



Christian Womens' Fellowship

Leaders' Manual

Department of Church Women
Division of Home and Ministries
Christian Church (Disciples of Christ)

WHY HAVE A CWF ORGANIZATION TODAY?

An organization is validated as it measures its purpose in the light of needs at a particular time in history and as it makes the appropriate responses. Each purpose (see preceding page) reveals the ways in which the Christian Church (Disciples of Christ) women understood historically their unique response to the call to serve. Therefore, the current response is revealed in the current purpose.



CWF PURPOSE

“To provide opportunities for spiritual growth, enrichment, education and creative ministries to enable women to develop a sense of personal responsibility for the whole mission of the church of Jesus Christ.”

Today the Christian Women's Fellowship (CWF) is not the only channel through which women can take part in the work of the Christian Church (Disciples of Christ) but it is the oldest channel. As the organization remains sensitive to and grows with the issues of the era in which it finds itself, it continues to fulfill its purpose.

Today's CWF is designed for a variety of women, to meet diverse needs.

To provide opportunities for spiritual growth. The historical Protestant emphasis on faith in action on one hand and a contemporary concern for the presence and work of the Holy Spirit on the other challenges Christian women today. Women biblical scholars are discovering a unique feminine message in the Bible which they are sharing with other women and with congregations. As the Christian woman seeks avenues for spiritual growth in the light of these realities, the CWF can respond by providing responsible leadership for further biblical learning and opportunities for discussion in a strongly supportive setting.

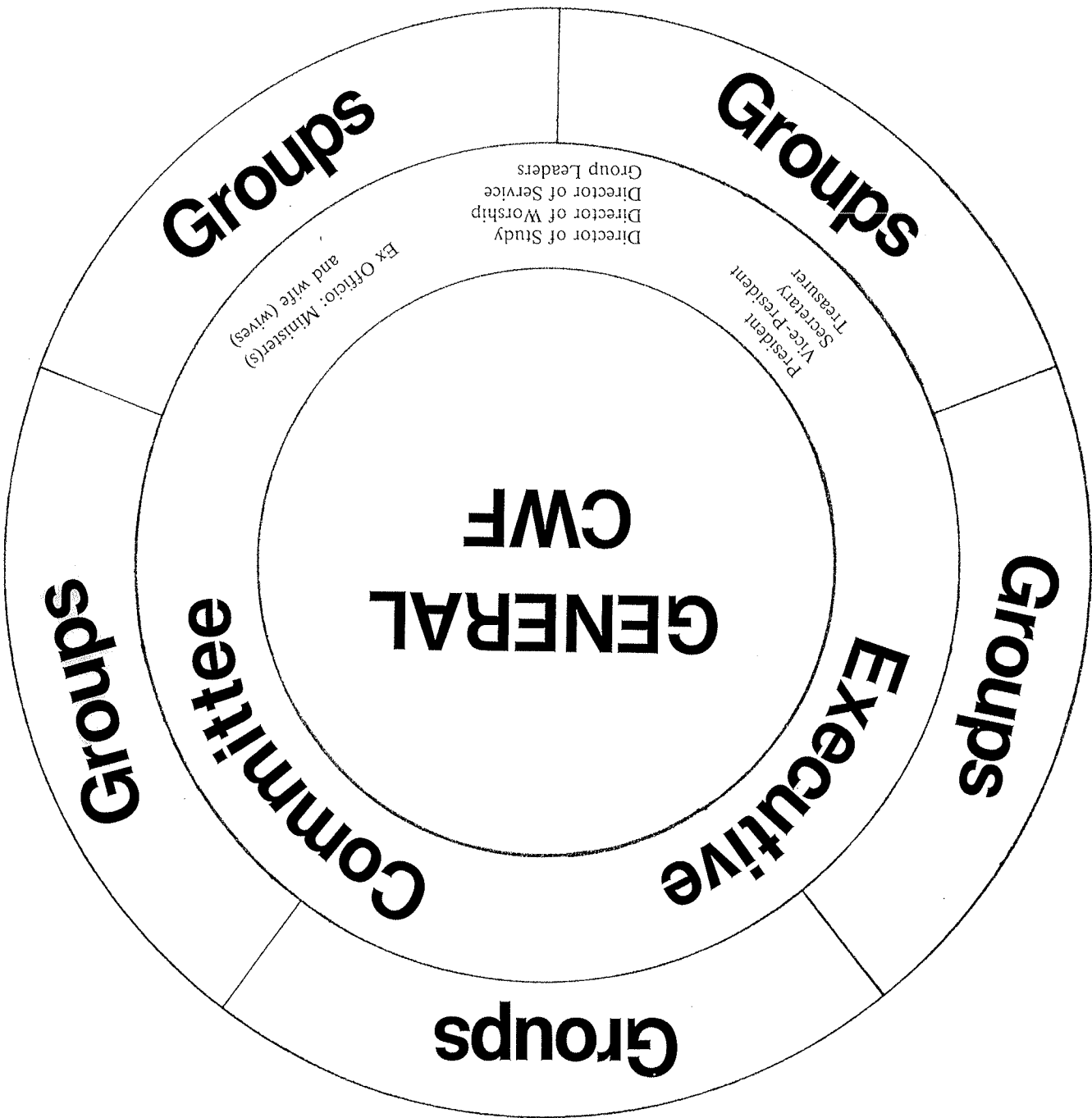
To provide opportunities for enrichment. Maintaining the beauty of nature and art within God's world is a concern to which women bring unique perceptions and a deep sensitivity. Through the planning programs of the CWF, women ensure that this enriching dimension of life continues to be recognized and appreciated.

To provide opportunities for education. While women are still called to be well informed about the needs and aspirations of the peoples of the world, they are eager to share this missionary education with the wider church community. The CWF structure provides a unique arena in which women may gain tools for living out their responsibilities in the leadership of the total church. CWF also provides a loving environment in which women can discuss common areas of concern as well as evaluate their actions and responses.

To provide opportunities for creative ministries. Women develop leadership skills and social action methods within the CWF organization which qualifies them for a variety of ministries. CWF offers not only educational and spiritual resources but also provides a strong support base for women who venture into pioneer areas of service and ministry.

To develop a sense of personal responsibility for the whole mission of the church of Jesus Christ. This thread binds the other goals into a common purpose, calling women to become mature Christians ministering within the total mission of the church. The CWF challenges women to identify their faith and act in the light of their own responsibility. It enables and motivates women to develop a relationship with the church of Jesus Christ and claim its mission as its own.

CWF ORGANIZATION



LEADERSHIP

Who

- One who believes that she is a child of God and acts accordingly;
- One who knows that what she is doing is important but who understands that she is not indispensable;
- One who recognizes that good programming comes from adequate planning for weeks/months ahead;
- One who explores new possibilities for growth in persons and in program;
- One who is willing to risk new methods, new ideas, new philosophies, without giving in to despair if they fail;
- One who recognizes, is comfortable with and confident in her own style of leadership;
- One who grows in the direction of her challenges;
- One who is sensitive to the needs of others because she recognizes that she has needs of her own;
- One who is intrigued by what "could" be done rather than coerced by what "should" be done.
- One who is willing to designate assignments and assume the responsibility of seeing that they are carried out;
- One who perceives that involvement is the sure road to commitment;
- One who respects each person's freedom to make special choices regarding responsibilities without feeling guilty.
- One who affirms all women, both those who are employed and those who find personal fulfillment in home and volunteer services.
- One who recognizes that everyone needs a sense of self-respect and self-fulfillment;
- One who lives in close relationship with others and with God.

QUESTIONS RESPONSIBLE LEADERS ASK

A responsible leader is aware of the trends affecting women in the world, in the community, in the congregation, and in the CWF. The assessment of these trends helps in the development of goals and objectives for the CWF.

- ? How is our CWF increasing the awareness of its members toward greater involvement?
- ? What are the goals of our CWF as it grows in awareness of the global community?
- ? Do we have a leadership bank of women in our congregation which lists their interests, experience and skills?
- ? What is our policy to ensure that women's names are submitted to the nominating committee for all the offices in the congregation? Do we encourage women to say yes when approached by the nominating committee to serve as an elder? Deacon? CWF president? Board moderator?
- ? What responsibilities are taken toward the development and growth of an inclusive eldership and a single diaconate?
- ? What are our legislative responsibilities?
- ? Am I, as a leader, aware of issues raised by the women's movement?
- ? What is our responsibility to the ecumenical community?
- ? Have we thought of having a congregational CWF workshop which would include leadership skills training and interest groups on the current concerns of women?
- ? Do we use the resources which *Vanguard* and CWF *Guideposts* provide.
- ? Is our CWF planning an installation of officers at the end of this program year?
- ? Is our CWF functional or relational? That is, is our primary goal to "get the job done" or "to help people grow"? Note: Many leaders are beginning to discover that, while they program their year according to the functions of the CWF and the tasks which need to be accomplished, the needs which the women express are relational, conveying a desire for more personal interaction and communication. How should we handle this?

