the order should adjust to what is best for you and your family according to God’s guidance. At times, priorities may shift for a season—for example, if a Retreat is coming up, the Retreats & Events Board member may be putting in many more hours than usual—but priorities should eventually shift back into place. There is flexibility and grace.

Suggested Order of Priorities

1. **Relationship with God**
   This should be the number one priority in life. This is not necessarily church, PWOC, or ministry. It is abiding with Him in a continual love relationship nurtured through prayer, worship, the Word, and accountability among other things.
2. **Personal Health**
   Though it is easy to neglect our health, we are body, soul, and spirit (1 Thessalonians 5:23). Therefore, when we neglect our physical health, we are risking our spiritual and emotional well-being.
3. **Husband**
   This is both time with your husband and time to do the things he needs you to do. You are his partner. Your husband comes before your children because you are in covenant relationship with him and God, and because you will be with him after your children leave. The placement of this priority is not necessarily measured by time, but rather by heart attitude.
4. **Children**
   This can include time with your child(ren), homeschool, sports, time spend doing things for them, and time spent training them to do things for themselves. It includes investing in their spiritual, physical, and mental health and potential.
5. **Job (providing necessary income)**
   If you are the breadwinner for your family, your priority is here because it is necessary for you to keep your job. If you work full-time, other family members will likely be more involved in home management (#6).
6. **Home Management**
   This includes household cleanliness and maintenance. It may include other items such as meal-planning, managing finances, and taking care of pets.
7. **Job (supplemental income)**
   This type of work may be a matter of preference or fulfillment.
8. **Ministry & Community Volunteerism**
   This is where PWOC falls in the lineup, alongside any other ministry or organization in which God calls you to volunteer. When your other priorities are in order, your time in ministry will be more effective and rewarding for you and your family.
9. **Hobbies & Interests**
   This includes enjoyable, restorative activities. Although this item appears last on the list of priorities, it does not lessen its importance. Investing time in area of interest can recharge your batteries and infuse renewed energy into your other priorities. God will help you find wisdom and balance.

Leadership Development Program: One-Year Cycle



Leadership Selection: Executive Board Application

Name: _____

Physical Address: _____

Email: _____

Phone: _____

To the Leadership Selection Team (LST): I am responding to God's call to offer myself for His service on the PWOC Executive Board. I understand that I must meet the following requirements. *Please initial on the left of each item to indicate that you meet the requirement.*

_____ I am the spouse of a U.S. Military Service Member who is currently serving (Active-duty, Reserve, National Guard) OR I am a female serving in the U.S. Military.

_____ I am an active participant in a Military Chapel (PWOC Chaplain Sponsor defines "active").

_____ I am an active participant in PWOC. I regularly attend PWOC meetings and special events on my installation.

_____ I am certain of my husband's affirmation and support for my service on the PWOC Board (if married).

_____ Jesus Christ is my Lord and Savior.

_____ I believe the Bible to be the only inspired, infallible, authoritative Word of God.

_____ 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. How would you describe your relationship with Him 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. If married, how has your husband affirmed your call to serve?
8. What is your concept of servant leadership?
9. For which Executive Board Position would you like to be considered? (President, 1VP Spiritual Life, 2VP Programs, Administrative Coordinator, Financial Liaison). Why? What do you understand to be the primary responsibilities of this position? *(See PWOC Ministry Manual, Chapter 1: Board Positions—Selected (Executive) Board Positions—Job Descriptions.)*
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. (In the case that the Chaplain is an immediate family member, please provide an endorsement of a Chaplain who is familiar with your support of the Chapel and PWOC.)

2. A written exception-to-policy from the PWOC Chaplain Sponsor, for any unmet requirement on page 1 of this application, indicating that the Chaplain is aware of the circumstances and is willing to waive the requirement.

3. Contact information for a PWOC leader (Board member or facilitator) who knows me well and who will be a reference for this application.

