

THRIVE



• GUIDELINES FOR WOMEN'S MINISTRIES •

THRIVE

Central Territory Guidelines for Women's Ministries



EMPOWER
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THE SALVATION ARMY CENTRAL TERRITORY

5550 Prairie Stone Parkway
Hoffman Estates, IL 60192

Updated 6/24

You're Invited to Thrive!

Welcome to the Salvation Army Central Territory Women's Ministries Leadership! You are embarking on an exciting journey of church ministry!

Women are wonderfully unique with many different interests and needs. We want to celebrate these differences and the invaluable contributions women make to their families and communities. As a leader, it is important to understand and find innovative ways to minister to every woman according to her individuality **within your specific community**. This guide seeks to create a safe and nurturing space where women can connect, grow, and thrive together, finding strength in sisterhood and a shared purpose.

As with any program leadership, you will need to be equipped. Throughout these pages, you will find guidelines, expectations, practical tools, and biblical wisdom that will help you cultivate a vibrant and impactful women's ministry. From planning your **44 meeting opportunities per year** to organizing meaningful events to addressing relevant issues and nurturing spiritual well-being, **THRIVE** is designed help you reach your goal to empower, engage, embrace, and emerge a thriving ministry to women.

More than that, godly leadership matters. The fruit of your ministry will be evident from your own personal relationship with Christ. Grounding yourself in God's Word and cultivating an active prayer life are vital this ministry to women. Our goal is to provide you with resources to stay connected to THE VINE: Jesus. Then you can create a space, not only where women can develop their gifts and callings, but ultimately to grow closer to Jesus in the process.

This is only a place to begin. We are giving you flexibility and relying on your creativity and vision to make this program your own, unique, and relevant ministry to the women in your corps and community.



For you are God's workmanship created in Christ Jesus for good works which God prepared in advance for you to do.
Ephesians 2:10





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HISTORY OF WOMEN'S MINISTRIES



HOME LEAGUE

Women's Ministries in The Salvation Army was established in 1907 in London England by Florence Booth. Originally called "Ladies Home League", this "help one another society" was a place for women who wished to learn current principles of economy, cooking, health, and hygiene. (Jenty Fairbank, 2007, For such a time: The story of the young Florence Booth, Salvation Books, London, England.)

WOMEN'S MINISTRIES

In 1994, the name "Home League" was changed to "Women's Ministries" and began to evolve to meet the ever changing needs of the 20th Century woman.

Since then, our Women's Ministries program has progressed to include women of all ages and various stages of womanhood, cultural and ethnic backgrounds, and societal groups, expanding into over 100 countries world-wide. Today it is one of the largest Christian women's organizations in the world with over 750,000 members, globally.

In 2016 we became known as **Central Women** to widen our reach to women who are leaders in the workplace, community, and at the corps to give them a new perspective on Women's Ministries and make them feel included. We continue our commitment to offering relevant, Christ-centered programming and fellowship for women from all walks of life.

*Your faithfulness,
O God, continues
through all
generations.*

Psalm 119:90



CENTRAL WOMEN MISSION & PURPOSE

OUR MISSION

We are first dedicated to bringing women into the saving knowledge of Jesus Christ. Secondly, our mission is to encourage women from all walks of life to connect, learn, inspire, and share with one another, and to be informed to amend injustices in the world as members of the Body of Christ.

OUR PURPOSE

The USA Central Territory Women's Ministries Department (Central Women) equips Godly leaders to create space where women feel valued and included. We believe this happens best as women gather together, creating disciples of Jesus who will impact their family, community, and the world.

We exist to:

- **EMPOWER** women to impact the world for Christ.
- **ENGAGE** women in relevant ministry with space for creativity and spiritual growth.
- **EMBRACE** women as significant members of the church and daughters of God.
- **EMERGE** godly leaders equipped with innovative, fresh ideas for women in their ministry.

THE SALVATION ARMY MISSION STATEMENT

The Salvation Army, an international movement, is an evangelical part of the universal Christian Church. Its message is based on the Bible. Its ministry is motivated by the love of God. Its mission is to preach the gospel of Jesus Christ and to meet human needs His name without discrimination.

*Many are the plans in a person's heart,
but it is the Lord's purpose that prevails.
Proverbs 19:21*



DOING THE MOST GOOD®

GLOBAL MINISTRY TO WOMEN

REIMAGINING

In 2020, The Salvation Army International Women's Ministries issued a new challenge for Women's Ministries:

"A call for The Salvation Army's worldwide ministry to women to be fit for purpose for the 21st century."