PRESIDENT

Who

- One who is a consecrated, dependable Christian woman and an active member in the congregation;
- One who has executive and organizational ability;
- One who seeks opportunities for growth in leadership skills and encourages other leaders in the CWF to do so;
- One who has a strong commitment to the outreach mission of the church;
- One who is committed to the purpose of the CWF and is dedicated to the fulfillment of that purpose within her congregation;
- One who has a contagious Christian spirit and is able to motivate, administer, publicize, challenge, encourage, communicate and cooperate;
- One who accepts this opportunity for leadership as an honor;
- One who is willing to let her responsibilities as CWF president be a high priority in her personal, church and community life;
- One who is growing in personal Christian living, in understanding and ability.

What

The President...

- ▶ serves as the primary executive of the Christian Women's Fellowship organization in the congregation;
- ▶ assists in selecting leaders—committee personnel, coordinators, group leaders and others (see "Nominating Committee," page 41);
- ▶ enables leadership development through training experiences, retreats, assemblies and ecumenical involvement;
- ▶ prepares for her task and leads her officers in making similar preparations. She does this by studying the history, function, and purpose of Christian Women's Fellowship and this manual, especially the Leadership Section, and other resources (see pages 7-9);
- ▶ calls and presides over executive committee meetings, making sure they are held at times when the members can attend (see "Effective Business Meetings"; page 11);
- ▶ presides over business portion of the general CWF meetings (see "General CWF Meeting," page 11);
- ▶ serves as an ex officio member of the CWF study, worship, service/action, membership and budget and finance committees;
- ▶ represents women in congregational and ecumenical meetings;
- ▶ attends meetings of the local unit of Church Women United;
- ▶ serves as a member of the congregational board and cabinet and attends their meetings;
- ▶ sees that the secretary sends needed reports to district and regional CWF leaders;
- ▶ sees that the treasurer sends in offerings monthly (or quarterly);
- ▶ appoints nominating committee, following consultation with executive committee;
- ▶ maintains balance between a functional organization (structure) and a growing program (study/service). (see page 7 "Questions responsible Leaders Ask");
- ▶ is responsible for good communication
 - among the members of the executive committee.
 - between the executive committee and other leaders of the CWF,
 - between the leaders of the CWF and its entire constituency,
 - between the CWF and other women in the congregation, and
 - between the local CWF and the district/regional CWF;
- ▶ visits groups frequently during the year;
- ▶ tries to become acquainted with and is concerned for each woman in the congregation; and,
- ▶ encourages other leaders to involve each woman in some way during the year.

"SAMPLE"

CHRISTIAN WOMEN'S FELLOWSHIP
Executive Meeting
March 1, 2003

President:

Treasurer:

Balance brought forward 2/1/03 \$476.68

Expenses:

Bereavement (Bereavement) \$25.00
3 boxes envelopes 3.00
Study Material (Check #4412) \$135.00

TOTAL \$163.00

Transferred to Retreat Transportation \$ 90.00*

Balance in Treasury \$223.68

Collection General Meeting 2/15/03:

Group 1 LEADER'S NAME \$26.00
Group 2 LEADER'S NAME \$52.00
Group 3 LEADER'S NAME \$32.00

TOTAL \$110.00

GRAND TOTAL IN TREASURY \$333.68

RETREAT TRANSPORTATION

Balance brought forward \$130.00
*Transfer of Funds \$ 90.00
2/15 Gen. Meeting Collection 28.00

TOTAL \$248.00

NOTE: \$200.00 m.o. \$48.00 cash in this account

BIRTHDAY CLUB (SICK/SHUT FUND) \$95.00

Respectfully Submitted,
TREASURER'S NAME

EFFECTIVE BUSINESS MEETINGS

✱ GENERAL MEETING

Meetings are usually held monthly and last approximately two hours.

Purpose

- a) To share in program/study and worship.
- b) To provide opportunities for growth in spiritual life enrichment and educational development.
- c) To open doors for creative ministry.
- d) To hold brief (thirty minute) business sessions as necessary, either at the beginning or end of the meeting.

Agenda

- Call to order. CWF Prayer.
- Minutes of the preceding general meeting. Do not read the minutes of the executive committee meeting.
- Brief reports of the officers and study, worship and service/action directors.
- Presentation of the recommendations from the executive committee. The process is as follows:
 - 1) Recommendation presented as a motion, stating the issue and including the recommended action for a vote.
 - 2) Seconded from the floor.
 - 3) Brief discussion, if necessary
 - 4) Take vote
- Additional business, if any.
- Adjournment of business portion of general meeting.

Summary

The executive committee conducts the business of the organization. Members at large may be informed of actions necessary and of opportunities and problems confronting the organization in general. The general membership is provided with an opportunity to take part in any major decision making, yet their time investment at the general meeting is primarily for Christian growth, corporately and as individuals.

✱ EXECUTIVE COMMITTEE

Meetings are held monthly and last one or two hours.

Purpose

- a) To conduct the primary business of the CWF;
- b) To receive and discuss the reports of the officers;
- c) To establish and evaluate the goals and objectives of the organization;
- d) To recognize the concerns of the congregation which directly or indirectly affect the functioning of the CWF;
- e) To formulate recommendations for actions to be presented at the CWF general meeting.

Agenda

The president builds the agenda ahead of time and makes it available to the executive committee, either by listing it on a flipchart or blackboard or by having it mimeographed.

- Call to order (circle of prayers)
- Reading of the minutes of the previous executive meeting.
- Reports of officers and study/worship/service directors. All reports should be in writing and be supplied to members of the executive committee meeting.
- Old business. (The president checks ahead of time with the secretary to determine from the minutes old business which has not been completed.)
- New business. (Share general and regional communications and distribute pages of *Guideposts*.)
- Formulation of the recommendations to go to the general meeting for action.
- Discussion on the recommendations and decisions on the motions to be presented.
- Close with moments of worship or prayer.
- Adjourn.

PLANNING WITH THE EXECUTIVE COMMITTEE

ORIENTATION

The orientation is held at the first meeting of the executive committee. As early as possible each member of the new executive committee studies all the job descriptions for a better understanding of the responsibilities and lines of accountability. Then the members discuss the answers to such questions as:

- Is this how I see my task?
- What would I add and/or delete on my job description because of my understanding of my task/office?
- Is this how I see the tasks of the other officers?
- To whom on the executive committee am I most closely related/accountable?

The president invites the outgoing officers to come and share their experiences and/or develops a brief evaluation form for outgoing officers, including:

- most helpful knowledge gained;
- mistakes to avoid;
- experience which was most helpful;
- basic things an officer needs to know in order to do the task effectively.

When the executive committee members understand the interrelationships of responsibilities, they are able to function more effectively as a unit.

PREPARATION

In the early summer, after District/Area CWF workshops have been held, the president prepares for the planning meeting of the executive committee. (see "Planning: The Path to Responsible Leadership" pages 8-9).

If possible, a day spent in a retreat, away from routine pressures, enables creative, productive and more complete planning. This kind of commitment now will save hours of frustration and patchwork planning later in the year.

Place: Select a place both suitable and comfortable. The chair arrangement should be compatible with the type of meeting. An informal arrangement, such as a casual circle, is best for discussion and sharing of ideas. Check for adequate light, moderate temperature.

Time: Allow enough time to accomplish planning for the year. Choose a time compatible with the schedules of those attending. This is a priority time commitment. Time given now will save time later.

Review of the goals: Review the ongoing CWF goals or goals of the past year and current goals of the congregation.

Materials: Check to be sure that copies of the basic materials are available for each member. Make a packet for each officer, including group leaders. Have available flipchart or blackboard, markers, chalk, paper and pencils.



AGENDA FOR PLANNING MEETING

1. Allow time and use a design or personal sharing period to get better acquainted (community building).
2. Review the agenda. Make any adjustments necessary.
3. List what needs to be accomplished in this meeting.
4. Review the value of careful planning (see "Planning: The Path to Responsible Leadership," pages 8-9).
5. Review the current CWF general program theme statement.
6. Make decisions. Decide on goals, programs and projects for the year. Do they interrelate to provide wholeness to the year's experiences? Consider each office and include such matters as setting the financial goal for Basic Mission Finance, increasing the membership, starting a new group, observing special days and coordinating meeting schedules.
7. Assign responsibilities accordingly. Setting a deadline or time schedule for each responsibility is helpful.
8. Arrange for accountability. Decide who checks on what and whom, to be sure that the plan is progressing on schedule. Note: Responsibilities are interrelated. This check-up is not supervision but mutual concern and interdependence which are inherent in responsible program building.
9. Summarize. Restate the decisions made. Writing these decisions on newsprint and posting is helpful.
10. Review: Review the agenda. Has everything been accomplished? If another meeting is needed, set the date and time now. If not, review responsibilities and lines of accountability.
11. Worship. A service of worship may be held at the beginning and/or end of this meeting. Worship which reflects the feelings of the participants at that moment is most strengthening and sustaining. Questions to consider might be: What feelings will the participants bring with them when they arrive? Will they be anxious, frustrated, overburdened, excited? How will the participants feel at the conclusion of the meeting? What would be a helpful theme to conclude the planning and to set the tone for a creative year ahead?
12. Adjourn.