   Name: _____

   Email: _____

   Phone: _____ **Time Zone:** _____

4. Answers to the questions on this application are complete and accurate to the best of my knowledge.

   Signature: _____ **Date:** _____

Return this completed Executive Board Application to the Leadership Selection Team no later than:

Due Date: _____

LST Leader: _____ **Phone:** _____

Email: _____

Leadership Selection: Leadership Interest Survey

EXECUTIVE BOARD POSITIONS

These five positions go through an application and leadership selection interview process

1) President ☐ *Interested in the Board position* ☐ *Have experience*

Models servant leadership. Works directly with the PWOC Chaplain Sponsor. Leads the Board and the PWOC body to see and do the will of God, personally and corporately. Provides vision and guidance to create an environment that carries out the Aims of PWOC and the PWOC Chaplain Sponsor's vision. Represents PWOC in the Chapel Community and broader Military Community.

2) 1VP Spiritual Life ☐ *Interested in the Board position* ☐ *Have experience* ☐ *Would like to be on the team*

Prayerfully selects Bible studies in line with the Four Aims and the yearly theme or vision. Selects, trains, and equips Bible study Facilitators. Oversees weekly devotions for the PWOC body. Works with the President to support an environment for intentional spiritual growth.

3) 2VP Programs ☐ *Interested in the Board position* ☐ *Have experience* ☐ *Would like to be on the team*

Plans and executes Programs in line with PWOC's Four Aims and the yearly theme or vision, for the spiritual growth and enrichment of PWOC participants and their guests.

4) Administrative Coordinator ☐ *Interested in the Board position* ☐ *Have experience*

Provides the communication structure to support spiritual growth within the PWOC community—first to the Board and then to the body. Coordinates all arrangements for Board Meetings and other Board events under the guidance and direction of the President. Cooperates with Publicity to manage social media outlets.

5) Financial Liaison ☐ *Interested in the Board position* ☐ *Have experience*

Coordinates financial transactions for PWOC in accordance with local regulations under the guidance of the Resource Manager.

APPOINTED BOARD POSITIONS

These positions are appointed by the new President with the approval of the Executive Board

Hospitality ☐ *Interested in the Board position* ☐ *Have experience* ☐ *Would like to be on the team*

Fosters a friendly, welcoming environment at PWOC. Helps create meaningful fellowship time, typically with refreshments, for women to connect with God and with each other.

Inreach ☐ *Interested in the Board position* ☐ *Have experience* ☐ *Would like to be on the team*

Coordinates ministry projects or activities that meet practical needs within the PWOC body and that help women make meaningful social connections—both during and outside of a normal PWOC meeting.

Leadership Selection ☐ *Interested in the Board position* ☐ *Have experience* ☐ *Would like to be on the team*

Works with the PWOC Chaplain Sponsor and the Leadership Selection Team to prayerfully select the new Executive Board for the upcoming PWOC year, following the Leadership Selection Process.

Leadership Trainer ☐ *Interested in the Board position* ☐ *Have experience* ☐ *Would like to be on the team*

Creates opportunities for leaders to grow in their leadership knowledge and skills—especially focusing on PWOC Board members, but also helping to identify potential leaders in the PWOC body.

Outreach ☐ *Interested in the Board position* ☐ *Have experience* ☐ *Would like to be on the team*

Coordinates ministry projects to meet physical and spiritual needs in the wider Military Community. May cooperate with the outreach efforts of a Military Chapel or other ministry.

Participation ☐ *Interested in the Board position* ☐ *Have experience* ☐ *Would like to be on the team*

Welcomes regular attendees and newcomers to PWOC each week. Fosters a sense of belonging. Keeps attendance records and participant information.

Praise & Worship ☐ *Interested in the Board position* ☐ *Have experience* ☐ *Would like to be on the team*

Leads her team and the PWOC body in corporate worship that exalts God and helps women connect meaningfully with Him. Selects music representing a variety of worship styles to honor the diversity in the PWOC body.

Prayer ☐ *Interested in the Board position* ☐ *Have experience* ☐ *Would like to be on the team*

Prays over the PWOC Board and body. Models how to pray using a variety of approaches. Offers opportunities for women to connect with God through prayer.