On February 12, 2020 Commissioner Rosalie Peddle (former World President of Women's Ministries) launched this exciting new plan for international Women's Ministries for 2020 and beyond, including a new vision statement, new logo, and new Bible studies. Commissioner Peddle's vision includes the following:

- **A Christ-Centered Focus** - Winning women for Jesus, providing holiness, spiritual growth, and the development of teaching skills.
- **Relevant and Real Focus** - Providing programs, meetings, events, resources that are relevant to the lives of women today.
- **Social Justice Focus** - Engaging women in identifying and participating in conversations, meetings, and events regarding social justice issues in their communities.

"God is calling women of courage, moved by God's love, to do something and do it now!"
– Commissioner Rosalie Peddle

SOUNDING THE BATTLE CRY

"The waters are rising but so are we! We are not going under, but over!" – Catherine Booth

In 2023, The Salvation Army International Women's Ministries began moving into the next phase in social justice for women's equity. In this new chapter, we are challenged us to face head on the systematic equity injustices for women.

The new vision urges individuals and groups involved with Women's Ministries across the world to adopt these focuses in their existing ministry and continued reimagining of ministry:

- **Improved access** to healthcare and a better understanding of women's health.
- **Increased education** and development opportunities for women and girls, with fair compensation for their skills and labor.
- **The elimination of violence** against women and girls.



Equipped to Serve

We believe that God has gifted and called women to play a vital role in helping to extend the reach of His gospel. And we know that when God calls, He also equips.

Leadership is a calling that requires more than just knowledge, skills, and experience. In ministry we are called to lead and serve as Jesus did. Servant leadership requires surrender, obedience, and trust.

SERVANT LEADERSHIP REQUIRES SURRENDER

Surrendering to God's will and purpose for our lives is an important characteristic of a good leader. In Romans 12 Paul urges us to **"offer your bodies as a living sacrifice, holy and pleasing to God - this is your true and proper worship."** (Romans 12:1) We are first created and called to glorify God by surrendering and putting Him first in everything we do. A surrendered heart produces worship.

When we realize that it's not about us, and we lay down our lives, we will watch God do the impossible in our lives and through us in our ministry to women. This brings all the glory to God and builds strong character and integrity. It also produces humility, empathy towards others, flexibility to change, accountability, and leading by example - all characteristics of a Christ-like, servant leader.

SERVANT LEADERSHIP REQUIRES OBEDIENCE

Obedience lines up our will with God's calling. It is the self-surrender of our will so we become less in ourselves and more in His Spirit. God delights in our obedience. We read in Psalm 51 that God only wants us to have **"a broken and contrite heart;" (Psalm 51:16-17)** An obedient heart is our response to what He has done for us.

Obedience is also the willingness to cooperate with others. It is working together to further the Kingdom as a community in the Body of Christ. This may require sacrifice of our will and pride but will ultimately produce unity. When we work together, we bring and build community, setting the example for all who follow our leadership.

Obedience to God helps us focus on Him and what He has done for us. Again, it's not about us but what He can do through us. It is the joy of knowing Jesus and abiding in His love so that we can grow in Him further, deeper, and stronger. The result is we become mature, useful, and confident leaders.

SERVANT LEADERSHIP REQUIRES TRUST

Surrender and obedience to God's calling then requires us to trust Him. Trust then produces confidence in two ways:

1. Confidence in knowing God is who He says He is and will do what He says He will do. In the book of Joshua we see God telling Joshua to **"Be strong and courageous. Do not be afraid; do not be discouraged, for the Lord your God will be with you wherever you go."** (Joshua 1:9) Joshua was confident to move ahead in his leadership knowing that he could trust that the God who called him is the same God who keeps His promises and would never leave him.
2. Confidence in our God-given gifts and abilities. Just like Joshua, we can let go of fear of the unknown, of questioning our abilities, or comparing ourselves to others and lead in confidence. Confidence in our leadership comes in trusting that when God calls, He also equips for the task.

WE FOLLOW JESUS AS OUR LEADER

Jesus is our ultimate example of true servant leadership. He surrendered his throne above and took on flesh to become a servant and was obedient to the cross. We have full confidence to trust in Him as our "living head" and leader of our lives.