SETTING GOALS

✱ The president and the executive committee will discover that time spent in setting goals and planning for their completion will result in a satisfying program which meets the needs of the CWF and enables purposeful action resulting in a sense of fulfillment.

Some questions which might be discussed in this context are:

- What needs have CWF members expressed?
- What does the CWF want to see happen in the next year?
- What is the Christian responsibility of the CWF to the church, the immediate community and the global community?
- What changes have to be made to accomplish these goals?
- What tools are available to implement these goals?

When setting goals for the new year, it is important to evaluate the goals from previous years not yet completed. Some helpful questions are:

- Will they be carried on to completion or be dropped because of new information or low priority?
- Should certain programs/activities be discontinued to make available time and energy for new programs/activities?
- What previous programs have produced the greatest amount of interest and filled the greatest number of expressed needs?

CONGREGATIONAL CWF REPORTS

Annually, sometimes semiannually, each congregational CWF president receives a report form which is prepared by the president with the executive committee and filled out and returned to the regional CWF office by the secretary. This form provides statistical and summary information about the participation and activities of each CWF in the region. These reports are then compiled by the regional office and sent to the Department of Church Women, Division of Homeland Ministries, Christian Church (Disciples of Christ).

These reports are important because—

- 1 They provide the basis for the annual report of the Department of Church Women to
 - a) the General Board of the Christian Church (Disciples of Christ); and
 - b) Yearbook and Directory of the Christian Church (Disciples of Christ).

When the CWF secretary in each congregation completes and returns the report, this assures the most complete and accurate information possible. The regional CWF staff person and the individual congregational CWFs are thus linked in a connectional system built upon covenantal relationship.

- 2 They strengthen the network of communication and offer opportunities for building mutual accountability.

The CWF has sought to develop a covenantal relationship rather than a hierarchical structure to do mission, as shown in a diagram on page 6. Ideas reported by the CWF of one congregation may be shared with the CWF of another congregation through the district secretaries and/or the regional cabinets. When a CWF shares information and statistics with the region and through the region with the general office, it becomes a living part of a whole network of women. It is a basic premise of CWF that anything women do alone can be done better together.

- 3 They provide a basis for developing program and measuring results. The information compiled in reports offers incentives and challenges. It reveals new images of the CWF and important trends of interest and need, which provide a basis for evaluating the themes, format and content of future CWF program and study materials.

Resources for Presidents

(see pages 47, 48 for Ordering Information)

- CWF Leaders' Manual
- CWF Guidance for the Participation of Women in the Christian Church:
 - A Process of Evaluation and Planning
- A Guide for Program Planning in Congregations of the Christian Church
- *How to Conduct a Business Meeting*
- CWF Stickers

VICE-PRESIDENT

Who

- One who is consecrated, dependable and active in the congregation.
- One who is capable of taking the president's place when necessary.
- One who is appreciative of each individual woman in the congregation and her ability.
- One who is willing to let her responsibilities as vice-president be one of her priorities among her church and community responsibilities.
- One who is growing in personal Christian living, understanding and ability.

What

The vice-president...

- ▶ attends all meetings of the CWF executive committee;
- ▶ acts on behalf of the president in the president's absence or when requested to do so (see action on president, pages 10-16);
- ▶ serves as director of membership (see section on membership director, pages 18-21);
- ▶ serves on the membership and/or evangelism committee of the congregation.

Resources for Vice-President

(see pages 47, 48 and Ordering Information)

The vice-president uses the same list of resources as those provided for the president. If the vice-president is director of membership, see page 21.

-
- CWF Small Notebook Binder
 - CWF Notepaper
 - CWF Yearbook
 - CMF/CWF General Program Book
 - CMF/CWF Group Studies
 - The Care and Feeding of Volunteers
 - Enlist, Train, Support Church Leaders
 - Goal Setting: A Guide to Achieving the Church's Mission
 - Taking Your Meeting out of the Doldrums
 - *The Disciple*
 - *Vanguard*
 - CWF Free and Cost Order Blanks
 - CWF New Officer Card
 - *Guideposts for CWF Leaders*
 - World CWF Newsletter (enclosed with *Guideposts for CWF Leaders*)
 - Audiovisual Catalogue
 - Eyes and Ears to the World

MEMBERSHIP DIRECTOR

Who

- One who is dedicated, dependable and active in the congregation;
- One who is committed to and enthusiastic about the purpose and program of the Christian Women's Fellowship and the total church;
- One who feels a deep concern for each woman in the congregation and is eager to involve each one according to her abilities;
- One who is willing to let her responsibilities as a membership director be a priority among her church and community responsibilities;
- One who is growing in personal Christian living, understanding and ability.

What

The membership director . . .

- ▶ serves also as vice-president;
- ▶ attends meetings of the executive committee;
- ▶ makes recommendations to the executive committee about any new group which may become necessary or desirable, i.e., short-term study/action groups, young mothers, singles, or shut-ins;
- ▶ presides over meetings of the membership committee;
- ▶ guides the membership committee in
 - planning for an every member visitation to women of the church;
 - searching for ways to involve all women in fellowship;
 - providing training for the women who will visit prospective and nonparticipating members and asking the pastor(s) to share in this training;
 - arranging a file to record visits made, visitors, interests and participation;
- developing a Leadership Bank and compiling personnel resource file sheets (see page 21);
- ▶ thinks of ways to make memberships grow (see "Enlisting New Members," page 19);
- ▶ studies all CWF guidance materials to gain an understanding of the entire CWF;
- ▶ keeps group leaders aware that plans must be made so that all women are invited to take part in some activities of the CWF, even the shut-ins and other absentee-activities;
- ▶ assists the secretary with the publicity and getting CWF news and announcements in the weekly or monthly newsletter of the congregation;
- ▶ attends the district and regional workshops, retreats and assemblies;
- ▶ helps arrange an annual planning retreat and/or workshop for persons responsible for membership;
- ▶ serves on the membership and/or evangelism committee of the congregation.

PLANNING FOR MEMBERSHIP

Who

In preparation for planning, the membership director will want to review "Planning: The Path to Responsible Leadership." (see page 8) and the planning process and agenda in the president's section (see page 15).

The membership director plans with the membership committee whose members are the group leaders and/or group membership chairpersons, one to represent each group. Note: When there are no groups, the membership director may choose two or three persons to serve as the membership committee.

When

Planning starts as soon as the membership director (vice-president) has been elected. A planning meeting may be held in early summer after District/Area CWF workshops have been held. Planning meetings on a regular basis will strengthen the CWF, enhance the work of the committee and assure progress.

What

- ▶ Enlistment of new members through telephone calls and personal visits. Note: be aware of enlistment of unchurched women in the community.
- ▶ Maintenance of membership through telephone calls and personal visits;
- ▶ Membership participation through
 - publicity, using congregational newsletter, bulletin board and local newspaper.
 - encouragement, using phone calls, greeting cards and special awards or recognition;
 - formation of fellowship groups, taking into account the interests, schedules and abilities of the women;
 - creation of new groups (short- or long-term) to serve special needs and interests.

A CWF member is one who...

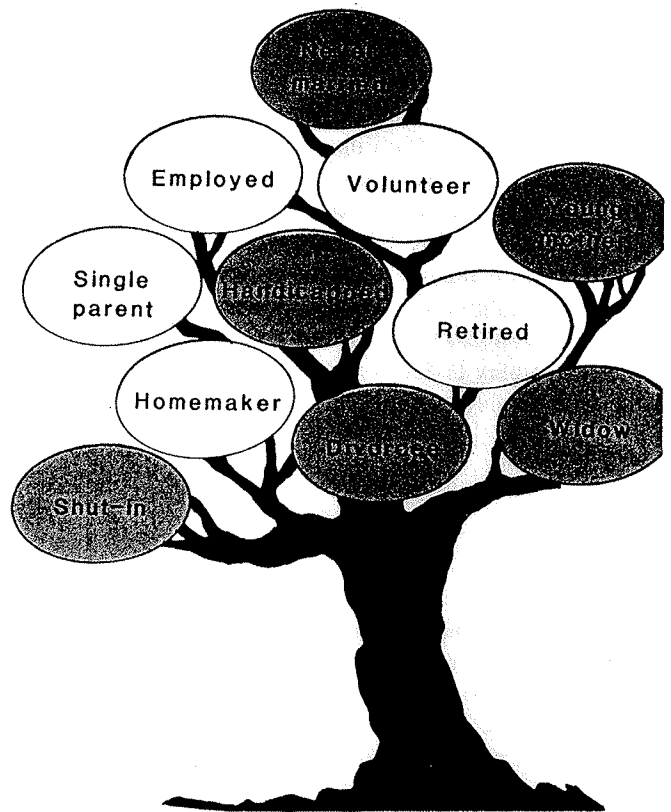
- believes in the purposes of the church and Christian Women's Fellowship;
- takes part in study, worship, service/action or supports in any way the program of CWF;
- participates in outreach giving through CWF.