Publicity ☐ *Interested in the Board position* ☐ *Have experience* ☐ *Would like to be on the team*

Publicizes PWOC through all lines of communication in the Chapel Community and the greater Military Community. Cooperates with the Administrative Coordinator to manage social media outlets.

Retreats & Events ☐ *Interested in the Board position* ☐ *Have experience* ☐ *Would like to be on the team*

Plans and executes events as requested by the President—from smaller events lasting only a few hours, to large-scale, multiple-day retreats. Coordinates all aspects of the event from start to finish. Creates the space for women to break away from everyday life for intentional, spiritual development.

Titus 2 ☐ *Interested in the Board position* ☐ *Have experience*

Serves as an advisor to the President and Board—bringing spiritual insight, maturity, strength of character, sound judgment, wisdom, and a heart for the ministry of PWOC. Leads and teaches the women in the PWOC body as requested by the President. Prayerfully intervenes in sensitive situations, conflict resolution, and in addressing behavior inconsistent with biblical standards.

Watchcare Coordinator ☐ *Interested in the Board position* ☐ *Have experience* ☐ *Would like to be on the team*

Oversees the children's program for PWOC, ensuring safety and spiritual care, in alignment with local and federal policy. Provides age-appropriate activities for children so they can enjoy their time at PWOC.

Name: _____

Email: _____

Phone: _____

Participation: Photo Release Form

Name of Local Military Installation: _____

Ministry Years: 20_____- 20_____ (June 1-May 31)

I grant PWOC the right to take pictures/videos of me in connection with PWOC activities. I authorize PWOC to use and publish my picture in print and/or digitally, through social media or other online venues.

Note: *If you do not want your picture taken or published, please make that clear to the Participation Board member so she can pass your preferences along to key Board members.*

I have read the statement above and agree:

Printed Name	Signature

Participation: Privacy Act Statement

Include the following statement and note at the top of all rosters, directories, or other documents that include personal information such as addresses, phone numbers, email addresses, and other forms of contact. This includes rosters created through the Participation Board position, by class facilitators, or any other PWOC representative.

Privacy Act Statement: *This roster is to provide information for social and ministry functions within Protestant Women of the Chapel and the greater Military Chapel Community. Information furnished within this roster may not be disclosed to individuals not associated with PWOC. It may not be used to disseminate non-PWOC information, to promote a personal business, to recruit for another organization, to advertise for an event, or for any other non-PWOC-related purpose.*

Participation: Registration Form

Name: _____

Phone: _____

Email: _____

Today's Date: _____

Is your spouse deployed or deploying soon?

If you plan to use watchcare at PWOC, what are the names and ages of your children?

We would like to help you get involved. Please mark any areas you may be interested in. You may also leave this section blank:

- ☐ **Participation Team—**Greet people at the door
- ☐ **Programs or Retreat Team—**Event planning, decorating
- ☐ **Praise & Worship Team—**Vocal, instrument, A/V
- ☐ **Publicity Team—**Advertising, PowerPoint, media, photography
- ☐ **Hospitality Team—**Kitchen, food, fellowship
- ☐ **Prayer Team—**Prayer for the ministry of PWOC, prayer for individuals
- ☐ **Inreach Team—**Special interest (social) groups, fun events for the PWOC body
- ☐ **Outreach Team—**Service projects for the Military Community and beyond
- ☐ **Leadership Training Team—**Provide leadership development to the Board and body
- ☐ **Watchcare Team—**Volunteer to watch our kids once or twice a semester
- ☐ **Bible Study Facilitator—**Lead a Bible study for one semester

Photo Release: Please circle your preference. **I DO** or **I DO NOT** grant PWOC the right to take pictures/videos of me in connection with PWOC activities and to use and publish my picture in print and/or digitally, through social media or other online venues.