LEADERSHIP DEVELOPMENT

What is a leader? A leader is a person who guides, influences, and inspires a group of people or toward achieving a common goal or purpose. Leadership involves more than just holding a title or position of authority; it's about effectively guiding and motivating others to work collaboratively and achieve desired outcomes. Good leaders learn to evaluate themselves as well as others. Recognizing one's strengths, skills, and weaknesses will help develop a team that complements them. Leadership takes time to develop. It also involves time for women to recognize their gifts and leadership skills.

CHARACTERISTICS OF A GOOD LEADER

CHARACTER & INTEGRITY Leaders should demonstrate honesty, trustworthiness, and ethical behavior. Your actions should align with your words, gaining the respect and trust of your followers. This is maintained by making your relationship with Christ top priority.

EMPATHY Good leaders understand and connect with the emotions, concerns, and needs of those they lead, showing you genuinely care and will offer support. This involves intentional building of relationships. The deeper the relationships with followers and those involved in the ministry, the easier it is for them to follow.

VISION & COMMUNICATION Leaders have a clear and inspiring vision of what they want to achieve and are able to communicate this vision, creating a shared sense of purpose. This will also inspire and motivate others to do their best.

ADAPTABILITY Leaders need to be flexible and adaptable in the face of changing circumstances. Be open to new ideas and willing to adjust your strategies based on the situation, the needs of those you lead, and the goals you are working to achieve.





PROBLEM SOLVING When faced with challenges and obstacles, leaders are skilled at identifying problems, analyzing situations, and finding solutions to move forward. Don't be afraid to ask for help! Not all problems are solved easily. It is good to rely on the support of other leaders and mentors. This will also help with accountability.

ACCOUNTABILITY Leaders take ownership of their decisions and actions, both the successes and the setbacks. You should hold yourself and your team members accountable for their responsibilities. It is never appropriate to blame someone else for your own actions. When addressing issues, instead of assigning blame, focus on understanding the situation, finding solutions, and working collaboratively to prevent similar issues in the future.

CONFIDENCE Leaders need to believe in their gifts and abilities and demonstrate the ability to lead. People will follow you when they see you have confidence and believe in yourself.

HUMILITY Good leaders should maintain a sense of humility. Remain grounded, approachable, and a good listener, leading by example by adhering to the same standards you expect.

RESILIENCE Leadership can be challenging, and setbacks are inevitable. When discouraged, don't throw in the towel. Try to maintain a positive attitude and ask God for strength to bounce back. Utilize your team members for support.

PATIENCE Understand that progress may take time. Be patient with both yourself and your team.

CONTINUOUS LEARNING Leadership is an ongoing journey of growth and development. You should commit to continuous learning and self-improvement. Read books, take classes, ask advice, and take advantage of any trainings made available by your division.

LEADERSHIP FUNDAMENTALS

Leadership takes time, energy, and effort. Here are a few key fundamentals to remember:

JESUS AT THE CENTER Your relationship with Christ should be your top priority. Pursue a personal relationship with Jesus above all else. Spend time daily in His Word. Have an active prayer life. Let your actions show the living fruit of the Holy Spirit's work in your life. In this, you will find yourself ready to do the good works He has prepared for you to do.

GUARD YOUR TIME You must prioritize your time wisely. Sit down and make a ministry plan that fits into your weekly schedule. Remember to add in time for yourself. You can't pour from an empty cup!

COMMUNICATE Communication is a vital part of leadership. Regular communication using several methods will be important to ensure you distribute information effectively: phone calls, text messages, postal mail, email, and social media. Involve younger women in your marketing for creative and fresh ideas. Also communicate with your Corps Officers and the corps office employees - especially those at reception, community center, and those in social services and Pathway of Hope. The more people "in the know" about what is happening in Women's Ministries, the wider your communication circle.

SET THE STANDARD HIGH As a leader of women, our conduct must be above reproach. People will be watching and you have the opportunity to set the bar high, influencing women in how you live your life. Develop a regular accountability plan with a trusted member of your leadership team.

REMEMBER, YOU ARE NOT ALONE Reach out to other leaders in your division and throughout the territory. There are many seasoned leaders and officers out there who are ready to help. You can also contact us, the THQ Women's Ministries team for advice and encouragement. Email us: USC.THQ.WomensMinistries@USC.Salvationarmy.org. We are ready to pray with and come alongside you as you to lead and serve the women of our church.