ENLISTING NEW MEMBERS

1. Advertise the program through posters, bulletins and individual invitations by mail or in person.
2. Work with the other officers to provide a meaningful program to keep up the interest of the women.
3. Use the talents of the women, inviting them to take part in different activities, according to their specific abilities.
4. Plan a schedule so that employed women can attend meetings.
5. Provide child care so that young mothers will be encouraged to attend.
6. Show interest and concern for every new member of the congregation by inviting them to meetings.
7. Make sure new members are introduced and oriented to the total program of the CWF, but do not overwhelm them.
8. Telephone absent members to show that they are missed, but do not make members feel guilty when they cannot attend.
9. Be enthusiastic about CWF activities.
10. Follow up members who move by encouraging them to join the congregation and the CWF where they are located.
11. Be aware of resources
 - CWF Yearbook prepared by the Department of Church Women.
 - A Talent and Activity Card, to be filled out and returned within a week.
 - A recent copy of the congregational newsletter in which CWF news is carried.
 - A copy of the CWF Prayer Card.
 - Other items of interest which publicize or explain the CWF program, such as local CWF directory.

BUILDING MEMBERSHIP

1. List and look for the women in the church who might be interested in CWF.
2. Arrange for each member of the membership committee to be responsible for a number of the prospective members.
3. Arrange for each committee member to talk to the women about the CWF.
4. Show real concern for the women and invite them individually to the meetings.
5. Provide child care for young children during the meetings.
6. Seek out women with talents and ask them to share their gifts with the CWF.
7. Work with the other officers to plan a challenging program.
8. Write or call members when they fail to come for meetings, expressing concern and assuring them that they were missed.
9. Encourage the study and worship directors to use the talents of these women developed in their employment or volunteer services.



EVALUATING THE CWF PROGRAM

If an evaluation of this type has not been done within the past few years the membership committee may wish to recommend to the executive committee that an evaluation of the CWF structure and organization is in order.

Possible questions for such an evaluation are:

1. To what extent has the CWF tried to reach all women of the congregation? What methods have been used?
2. Does CWF meet the needs of women? In what ways?
3. Are women using their time and talents in other ministries in the congregation?
4. How much time do we expect members to give to the CWF in addition to their regular involvement in congregational life?
5. Does the CWF know who the women of the congregation are? Are records being kept of their interests and involvement in congregational life?
6. Does the CWF provide opportunities for all women to meet together other than in the regular monthly meeting? Is an occasion provided for recognizing the variety of women's ministries?
7. What means can be developed to enlist support or outreach ministry among those who do not attend the meetings?

SECRETARY

Who

- One who is consecrated, dependable and active in the congregation;
- One who enjoys writing and keeping records;
- One who is systematic, accurate and thorough in her work;
- One who is deeply interested in the purposes and concerns of the Christian Women's Fellowship;
- One who is willing to let her responsibilities as secretary be a priority among her church and community responsibilities;
- One who is growing in personal Christian living, understanding and ability.

What

As recording secretary:

- ▶ attends all CWF executive committee meetings;
- ▶ assists the president in preparing an agenda for the business meeting of the Fellowship.
- ▶ sits at the table with the president or near her during the business meeting;
- ▶ takes to all planning and business meetings the minutes, a list of all committees and their members, and the by-laws of the Fellowship;

- ▶ keeps a record of attendance of the executive committee members;
- ▶ keeps clear, accurate and concise minutes of the executive committee meetings and business sessions of all general and special Fellowship meetings (see "What Goes in the Minutes," page 23);
- ▶ records group reports and is available to check offerings with the Fellowship treasurer; sends quarterly or semiannual, and annual reports to the district and regional Christian Women's Fellowship (see "Congregational CWF Reports," page 16);
- ▶ keeps a file of CWF Yearbooks, newspaper clippings, programs and other items of interest for the year's record to be passed on to the incoming secretary.

As corresponding secretary:

- ▶ sends out notices of all called meetings and of other meetings when necessary;
- ▶ conducts the correspondence of the Fellowship by—bringing the letters received to the attention of the president immediately;
—answering letters promptly; and keeping correspondence on file.
- ▶ reads letters or portions of letters to the executive committee and to the membership when requested by the president;
- ▶ sends letters of congratulations, concern and sympathy to members as occasion requires;
- ▶ sends notification of changes of officers or addresses to regional and general offices so that the proper officers may receive mail without delay;
- ▶ works with the director of membership on CWF publicity, including
—news items and announcements to the local newspapers;
—news items to district, regional and general officers;
- ▶ uses the church bulletin board to display posters, letters, clippings, related to the activities of the CWF.

Resources for Secretary

(see pages 47, 48 for Ordering Information)

- CWF Leaders' Manual
- Guidance for Participation of Women in the Christian Church:
- Guidance
- CWF Secretary's Book and extra pages

- CWF Group Secretary's Record Book
- CWF Stickers
- CWF Note Paper
- CWF Yearbook
- Free and Cost Order Blanks
- *Guideposts for CWF Leaders* (CWF president receives)

What Goes in the Minutes

The minutes of the CWF meetings include:

1. Names of group, type of meeting, place, date and time of meeting.
2. Indication of the major agenda items by underlining them or identifying them in the left margin. The notes of the secretary follow the agenda.
3. The names of the people present and members absent (of a committee).
4. Any corrections and the approval of the minutes of the previous meeting.
5. The exact wording of motions, name of maker, name of seconder (optional), action taken on the motion (passed or failed). Caution: Note the contents of a motion, read it back aloud, get corrections and understanding of the group that this is the wording desired.
6. Exact wording of an action or any secondary motions or any additional decisions regarding the motion.
7. The main points made in discussions, especially in notes of the committee.
8. Assignments/responsibilities for any members of the committee, noting name of committee member, responsibility assigned/assumed and date due.
9. Reports presented. Get in writing copies of all reports presented at the meeting, along with the names of those who took part in developing the report. Also note any action taken on the report.
10. Conclusion: Respectfully submitted,
Mary Doe, Secretary

BE BRIEF. BE ACCURATE. BE CONCISE.

TREASURER

Who

- One who is dedicated, dependable and active in the congregation;
- One who enjoys mathematics and knows something about simple bookkeeping procedures;
- One who is systematic, accurate and thorough in her work;
- One who is trustworthy and conscientious in carrying out her responsibilities;
- One who is committed to the world outreach of the church;
- One who is a good steward and interested in challenging others to be concerned about the vital importance of being a cheerful giver;
- One who is willing to let her responsibilities as a treasurer be a priority among her church and community responsibilities;
- One who is growing in personal Christian living, understanding and ability.

What

- ▶ carries the overall responsibility of receiving, caring for and disbursing the funds of the Christian Women's Fellowship;
- ▶ attends all CWF executive meetings;
- ▶ serves as a member of the CWF budget and finance committee, taking major leadership in making the CWF budget
- ▶ serves on stewardship committee of the congregation;
- ▶ provides each CWF member annually with the following materials:
 - CWF Pledge Card
 - Regular CWF Offering Envelopes
 - Easter Week of Prayer Envelopes
 - Week of the Laity Envelopes
 - Blessing Boxes*

*A Blessing Box offering is an over-and-above offering given out of gratitude for blessings received. It is a gift to the whole mission of the church.