Note: *If you do not want your picture taken or published, please make that clear to the Participation Board member so she can pass your preferences along to key Board members.*

Programs, Retreats, Special Events Planning Tool

My PWOC's Annual Theme: _____

Theme Scripture: _____

Event Overview	
Event Date(s) and Time:	
Event Objective:	
Location/Venue:	
Budget:	
Event Theme:	
Supporting Scripture:	
Speaker & Topic:	
Food/Catering:	
Music:	

Budget Items	Amount	$ Request Submitted
Venue:		
Speaker Honorarium/Gift:		
Food/Refreshments:		
Décor:		
Craft/Project supplies:		
Favors/Swag:		
Advertisement:		
Childcare:		

Notes:

Board members I need to connect with:

Key Responsibility	Who will take the lead?

Programs: Board Installation Ceremony Script

This ceremony is appropriate for an Installation Ceremony involving only the Executive Board or for the Full Board, with the Appointed positions included. Have one mantle for each Incoming Board member that will be participating in the Installation Ceremony. You may wish to have a permanent set of mantles that can be used year after year—perhaps with the Board position labeled or embroidered on each mantle.

Mantles can be shawls, scarves, or any other item that can be draped over the leaders' shoulders. Colors can be uniform or varied. Any item that symbolizes the passing of responsibility from one leader to the next can be used in place of mantles with some minor adjustments to the script.

The PWOC Chaplain Sponsor stands center stage facing the PWOC body. All Outgoing Board members are wearing their mantles and remain in their seats until called forward. You may wish to have designated seating areas for Outgoing and Incoming Board members. The PWOC body participates in the script. This means they need to have a printed copy of the ceremony or have the words available for them via a PowerPoint presentation or other digital means (See Appendix—Programs: Board Installation Ceremony Script for the PWOC Body). This script is a starting point. The PWOC Chaplain Sponsor may wish to shape it differently. Note: If you are making slides, be sure to include the Chaplain's words that precede the response of the PWOC body; otherwise, the body will not know when to say their line.

Note: Often, there is cross-over between the two Boards which complicates the passing of mantles. For example, the Outgoing 2VP may also be the Incoming 1VP. Tweak the script to accommodate your positions. Have a designated location for mantles that will not be used—for example, you may have an outgoing Financial Liaison but not one incoming.

PWOC Chaplain Sponsor: Today is a day of celebration in which we reflect on the leadership of the Outgoing Board and install our new leaders on the Incoming PWOC Board. We come together to express our gratitude to God for giving us these women on our Outgoing Board who have faithfully and creatively set an example of working together for Christ. The transfer of responsibility will be symbolized through the passing of [mantles] from the Outgoing Board to the Incoming Board. Please stand and read along with me.

PWOC Body: This Installation Service is indeed a celebration!

PWOC Chaplain Sponsor: We celebrate the dedicated service and countless hours of effort invested by the women who complete their year of service today. We celebrate the fact that when the call went out for those who would serve the Lord through this ministry, these women stepped forward.

PWOC Body: As in the days of Isaiah when the Lord asked, "Whom shall I send, and who will go for us?" each of these women answered, "Here I am! Send me."

PWOC Chaplain Sponsor: For your dedication and service, we say to you, "Well done, good and faithful servants."

All: This Installation Service is also a commissioning.

PWOC Chaplain Sponsor: To commission someone means to authorize them to serve in a particular function. Today, we commission these women who will serve as the new PWOC Board for the next year.

PWOC Body: We are grateful that you have heard and accepted the call of Christ to lead this ministry.

PWOC Chaplain Sponsor: Please be seated. Would the Outgoing and Incoming Executive Boards please come forward?

Board members line up as follows: Outgoing Executive Board to his/her right (stage left) and Incoming Executive Board to his/her left (stage right). As the Chaplain reads, Board members will step forward together at the appropriate times (i.e., Outgoing President & Incoming President) and will pass the [mantle] from the Outgoing to the Incoming Board member.

PWOC Chaplain Sponsor: From the time of Exodus in biblical history, a mantle was a covering that represented a calling to service and covenant relationship with God. In the Old Testament, the transfer of the mantle from Elijah to Elisha signified both the passing of prophetic responsibility and God's accompanying power. In our ceremony today, the [mantles] represent a transfer of responsibility and an acknowledgement that God will empower each of these new leaders as they put their trust in Him.

Would the Outgoing and Incoming Presidents please step forward?