BUILDING YOUR LEADERSHIP TEAM

A vital part of your Women's Ministries is **support**. Developing a support leadership team will help you in planning and carrying out the mission and purpose of your ministry. These women should be diverse in age, cultural backgrounds, and abilities, and be of good character. Here are some suggested steps when developing your leadership team:



PRAYER Spend some time praying and even fasting about your ministry. Pray for your community and the women you will lead. Pray for other potential women leaders in your corps. Ask the Holy Spirit for wisdom and guidance about your vision for women's ministry. Invite others to pray with you.

MEET WITH YOUR CORPS OFFICER Women's Ministry is a ministry of the church. Your Corps Officer is an important partner as you lead the women of their congregation. Explain your vision and purpose for your ministry. In return, allow them to show you how ministry to women can fit the vision of the corps. This will bring unity as you work together to achieve one kingdom-building outcome. Then consult together on potential women to serve on your leadership committee. Your C.O. should also serve on your leadership committee for transparency and advice. (**If you are the C.O., confer with your Corps Sergeant Major and Corps Council members.*)

DEVELOP A CORPS LEADERSHIP SURVEY In consultation with your Corps Officer and Corps Council, develop a corps leadership survey to help identify potential women willing to serve on your committee. Some helpful programs to use are Google Forms or Survey Monkey. You can also use a printed survey for those who do not have access to a computer.

ESTABLISH COMMITTEE ROLES AND WRITE JOB DESCRIPTIONS Decide what the necessary roles are for your committee and write detailed job descriptions for each. Suggested roles include secretary, treasurer, chaplain, social media and outreach, membership chair, hospitality, and program chair (sample job descriptions are included under Organizational Structure). Sub-committees can also be formed following the same guidelines.

FORM YOUR WOMEN'S MINISTRY LEADERSHIP COMMITTEE

- Identify potential women leaders in your corps.
- Consult your Corps Officer and local leaders for advice or suggestions.
- Keep your numbers between three to five women (maximum of seven).
- Have job descriptions written and ready to give out.
- Reach out personally to a potential leader through in-person conversation, phone call or email to invite them to serve in a particular committee role.
- Allow time for consideration (suggested 5-10 days).
- If they accept, schedule a one-on-one meeting to discuss their job description and answer any questions.
- Offer resources and training for their development.
- Offer term limitations and set clear expectations with opportunities for evaluation and growth.
- Once formed, the committee should meet regularly to plan programs and share accountability for things such as finances and pastoral care.

DEVELOP A VISION/MISSION FOR YOUR WOMEN'S MINISTRIES Utilizing your leadership committee and Corps Officer, develop a mission and purpose for Women's Ministries that is unique for your corps. This will help in planning meaningful programs and events with purpose to reach your goal of **44 meeting opportunities per year**.



Women need other women; to connect with, to support, to grow with, to share life with. God created us for community. Of course we love our families, spouses, kids, etc. Those relationships bring deep meaning to our lives. However, there are many benefits when women come together to support one another, not the least of which is friendship.

In these next few pages you will discover how to create important, lasting connections with women in your corps and community through bridging generations, discipleship, and outreach.

CREATING CONNECTIONS WITHIN THE CORPS

ASSESS YOUR CORPS With your leadership team or local leaders take a close look at the women who attend your corps. Evaluate the following:

- What programs do we currently offer?
- What programs do these women attend and why?
- What age demographics do we have?
- Seasons of life?
 - Teens
 - Young Adults / college students
 - Newly weds
 - Singles
 - New moms
 - Single moms
 - Moms of kids with special needs
 - Women with special needs / homebound
 - Career-driven / busy lifestyle
 - Empty-nesters
 - Widows
 - Retired / older adults
 - Grandparents
- Various walks of life?
 - Strong believers / new believers / unbelievers
 - New to your corps
 - Mental health
 - Addictions
 - Greif
- Are there women who only come on Sundays? Who only come to weekly programs?
- Who has stopped attending altogether and why?



This allows you to see what programs exist and what needs further development. You will also be able to see the likely needs of women in your corps and the potential connections based on some of these factors.

UTILIZE YOUR GREETERS Greeters are so important because they are the first person someone meets as they enter your building. They are friendly and outgoing. This may only be one or two people, but use them to be the initial connection so women feel seen and welcome.