- ▶ plans with worship leader so that offerings are received as part of the worship experience at each group meeting; encourages the worship director to motivate Christian stewardship by using stewardship sentences and offering prayers in the CWF worship service;
- ▶ arranges for the treasurer of each group to present the offering in an act of dedication at the general CWF meeting.
- ▶ provides an opportunity for women who do not attend groups to give an offering at the general meeting or through other channels;
- ▶ uses CWF Treasurer's Book to record receipts and disbursements, so that accurate records are maintained;
- ▶ sends offering monthly or quarterly, as decided upon by the local CWF to Church Finance Council, P.O. Box 1986, Indianapolis, IN 46206;
- ▶ makes sure that checks are made payable to Christian Church Outreach and are sent with remittance form.
- ▶ remits offerings early in the month (or quarter) so that credit is assured of being made before the end of the accounting period (6 months, 9 months, 11 months, 12 months); does not let large sums of money accumulate but empties the treasury at the end of the year, keeping CWF money at work for Christ.
- ▶ keeps women informed by
 - (a) making sure each member knows that offerings to the Church Finance Council provide basic mission finances for the outreach mission of the Christian Church (Disciples of Christ) in the areas of nurture, witness and service;
 - (b) arranging for a period when her treasurer's report, news item and receipt letters concerning world outreach offerings can be shared with the group;
 - (c) including in her report progress toward reaching world outreach goals and also educational information as to the causes supported by outreach giving;
 - (d) using the following opportunities and materials for sharing information:
 - treasurer's report at executive meetings;
 - treasurer's report at general meetings;
 - remittance letter from Executive Secretary of Department of Church Women;
 - report of offerings from Church Finance Council (at end of 5 months and 10 months on CFC Form 120);
 - informational letters from regional staff;
 - items in *The Disciple* concerning world outreach;

- preparation of short “moments of stewardship” to be used at time of offering in group meeting, for the newsletter, or church bulletin board;
- periodic comparison of offerings given to date with goal, giving progress report, thus helping the women to be proud of their giving and encouraged to do more.

BUILDING THE BUDGET

Giving is sharing...caring...nurturing...enabling
 ...reaching out...growing.
 Consecrated, dedicated enlightened, giving requires a budget.

Who

- In a small Fellowship the budget is made by the executive committee.
- In a large Fellowship, the treasurers of each group comprise the budget and finance committee chaired by the treasurer.

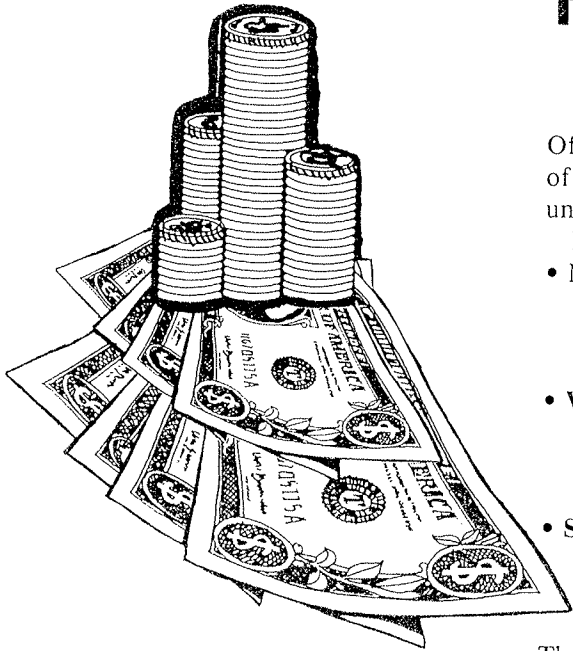
What

The budget for CWF is the estimated income and estimated expenditures for the coming year.

How

1. Estimate the income. Use income received during the previous year as a basis on which to start the budget-building process.
2. Consider the attendance and participation by the membership.
3. Anticipate an increase in giving.
4. Study the source of income:
 - pledges by members;
 - regular monthly offerings;
 - special offerings (Christmas, Easter Week of Prayer, or special project);
 - individual gifts on a special occasion or for a special purpose;
 - other sources which are in harmony with the CWF purpose.
5. Outline the expenditures (see sample budget, page 28).

BASIC MISSION FINANCE



The regular budget of the church is called Basic Mission Finance (BMF). Offerings to Basic Mission Finance are used for the programs and services of the church and are distributed proportionately to church regions and units.

Its purpose is threefold:

- **Nurture:** what the church does to enhance the faith of its own people. Outreach funds assist in the fellowship, education, growth, inspiration, leadership and support of members.
- **Witness:** what the church does to speak to the world. Outreach funds help in witnessing to the good news of Jesus Christ in many different ways.
- **Service:** what the church does in an effort to meet human need. Outreach funds support ongoing programs which serve people in special areas of need.

Through BMF women support the work of:

The region
Office of the General Minister and President
Christian Church Foundation
Christian Church Services
Church Finance Council
Council on Christian Unity
Division of Homeland Ministries
Division of Overseas Ministries
Board of Church Extension
Pension Fund
Division of Higher Education
Christian Board of Publication
National Benevolent Association
Disciples of Christ Historical Society

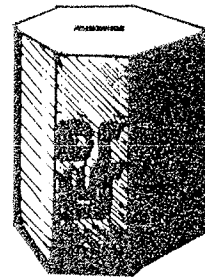
CWF goals for Basic Mission Finance are set by each Fellowship. After the decision has been made, the goal cards are completed and sent to the regional office and the Department of Church Women.

BLESSING BOX

The Blessing Box offering, which began in 1953, is an over-and-above gift for Basic Mission Finance to be distributed to the whole mission of the church.

Each woman collects money in her Blessing Box for a year. At the end of the year, the money is presented and dedicated in the Christian Women's Fellowship. In some regions, the money is then brought to a district or regional meeting and is sent from the regional office to Church Finance Council. Blessing Box offerings sent directly to the Church Finance Council need to include remittance forms clearly marked to indicate that the gift is Blessing Box money.

Blessing Boxes are available from the Christian Board of Publication.



WORSHIP DIRECTOR

Who

- One who is dedicated, dependable and active in the congregation;
- One who is open to the continuing empowerment of faith;
- One who will reach out to other faiths, other religions, other civilizations, using avenues of worship different from her own for spiritual growth and understanding;
- One who believes that experiencing the presence of God in worship opens the minds of people;
- One who can weave the essence of the study material into the fabric of a worshiping response;
- One who has a concern for every woman's personal and group worship experiences;
- One who is willing to let her responsibilities as worship director be a priority among her church and community responsibilities;
- One who is growing in personal Christian living, understanding and ability.

- ▶ encourages spiritual enrichment of women through reading, prayer groups and ecumenical experiences (see "Encouraging Individuals to Develop a Deeper Spiritual Life," page 30);
- ▶ encourages prayer partners for women who volunteer for this kind of sharing;
- ▶ makes the offering an integral part of the worship experience at general and group meetings;
- ▶ serves on the worship committee of the congregation.

Making Offerings Worshipful

What

The Worship Director...

- ▶ attends CWF executive committee meetings and reports goals and plans for spiritual enrichment within groups and congregations;
- ▶ confers regularly with the president and the study director in order to build the richest worship program possible in general meetings;
- ▶ consults with service/action director about plans for dedication of service gifts;
- ▶ plans for meaningful worship experiences in general meetings by selecting leaders and supplying them with worship materials to correlate with the study programs;
- ▶ attends the district workshops and acquaints herself with general program and group study materials, the support materials, and various ideas for worship relevant to the year's theme;
- ▶ works with group worship chairpersons to plan, coordinate and implement worship experiences, securing worship resources for them which will fit with study programs;
- ▶ promotes participation in World Day of Prayer, sponsored by Church Women United;

- Plan ahead for the offering. Distribute envelopes prior to the worship experience and encourage persons to get the envelopes ready ahead of time.
- Arrange for persons to take up the offering. Have plates or baskets ready and in a suitable place. Explain to persons taking the offering that they are to bring it to the worship leader for a prayer. After the prayer, place the plates on the worship table or worship setting.
- Secure a pianist to play worshipful background music, or have a tape recorder or record player ready, so that music can be played if desired.
- Use offering statements to help motivate giving. Such statements may be short Scripture passages, including the teachings of Jesus. Other statements may be found in a hymnal.
- Dedicate the offering with prayer. Include in the prayer thanksgiving for blessings, a statement of realization that all things are God's and we are God's stewards. Ask God to bless the work which the offering will go to support.

PLANNING FOR WORSHIP

Worship is at the center of the life and structure of the Christian Women's Fellowship. Opportunity for worship is a vital part of each CWF meeting. Its purpose is to provide experiences which bring renewed devotion to God and the church.

Who

The worship director plans with the worship committee composed of worship chairpersons from each group. The CWF president is an ex officio member of the committee. The worship director also plans closely with the treasurer, the study and service/action director so that worship serves to enhance the experience of giving and learning.

The Planning Meeting

The planning meeting is held in early summer after the district/area workshops. Future meetings are scheduled as needed.