Outgoing and Incoming Presidents step toward the middle of the platform, facing each other.

Name of Outgoing President wears the [mantle] of leadership over the ministry of PWOC. *Name of Incoming President*, accepting this [mantle] means that you believe you have been called to this position. This is a call that asks more from you than you can give on your own. It is the call that led Peter to get out of the boat and walk on water. It is the call that summoned a stammering Moses to speak for a nation. It is the call that equipped Esther for "such a time as this." Perhaps as you answer this call, you wonder whether you are the right person to accept a mission so great and how you will accomplish all that must be done. Remember the words of James 4:10, "Humble yourselves before the Lord, and he will lift you up." Let God be your strength and your guide. He will direct your steps and show you how to best lead the ministry of PWOC. Keep Jesus Christ as your focus and your first Love and lead from there.

Name of Incoming President, 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. Do you accept your duties and this mantle of leadership to be the PWOC President at *name of military installation*, offering yourself as a living sacrifice to God? If so, please say, "With the help of God, I will do my best."

Incoming President: With the help of God, I will do my best.

Outgoing President places her [mantle] on the Incoming President and takes her seat in the PWOC body. Incoming President returns to her place.

PWOC Chaplain Sponsor: Would the Outgoing and Incoming 1VP of Spiritual Life please step forward?

Outgoing and Incoming 1VPs step toward the middle of the platform, facing each other.

PWOC Chaplain Sponsor: *Name of Outgoing 1VP Spiritual Life* wears the [mantle] of leadership over the spiritual development of the PWOC body through oversight of Bible studies and devotions. *Name of Incoming 1VP Spiritual Life*, as you answer this call to leadership, you too may wonder whether you are the right person to accept a mission so great and how you will accomplish all that needs to be done. As you

accept this [mantle], remember the words of our Lord from 2 Corinthians 12:9, “My grace is sufficient for you, for my power is made perfect in weakness.” As you step into your new position, choose humility and accountability. Be willing to submit to those who can advise you well.

Name of Incoming 1VP Spiritual Life, as 1VP Spiritual Life, it is your responsibility to keep PWOC’s second Aim at the forefront of all your decisions—to TEACH women God’s Word. You are also called to pray for and assist the President and to act in her place whenever necessary. You should be prepared to assume the position of President if she can no longer fulfill her duties. In light of such great responsibilities, do you promise to remain in Christ and to use your knowledge and experience to facilitate spiritual growth within this organization? Do you accept your responsibilities to the President and to the PWOC body? If so, please say, “With the help of God, I will do my best.”

Incoming 1VP Spiritual Life: With the help of God, I will do my best.

Outgoing 1VP places her [mantle] on the Incoming 1VP and takes her seat in the PWOC body. Incoming 1VP returns to her place.

PWOC Chaplain Sponsor: Would the Outgoing and Incoming 2VP of Programs please step forward?

Outgoing and Incoming 2VPs step toward the middle of the platform, facing each other.

PWOC Chaplain Sponsor: *Name of Outgoing 2VP Programs* wears the [mantle] of leadership over the spiritual enrichment of the PWOC body through special Programs. These Programs are also meant to include the broader community, giving opportunities for PWOC women to invite a friend or neighbor. For some, a Program Day may be their first experience in a church setting. *Name of Incoming 2VP Programs*, as you answer this call to leadership, you may wonder if you are the right person to foster spiritual enrichment within the PWOC body with an invitation to the broader community. Remember that it is the Spirit of God who draws people to Himself. In John 15:26, Jesus calls the Holy Spirit “the Helper” sent from the Father who “bears witness” about Christ. Verse 27 says that we also bear witness. Allow the Spirit of God, our Helper, to assist you in all your endeavors.

Name of Incoming 2VP Programs, as 2VP of Programs, it is your responsibility to plan and implement Programs that will inspire, encourage, and grow the women of PWOC and beyond in the grace and knowledge of our Lord Jesus Christ. Will you lean on the Holy Spirit to be your Helper and guide? Do you accept your responsibilities to the PWOC body and your community? If so, please say, “With the help of God, I will do my best.”

Incoming 2VP Programs: With the help of God, I will do my best.

Outgoing 2VP places her [mantle] on the Incoming 2VP and takes her seat in the PWOC body. Incoming 2VP returns to her place.

PWOC Chaplain Sponsor: Would the Outgoing and Incoming Administrative Coordinators please step forward?

Outgoing and Incoming Admins step toward the middle of the platform, facing each other.

PWOC Chaplain Sponsor: *Name of Outgoing Administrative Coordinator* wears the [mantle] of leadership over communication and organization for the ministry of PWOC—both within the body and to the broader community. These responsibilities may not seem spiritual in nature, but they are vital for the ministry to function properly. The first recorded martyr in the New Testament was Stephen, "full of faith and the Holy Spirit" (Acts 6:5). Stephen, along with six others, were chosen to provide an administrative response to the issue of daily food distribution for widows. Their vital ministry paved the way for the disciples to focus on teaching the Word of God, yet Stephen was a minister in his own right, and demonstrated the depth of his faith as he testified before the Sanhedrin in Acts chapter 7.

Name of Incoming Administrative Coordinator, As you endeavor to communicate clearly and represent the Lord in all you do, remember the words of David in Psalm 19:14, "May these words of my mouth and this meditation of my heart be pleasing in your sight, LORD, my Rock and my Redeemer." It is your responsibility to coordinate communication and organization within this PWOC, for the President, the Board and the PWOC body as needed. Will you be cautious with your words, making sure they reflect God's heart, and honor others? Will you accept this responsibility, allowing your faith in God to permeate all that you do? If so, please say, "With the help of God, I will do my best."

Incoming Administrative Coordinator: With the help of God, I will do my best.

Outgoing Admin places her [mantle] on the Incoming Admin and takes her seat in the PWOC body. Incoming Admin returns to her place.

PWOC Chaplain Sponsor: Would the Outgoing and Incoming Financial Liaisons please step forward?

Outgoing and Incoming Financial Liaisons step toward the middle of the platform, facing each other.

PWOC Chaplain Sponsor: *Name of Outgoing Financial Liaison* wears the [mantle] of leadership over the financial stewardship of this PWOC. Accepting this [mantle] means that you recognize God is the true owner of everything we have or do and that we are accountable to God for the acceptable care and use of our funds. Psalm 24:1 says, "The earth is the LORD's, and everything in it, the world, and all who live in it." The military financial system is complicated and can be frustrating. As you navigate the rules and processes and interact with service members, remember that you represent PWOC. Treat others with respect and show great patience, keeping in mind that, ultimately, it is God who is our Provider.

Name of Incoming Financial Liaison, as you accept this [mantle] of leadership, remember that PWOC is an auxiliary ministry of the Chaplain Corps. As Financial Liaison, it is your responsibility to coordinate all monetary transactions according to the financial procedures of your Chapel, your Chaplains, and your military installation. You must promote good stewardship among the women of PWOC. It is imperative that you exemplify integrity, grace, and kindness as you represent PWOC and interact with service members regarding finances. Are you willing to accept these responsibilities, demonstrating a reliance on God in the area of financial provision? If so, please say, "With the help of God, I will do my best."

Incoming Financial Liaison: With the help of God, I will do my best.

Outgoing FL places her [mantle] on the Incoming FL and takes her seat in the PWOC body. Incoming FL returns to her place.

Note: Skip this bracketed portion for an Executive-only Board Installation

PWOC Chaplain Sponsor: Would the Outgoing and Incoming Appointed Board members please come forward.

Incoming Appointed Board members can stand in front of Executive Board members if there is not enough room on-stage.

PWOC Chaplain Sponsor: Appointed Board positions are also leaders for the PWOC body who carry great responsibility. Colossians 3:12-14 (NIV) says, "Therefore, as God's chosen people, holy and dearly loved, clothe yourselves with compassion, kindness, humility, gentleness and patience. Bear with each other and forgive one another if any of you has a grievance against someone. Forgive as the Lord forgave you. And over all these virtues put on love, which binds them all together in perfect unity."