1. Review Planning: The Path to Responsible Leadership (page 8) and the planning process and agenda in the president's section (see page 15).
2. Develop an agenda.
3. Include in planning persons responsible for worship and study in both general meetings and groups.
4. Discuss the relevance of worship to each particular study.
5. Find ways of relating the worship experiences to each other over a period of time.
6. Consider the worship content. Note sources and explanations concerning many of the worship sections. Take care that language used in worship is appropriate for the group (e.g., Is the group all women? Are there men and children present?)
7. Make plans for incorporating the offering in a meaningful way.
8. Develop designs for effective worship centers, remembering that
 - a worship center has one basic message which is apparent at first glance, and;
 - a worship center is relevant to the content of the study material.
9. Plan for special worship celebrations, e.g., a celebration to center around the dedication of service gifts, to be planned with the service/action director.

ENCOURAGING INDIVIDUALS TO DEVELOP A DEEPER SPIRITUAL LIFE

In this age of instant communication, instant replay, instant potatoes, women are discovering that there is no instant faith. Faith is developed through personal meditation and reading, and experiences of study and worship in groups where opportunities are offered to verbalize doubts and hopes and where persons can join with one another in sharing concerns of the faith journey.

Personal worship is a discipline of leaving the noise and distractions of everyday life and seeking God through Bible reading, prayer and meditation. It is a time to be quiet and listen to what God's word has to say. This leads to insights, spiritual renewal and a sense of direction for life. As the individual spiritual life is enriched, the corporate life of the congregation is renewed.

Some suggestions for deepening the spiritual life of the members of the CWF are:

1. Encourage daily personal meditation or quiet time.
 - Suggest setting aside a special time and place for prayer, allowing time for Scripture reading, prayer and meditation.
 - Suggest resources, such as a daily devotional book.
2. Encourage Bible reading.
 - Suggest spending as much time with the Bible as with the newspaper.
 - Offer Bible reading helps.
3. Encourage the formation of prayer groups or prayer partners.
 - Prayer groups might meet weekly for an hour at church or home.
 - Prayer partners might meet together at least once a week. On other days they can choose a special time to pray for one another; to keep in touch and share prayer needs.
4. Consider asking CWF members to write meditations to be compiled into a book on special topics, special days or in relation to the CMF/CWF Bible study for the year.
5. Encourage praying about relationships with specific persons, thus opening the door to love and reconciliation.
6. Help CWF members understand that prayer life and action cannot be separated—that prayer empowers witness and service.
7. Consider the possibility of establishing a prayer room in the church.

STUDY DIRECTOR

Who

- One who is dedicated, dependable and active in the congregation;
- One who is willing to become familiar with the world-outreach program of the church and is committed to that program;
- One who realizes that study is an integral part of the teaching ministry of the church;
- One who is eager and able to involve other persons in study;
- One who is willing to let her responsibilities as study director be a priority among her church and community responsibilities;
- One who is growing in personal Christian living, understanding and ability.

What

The study director...

- ▶ attends all CWF executive committee meetings; uses all available resources (see Resources, page 34);
- ▶ works with worship director to correlate study and worship;
- ▶ carries responsibility for general CWF meetings by
 - planning with group study chairpersons for a coordinated CWF program, using the theme and resources from the general program book;
 - enlisting persons to serve as general program leaders;

- being responsible for seeing that room is arranged adequately;
- evaluating effectiveness of program with aid of and input from group study chairpersons.
- ▶ carries responsibility for group study by
 - planning with group study chairpersons materials to use in groups;
 - assisting group study chairpersons when necessary;
 - purchasing study books for groups;
 - bringing together persons who lead study sessions for session planning;
 - evaluating study and effectiveness of presentations with group study chairperson at end of study year;
 - maintaining two-way communication with group study chairpersons to offer help when needed;
- ▶ serves on the education committee of the congregation;
- ▶ assumes responsibilities of reading coordinator, if no one is appointed to fill this position. (See "Reading Coordinator," page 34.)

PLANNING FOR STUDY

The study director plans with:

- a) A committee made up of study chairpersons from each group. The CWF president is an ex officio member of the committee.
- b) The worship director, in order to coordinate the worship with the program at general meetings.

The first planning meeting is held in early summer after the district/area CWF workshops. Future meetings are held as needed.

Resources for Worship Director

(See pages 47, 48 for Ordering Information)

- CWF Leaders' Manual
- CWF Guidance for the Participation of Women in the Christian Church:
 - Guidance for Worship and Spiritual Enrichment.
- Prayer Manual
- The Sacred Land
- CMF/CWF General Program Book
- CMF/CWF Group Studies
- Easter Week of Prayer Lenten and Easter materials
- Women and Worship

- Sistercelebrations
- *The Disciple*
- *Vanguard*
- *The Secret Place*
- Cost and Free Order Blanks
- Worship pages, *Guideposts for CWF Leaders* (sent to CWF presidents)
- World CWF Newsletter, enclosed with *Guideposts for CWF Leaders*
- Church Women United materials
- Fellowship of the Least Coin (order from Church Women United)
- The Ecumenical Prayer Cycle, World Council of Churches

Points to Consider

1. People want to learn. An enthusiastic study director enables a creative study committee to develop study experiences which challenge learners.
2. A study or program adequately and creatively presented involves the participants in an experience of growth.
3. It is not necessary to use everything presented in the program or study material, although this is best when time allows. Flexibility is important and, if a group becomes involved in a constructive and relevant conversation or discussion, the members may provide the best learning.

PREPARATION FOR PLANNING

The study director . . .

- attends the district workshop and acquaints herself with the study materials, the support materials available for each study and the various methods of presentation; becomes knowledgeable about both the general program book and group study materials. She also reads the Spring issue of *Guideposts* and the CWF calendar page of *Vanguard*; and is aware of regional cabinet members as a resource.
- contacts each member of the study committee, made up of group study chairpersons (If the CWF is not divided into groups, several women may be selected by the study director to serve on the study committee.);
- reviews "Planning: The Path to Responsible Leadership" in the leadership section (see page 8) and the planning process and agenda in the president's section (see page 15);
- develops the agenda for the planning meeting.

The study committee:

- reads thoroughly the general program and group study materials.

THE PLANNING MEETING

- 1 The study director briefly reviews the theme statement of the year, the content of the general program and the group study materials.
- 2 The group discusses the theme and basic contents of the materials.
- 3 The committee then plans the General Program for the year by
 - a) selecting the general programs to be used in the coming year (if less than ten general program meetings are held, some general program material will need to be deleted);
 - b) assigning each program selected to a particular month;
 - Be aware of any special seasons or days.
 - Note that a general program is directly related to each of the three group study areas. Consider presenting these programs during the period in which the groups are engaged in that particular study.
 - c) taking each selected general program in turn, be sure to
 - consider its content;
 - examine the suggested method of presentation;
 - review the resources available of the subject such as books, films, tapes and persons with special knowledge in the area, in the congregation and in the community.
 - d) consider the CWF membership carefully and selecting person(s) to be responsible for planning the general program but not necessarily for its presentation. (While in some congregations this task may belong to the study director alone, it is helpful if she invites others to share in this responsibility.) The study director then contacts the person assigned to each general program and invites them to accept this responsibility. **NOTE:** It is important to know the exact time allocated for the presentation.
 - e) inviting the total congregation to a general meeting, since some general programs lend themselves very well to an all-congregation event. If this is done, include men and youth along with the women on the planning committee for the program.
 - f) considering inviting the men of the congregation to share in some of the general programs or group studies. If this is done be sure to include men in the planning.

4 The study committee then maps out the Group Studies for the coming year by

a) deciding upon the order in which the studies will be pursued. A specific order is suggested for the three studies (see CWF Yearbook). One reason for this is the supporting information and worship related to each study provided in *The Disciple* according to the suggested schedule.

b) working out portions of the studies which need to be condensed, deleted or enlarged upon. The three studies, with four chapters each, offer twelve opportunities for group study. If the groups do not meet twelve times a year, the study committee needs to ask:

—Are we going to delete a whole study?

—Can we combine some of the chapters within one or more studies so that all the material is covered in a shorter time?

—Can we pursue portions of a study in a setting other than a regular group meeting?

NOTE: obtaining speakers and learning resources such as films related to the studies, which are cost items, might be financially feasible if:

—Groups combin for one meeting, or

—Groups have a joint meeting in addition to their regular monthly meeting.

c) discussing methods of presentation for the study. Usually each group study chairperson or leader she recruits decides on the presentation for her group. Ideas discussed in this planning meeting are invaluable for such future planning. Plan to recruit a different person for each study chapter, as a rule.

—Review the methods for presentation suggested in the materials.

—Discuss:

- Ways to make this information relevant to the concerns of the women in the group;
- Methods leading to the most lively and helpful discussions; **NOTE:** People will discuss areas in which they have a basic knowledge, about which they have strong opinions, or which are controversial;
- Brainstorm for alternative methods of presentation. This can bring out creative suggestions;
- Examine opportunities in the material for graphing statistical information and for making charts to summarize long explanations or histories;
- Present a brief skit occasionally to introduce a study and help build the enthusiasm of the group;
- Discuss the most appropriate placement of worship in each particular experience. At

the beginning of the study as preparation?
or at the end as summary?