If there is disunity on the PWOC Board, there will be disunity in the body. Are you all willing to set aside your own agendas and grievances for the sake of your sisters in Christ? Will you serve selflessly and be quick to forgive? Will you promote unity on the PWOC Board and in the body? Will you love others as Christ loves you? If so, please say, "With the help of God, we will do our best."

Incoming Appointed Board Members: With the help of God, we will do our best.

PWOC Chaplain Sponsor: Then receive your [mantles] of leadership as a symbol of the responsibility you are willing to assume.

Outgoing Appointed Board members place their [mantles] on the corresponding Incoming Appointed Board members.

Note: *If preferred, Appointed Board members can be acknowledged by position and name and receive [mantles] one at a time. Following is a list of Appointed Board positions in alphabetical order:*

- *Hospitality*
- *Inreach*
- *Leadership Selection*
- *Leadership Trainer*
- *Outreach*
- *Participation*
- *Praise & Worship*
- *Prayer*
- *Publicity*
- *Retreats & Events*
- *Titus 2*
- *Watchcare Coordinator*

PWOC Chaplain Sponsor: *(to the full Board)* Each of these new Board members has accepted the call to put on the mantle of Christ in their leadership roles. He is at the center of all PWOC does and all that it is as an organization. He is the One who brings healing, new life, comfort, joy, strength, and hope to the women and families in our community. To LEAD women to Christ is PWOC's first Aim and must remain the cornerstone of all we do. "We are workers together for Christ" is PWOC's motto.

(insert correct years for term of service)
20____—20____ PWOC Board members, are you ready to take on your new roles for the good of this PWOC? If so say, "With the help of God, we are."

All Board Members: With the help of God, we are!!!

PWOC Chaplain Sponsor: *(to the PWOC body)* Are you all willing to offer your new leadership your support and prayers. If so say, "With the help of God, we are."

PWOC Body: With the help of God, we are!!!

PWOC Chaplain Sponsor: As we close this Installation Ceremony, let us remember the words of Paul from Colossians 3:17, "And whatever you do, whether in word of deed, do it all in the name of the Lord Jesus, giving thanks to God the Father through him."

Please pray with me. Lord, we thank you for our Outgoing Board who has faithfully served you this past year. We also thank you for our Incoming Board who is willing to put on the mantle of leadership to serve this PWOC body. We ask for your blessing to rest on each Board member—to restore those who have poured out much, and to inspire those who are ready to lead. Help us to be supportive in our actions and our prayers. Let PWOC be a light in this community. May all who encounter us, encounter the hope that we have in Christ. Let your perfect will be done in this place. Amen.

Programs: Board Installation Ceremony Script for the PWOC Body

PWOC Chaplain Sponsor: Today is a day of celebration in which we reflect on the leadership of the Outgoing Board and install our new leaders on the Incoming PWOC Board. We come together to express our gratitude to God for giving us these women on our Outgoing Board who have faithfully and creatively set an example of working together for Christ. The transfer of responsibility will be symbolized through the passing of [mantles] from the Outgoing Board to the Incoming Board. Please stand and read along with me.

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PWOC Body: We are grateful that you have heard and accepted the call of Christ to lead this ministry.

PWOC Chaplain Sponsor: Please be seated. Would the Outgoing and Incoming Executive Boards please come forward?

Chaplain recognizes the service of the Outgoing Board and Installs the Incoming Board

PWOC Chaplain Sponsor: *(to the full Board)* Each of these new Board members has accepted the call to put on the mantle of Christ in their leadership roles. He is at the center of all PWOC does and all that it is as an organization. He is the One who brings healing, new life, comfort, joy, strength, and hope to the women and families in our community. To LEAD women to Christ is PWOC's first Aim and must remain the cornerstone of all we do. "We are workers together for Christ" is PWOC's motto.

20____—20____ PWOC Board members, are you ready to take on your new roles for the good of this PWOC? If so say, "With the help of God, we are."

All Board Members: With the help of God, we are!!!

PWOC Chaplain Sponsor: *(to the PWOC body)* Are you all willing to offer your new leadership your support and prayers. If so say, "With the help of God, we are."

PWOC Body: With the help of God, we are!!!

PWOC Chaplain Sponsor: As we close this Installation Ceremony, let us remember the words of Paul from Colossians 3:17, "And whatever you do, whether in word of deed, do it all in the name of the Lord Jesus, giving thanks to God the Father through him."

Serving Our Sisters Signup and Checklist

Bible Study: _____

SOS Date: _____

Greeters (*insert time***)**
Coordinate with Participation Team. Hold the door, help women with kids, help new ladies find watchcare and Bible study info, help those who are sitting alone in the sanctuary feel welcome.

1)

2)

Watchcare (*insert time***)**
Coordinate with Watchcare Coordinator. Must be background-checked.

1)

2)

3)

4)

Snacks for Fellowship
Coordinate with Hospitality.
Consider providing gluten-free options, protein, fruit/veggies, or breakfast foods.
Consider serving during Fellowship Time by getting drinks for mamas with their hands full, holding babies, taking empty plates/trash, connecting with someone that is alone or looking lost.

1)

2)

3)

4)

5)

6)

7)

8)

9)

10)

Food Handlers (*insert time*)

Help serve food during fellowship time. Must have completed Food Handlers Course.

1)

2)

Offering (*insert time*)

Coordinate with Financial Liaison. Help collect the offering and count it.

1)

2)

Cleanup after Fellowship Time (*insert time*) *All Hands on Deck!*

- ☐ **Wipe down and disinfect tables; wipe down chairs**
- ☐ **Clear all food off tables; cover and refrigerate items that will spoil**
- ☐ **Wipe down tablecloths and fold them**
- ☐ **Wash and dry dishes**
- ☐ **Take trash out**
- ☐ **Sweep**
- ☐ **Mop (if required)**
- ☐ **Reset fellowship area to Chapel standard**
- ☐ **What else?**

Cleanup after Class Time (*insert time*) *All Hands on Deck! Pitch in if you can!*

- ☐ **Wipe down and disinfect surfaces**
- ☐ **Put away tables, chairs, and any other equipment used by PWOC**
- ☐ **Reset furniture in classrooms to Chapel standard** (individual classes should do this)
- ☐ **Remove trash in all classrooms and replace trash liners**
- ☐ **Check nursery and kids' classrooms; reset to Chapel standard**
- ☐ **Disinfect toys**
- ☐ **Sweep**
- ☐ **Vacuum**
- ☐ **Mop (if required)**
- ☐ **Check bathrooms**
- ☐ **Walk through the sanctuary; make sure there is no trash or belongings left behind**
- ☐ **Walk through the building; make sure everything is in order**
- ☐ **What else?**

Vision Quest (Theme Development) Worksheet

Phase 1: Executive Board Research
President Meets with Chaplains

Senior Chaplain Vision

What is the Senior Chaplain's vision for PWOC?

Chaplain Sponsor Vision

What is the PWOC Chaplain Sponsor's vision for PWOC?

Phase 3: Full Board Application
Second Vision Quest Meeting

Our Vision

Actions & Themes

What actionable words and themes can be drawn out of the Scripture? Create a tagline.

Scripture

What Scriptures address these 3 needs AND the Chaplains' vision? Which one does it best?

Phase 2: Full Board Brainstorm
First Vision Quest Meeting

Needs

How would each of these issues be answered or met? What do they need from Christ?

Issues

What are the major issues facing our PWOC community? Group similar issues. (Aim for 3.)

Watchcare Registration Form

Child's Name: _____

Birthday month and year: _____

Mom's (Guardian's) Name: _____

Mom's (Guardian's) PWOC Class: _____

Phone number for texting: _____

Any allergies? _____

Any behavioral concerns? _____

Any other concerns? _____

All our volunteers are background-checked and fingerprinted. They receive annual Child Protection Training. Our goal is to keep your child safe and to give him or her age-appropriate activities so they can also enjoy PWOC.

PCOC

Protestant Children of the Chapel