5 Include worship in the planning meeting. As the meeting is opened, a prayer for guidance is helpful. A brief experience of worship at the end of the planning meeting can include thanksgiving for the investment and involvement of the women, a request for guidance in the continued development of the programming and individual and corporate commitment to the ongoing work of Jesus Christ.

AFTER THE PLANNING MEETING

The study director

1. Works closely with the worship and service directors, informing them of the decisions of the study committee. Encourages the group study chairpersons to work with the group worship and service chairpersons, as study and worship provide the foundation for responsible action in mission.
2. Informs the reading coordinator (if this responsibility is not carried by the study director) of the coming plans for general programs and group studies. Encourages her to have a book display related to the program at the general meeting and to provide books related to the studies for the group meetings. Suggestions are available in *Guideposts*, and on free and cost order blanks, as well as in the program and study materials themselves.
3. Keeps in touch with the group study chairpersons as the individual groups develop their studies. An opportunity may be open for members of one group, who have invested a large amount of time and talent in the preparation of a specific chapter, to share their presentation with other groups as they study the same chapter.
4. Plans future study committee meetings. At the end of the first four months of the program year, the planning committee meets again for review and evaluation. By this time one of the group studies and several general programs will have been completed. Review plans for the rest of the program year and make any necessary adjustments or changes.
5. Reports to the CWF executive committee on all study committee decisions. The final report reflects the findings and reflections of the study committee throughout the year. These reports will be helpful to the incoming study director and the study committee as they plan for the coming year.

SERVICE DIRECTOR

Who

- One who is consecrated, dependable and active in the congregation.
- One who is deeply concerned with the situation in the church, the community and the world, and who converts this concern into action, challenging the women to become involved.
- One who is committed to help women be aware of how study leads to service projects.
- One who is seeking constantly for new opportunities of service.
- One who is willing to let her responsibilities as service/action director take priority over all other church and community responsibilities.
- One who is growing in personal Christian living, understanding and ability.

What

- ▶ attends meetings of the executive committee and reports plans and goals for service and action;
- ▶ explores with a committee of group service/action chairpersons various types of service projects, choosing those to be suggested in the total CWF (see "Areas for Involvement," pages 36, 37);
- ▶ takes responsibility for implementing and evaluating the projects planned by the CWF;
- ▶ serves as legislative coordinator when none is appointed by executive committee (see "Legislative Coordinator," page 38);
- ▶ cooperates in the appointment of a legislative coordinator;
- ▶ reports periodically on the status of the different projects;
- ▶ works closely with the worship director to plan for the dedication of Service Gift Projects;
- ▶ offers service/action opportunities, within the limit of their abilities, to shut-ins and women unable to attend group meetings;
- ▶ consults with study director to determine any action or service plans which could grow out of study and encourages women to carry out these plans;
- ▶ serves on outreach or social action committee of the congregation;
- ▶ attends the district workshop and acquaints herself with the general program and group studies, learning of related and other current service/action projects, district, regional and general.

PLANNING

✦ Service/action is proclaiming the gospel in word and deed. Jesus in his ministry showed what service is by feeding the hungry, healing the sick, and caring for the needy, the poor and those neglected by society. Christian worship, study, witness and service are not to be separated, for they are the results of a response of faith to God's action in Christ. The CWF service/action program provides channels of service in the church, the community and the world by women who feel a sense of personal responsibility to carry out the mission of Jesus Christ.

Who

The service/action director plans with a committee composed of the group service/action chairpersons. (If the CWF is not divided into groups, several women may be selected by the service/action director to serve on the service/action committee.) The CWF president serves as ex-officio member of the committee.

When

The planning meeting is held in early summer, following District/Area CWF workshops. Future meetings are scheduled as needed.

Preparation

- Review "Planning; The Path to Responsible Leadership" (see page 8) and the planning process and agenda (see page 15).
- Check with the CWF president and committee members for a meeting date and set the time and date when most of the members are available.
- Reserve the meeting room.
- Inform members by phone or by an announcement in the church newsletter or bulletin.
- Request members to study the projects suggested in the *Guideposts* or ask them to begin to think what possible projects could be considered for the year.
- Check with study and worship directors for input and coordination of plans.
- Build an agenda.

Sample:

1. Get acquainted.
2. State purpose of meeting and what needs to be accomplished.
3. Evaluate projects accomplished during the past year.
4. Decide what projects are to be undertaken, including on-going and new projects.
5. Summarize decisions made.
6. Set date and time for another meeting, if necessary.
7. Close the meeting with prayer.

GROUP LEADER

Who

- One who is dedicated, dependable and active in the congregation;
- One who is aware of who she is but is always open to who she may become;
- One who has shown a positive interest in the activities of the women in the church but may not have had an opportunity to provide leadership within a group of women;
- One who has a vision for the women in her congregation and seeks creative opportunities for enabling that vision to become a reality;
- One who is a caring person, able to provide constructive criticism through which a group can grow;
- One who has an essentially positive attitude toward herself, her congregation and the people around her;
- One who may not be experienced but is open to new experiences;
- One who is willing to let her responsibilities as group leader be a priority among her church and community responsibilities;
- One who is growing in personal Christian living, understanding and ability.

What

The group leader . . .

- ▶ prepares for her responsibilities by reviewing the section on leadership in this manual (pages 7-9) and membership (pages 18-21);
- ▶ attends CWF executive committee meetings, reporting group activities to the committee;
- ▶ serves or appoints a person from her group to serve on the CWF membership committee;
- ▶ appoints worship, study, service/action chairpersons, and a treasurer for the group, according to the qualities and abilities of the women;
- ▶ conducts a short business session at each group meeting, sharing the concerns of the executive committee with the group (see "Effective Business Meetings" page 11);
- ▶ accepts a caring responsibility for the women in her group, helping members to grow individually and corporately;
- ▶ attends workshops, retreats, assemblies and other learning events.

PREPARATION

For the business session:

- being aware of the purpose of the business session to
 - conduct the business of the group;
 - receive and discuss the reports of the officers of the group;
 - share the concerns of the CWF executive committee with the group;
 - establish objectives of the group and plan strategies for their fulfillment;
 - recognize and report on the activities of the general CWF of the congregation.
- developing an agenda
 1. Call to order
 2. Reading of the minutes of the previous meeting.
 3. Old business. Check ahead of time with the secretary to determine from the minutes any old business which has not been completed.
 4. New business. Discuss recommendations, decisions and action to be taken by the group. Vote on the action.
 5. Adjourn
- knowing her responsibilities
 - keep the business session brief;
 - keep the discussion relevant to the subject at hand;
 - keep the flow of the business meeting moving so that each agenda item receives the consideration necessary.

For the study, suggesting to the study chairperson:

- Variety in presentations
 - Involve several members of the group in a skit and encourage those playing the parts to use their imagination—to "move into" the people they are portraying. Practicing the parts prior to the meeting is important!
 - Use leadership cassette tapes, filmstrips, slides, movie clips to illustrate your central message.
- Resources which are related to the study program, including people who have had experience in the field, related books, newspaper and magazine articles, pictures, etc.

For the physical arrangements by:

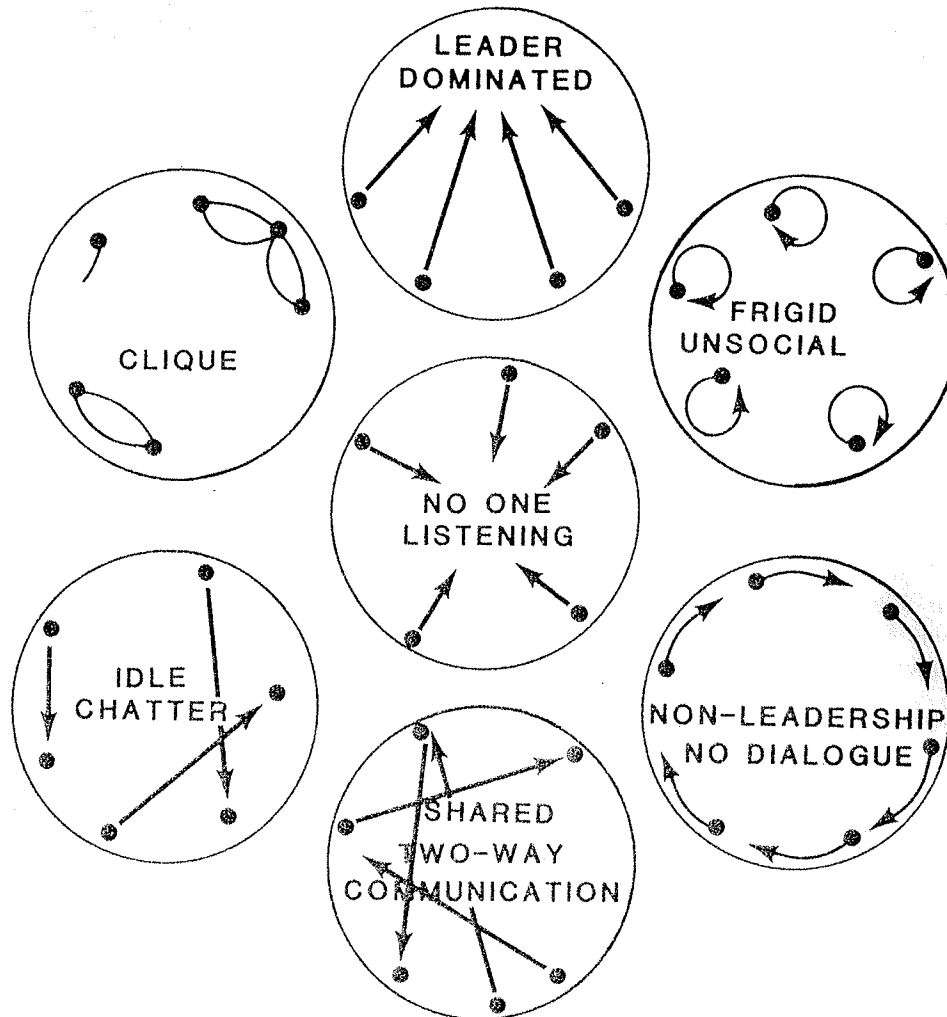
- setting the room temperature. A room which is moderate to cool in temperature usually enables more active participation by the group.
- arranging for light sufficient to avoid eye strain but without glare especially if the group members are expected to see or read any material.
- considering a variety of room arrangements which enable a more effective program.
 - Chairs placed in a circle provide togetherness;
 - Chairs in a square position, better eye contact;
 - Chairs in a semi-circle, greater listening.

COMMUNICATION

Openness to a variety of leadership approaches is helpful. Yet the leader will want to stay aware of those which are most appropriate for her leadership situation and comfortable with her leadership style. Everyone does not use the same style of leadership; the leader will be most effective when she is herself. When she wants to

use a new approach, she might ask the other group members to share the newness with her.

Following are some diagrams which show different kinds of group communication due to different leadership styles. The leader may want to ask herself, "What kind of group does my leadership encourage?"



Resources for Group Leaders

(see pages 47, 48 for Ordering Information)

- CWF Leaders' Manual
- CWF Guidance for the Participation of Women in the Christian Church Set
- How to Conduct a Business Meeting
- Group Leaders/Convenors' Kit
- CWF Stickers
- CWF Small Notebook Binder
- CWF Notepaper
- CWF Yearbook
- CMF/CWF General Program Book
- CMF/CWF Group Studies
- Effective Leadership in Small Groups
- Forty Ways to Teach in Groups
- Goal Setting: A Guide to Achieving the Church's Mission
- Taking Your Meeting Out of the Doldrums
- *The Disciple*
- *Vanguard*
- CWF Free and Cost Order Blanks
- *Guideposts for CWF Leaders* (mailed to CWF president)

Section 5. The treasurer shall receive and care for all the funds of the Fellowship, pay bills at the direction of the executive committee, keep an itemized record of receipts and expenditures and make a written report at each general meeting of the Fellowship. She shall make a monthly remittance to the Church Finance Council. Her accounts shall be audited annually.

Section 6. The worship director shall be responsible for the planned experience of the worship of the Fellowship. She shall serve as head of the worship department/committee and preside at its meetings. She shall work closely with the director of study and may serve as ex-officio of the study and service department committees.

Section 7. The study director shall be responsible for planning the general programs of the Fellowship. She shall serve as head of the study committee/department and preside at its meetings, and may serve as an ex officio member of the worship and service departments/committees. She serves as reading coordinator or assists the president in appointing one.

Section 8. The service director shall be responsible for the planning of the service projects and activities of the Fellowship. She shall serve as the head of the service department/committee and preside at its meetings, and may serve as ex officio member of the worship and study departments. She serves as legislative coordinator or assists the president in appointing one.

Section 9. A nominating committee consisting of three members shall be appointed at least two months prior to the March general meeting. The slate of officers will be reported to the March meeting. The election shall be at the regular general business meeting in April. Officers shall be installed at the June Fellowship meeting.

Section 10. The term of office shall be one year. No officers shall be eligible to immediate re-election after serving two years, except the treasurer who may be re-elected to serve as long as four years.

Section 11. The CWF executive committee shall be composed of the officers of the CWF, group leaders and coordinators. The minister(s) and spouse(s) shall be ex officio members. The CWF executive committee shall have the power to fill all vacancies and to act on all matters arising between meetings of the Fellowship.

ARTICLE V

PROGRAM

The work of the Fellowship shall be carried out through the departments/committees of worship, study, service, membership and budget and finance. Each department/committee may be composed of the director, coordinator, or chairperson and one representative from each group. The president is an ex officio member of all departments and/or committees.

ARTICLE VI

MEETINGS

Section 1. The Fellowship shall hold general meetings at stated times to be determined by the CWF committee at the beginning of the year.

Section 2. The executive committee shall meet once a month. A majority of the committee shall constitute a quorum.

ARTICLE VII

GROUPS

Section 1. The membership shall be divided into groups.

Section 2. A leader for each group will be appointed by the president. The group leaders shall be members of the CWF executive committee.

Section 3. Officers of each group, appointed by the group leader or elected by the group members, shall be a secretary, a treasurer and a person responsible for each of the following areas—membership, worship, study and service.

Section 4. Group meetings shall be held monthly for worship and study programs, for business and to plan for service/action.

Section 5. The group treasurer shall keep records of all pledges and other offerings of the group. She shall be a member of the budget and finance committee of the Fellowship. She shall remit monthly to its general treasurer.

Section 6. Special groups shall be appointed when the need arises. Such a group shall have a leader appointed by the president.

ARTICLE VIII

WORK OF DEPARTMENTS/COMMITTEES

Section 1. Worship

a) The work of the worship committee/department shall be to help women grow in Christian living by planning (1) effective worship for group and general meetings; (2) ways to deepen personal devotional life; (3) prayer groups; (4) commitment and dedication services for abilities and services women may offer. The department/committee shall secure and train leaders and provide materials.

b) Members of the worship department/committee shall be the group worship chairpersons appointed or elected from each group. Group worship chairpersons shall make provisions for worship experiences at group meetings and ways to deepen personal spiritual growth.

Section 2. Study

a) The work of the study department/committee shall be to help women grow in knowledge and Christian concern by (1) planning programs and study for general and group meetings; (2) arranging study interest groups as needed in conjunction with membership director; (3) promoting the reading of *The Disciple*; (4) promoting the International CWF Reading Plan. The committee/department shall secure and train leaders and provide materials.

b) Members of the study committee/department shall be the group study chairpersons appointed or elected by the groups and the reading coordinator. Group study chairpersons shall make provisions for the study at group meetings.

Section 3. Service

a) The work of the service committee/department shall be to help women grow in Christian service by planning and promoting service/action projects and activities in the following areas: (1) world concerns; (2) community concerns; (3) benevolence; (4) legislative action; (5) social action; (6) ecumenical concerns.

b) Members of the service department shall be the group service chairpersons appointed or elected by the groups and the legislative coordinator. Group service chairpersons shall make provisions for the service activities of the group.

Section 4. Membership

a) The work of the membership committee shall be to enlist new members and promote attendance.

b) The membership committee shall consist of the vice-president (or another person appointed by the president—with the approval of the executive committee) as chairperson and the group leaders and/or group membership chairpersons.

Section 5. Budget and Finance

The budget and finance committee shall consist of the treasurer as chairperson and the treasurer of each group. The chairperson of this committee shall submit the proposed annual budget and other anticipated expenditures to the CWF executive committee for approval. This committee shall also promote stewardship.

ARTICLE IX

FINANCES

This Fellowship shall be financed by (1) pledges and contributions from members; (2) regular and special offerings (Sacrificial, Blessing Boxes); and (3) such other means as shall be in conformity with its purpose. A major portion of the budget shall be for Christian Church Outreach through the causes of the Church Finance Council and shall be remitted monthly.

ARTICLE X

AMENDMENTS

These by-laws may be amended at any general meeting of the Fellowship by a two-thirds vote of those present and constituting a quorum, provided such an amendment has been presented in writing at a previous business meeting and has been presented to the groups.

ARTICLE XI

PARLIAMENTARY AUTHORITY

Recognizing that *Robert's Rules of Order, Revised* is an authority for conducting business meetings, it is recommended that *How To Conduct a Business Meeting* shall be used by the Christian Women's Fellowship.