For anyone new to your corps, have your greeters direct them to fill out an information card (be sure to have pens available) so that you can follow up with them. *TIP: Have a little “gift” to give out with the information card, like a mint, a bookmark, or a mug. This goes one step further in making it personal and could open up a conversation.

ENGAGE WITH PURPOSE Talk to the women in your corps, being ready with conversation starters like, “How was your week?” “What did you do this weekend?” etc. (Make it more personal depending on how well you know them.) This shows that you are interested and it gives them an opportunity to open up a conversation and share. From there you can invite them to any up-coming events, remind them of what the program topic is for this week, or, if they are new, ask if they are interested in joining any groups.

INTEREST SURVEY Using Google forms or Survey Monkey develop an interest survey and make it readily available to your women. You can use a link, QR code, or go old school and use paper and pen! (A sample survey is included in the guidelines section of this manual.) *TIP: Surveys don’t need to be long or too detailed. One page with 5-7 questions is enough.



NEXT STEPS Know what the next steps are for you and for your women. If they are already involved, your next steps would be to regularly check in with them or ask them to evaluate the program they attend. For new-comers, follow-up is vital. Email or send a card right away. Remind them of any events or groups they may be interested in joining and encourage them to reach out with questions. Invite them to fill out the interest survey.

BE AVAILABLE Let your women know that you are available for questions, for prayer, or just to talk.

Community is a process. It will not happen over night. It requires dedication, patience, and adaptability. Focus on building relationships and creating space for your women to feel loved and valued. Give it time to develop, but be intentional about cultivating it.



CREATING CONNECTIONS BY BRIDGING GENERATIONS

Connecting with women of all generations is vital to having a thriving ministry to women with a future. You should always be looking for ways to build a community where women of all ages feel valued and heard. Bridging the generation gap fosters a stronger, more inclusive community. Here are some strategies to help bridge this gap effectively:

EVALUATE WHAT YOU CURRENTLY OFFER Again, take a broad look at what you are currently offering at your corps. Do you offer programs and activities that appeal to younger women? Embrace is a great bridging program. See more in the guidelines portion of this manual.

MENTORSHIP / PRAYER PARTNERS Pair older women with younger women in a mentorship or prayer partner program. Younger women can benefit from the wisdom and experience of older women, while older women can gain fresh perspectives and insights from younger generations. Encourage women to pray for and with one another, regardless of age.

LEADERSHIP OPPORTUNITIES Recruit younger women to serve on your leadership committee to help plan programs and events. These women could also lead, host, or be the special speaker.

OFFER INTERGENERATIONAL ACTIVITIES AND EVENTS Organize activities, programs, and events that appeal to a wide range of ages and interests. These can include Bible studies, book clubs, crafting, exercise groups, or community service projects. Offer topics and activities that are relevant to women of all ages and address both common and unique challenges faced by each generation.

CELEBRATE MILESTONES AND TRADITIONS Honor the traditions and milestones of each generation, whether it's celebrating birthdays, anniversaries, graduations, or other life events. Share stories and experiences from different generations to build a sense of continuity and unity.

TECHNOLOGY AND SOCIAL MEDIA Utilizing technology and social media platforms will connect all generations, but this will certainly appeal to your younger crowd. Create online communities, discussion groups, or social media pages to engage with younger members. Recruit younger members to help manage these outlets as they will have a fresh marketing perspective. Offer support and training to older generation members if needed.

BE FLEXIBLE AND INCLUSIVE Avoid rigid age-specific groups within your ministry. Encourage intergenerational connections and friendships.

FEEDBACK AND EVALUATION Regularly seek feedback from women of all ages to understand their needs, preferences, and concerns. Use this feedback to adapt and improve your programs and activities to better serve all generations.



CREATING CONNECTIONS BY CELEBRATING DIVERSITY

Celebrating diversity in Women's Ministry creates space for unique connections. It is important to recognize and embrace the unique strengths, experiences, backgrounds, and perspectives that women from various walks of life bring to Women's Ministry. Here are some ways to celebrate diversity in your programs:

INCLUSIVITY Create an environment where women of all backgrounds feel welcome and valued.

INTENTIONAL PROGRAMMING Plan programs that appeal to women from all backgrounds.

DIVERSE LEADERSHIP Invite and support women from diverse groups to serve on your leadership team and to lead programs.

REPRESENTATION Ensure that the voices and experiences of all women are represented and heard. Invite women from underrepresented groups to share their stories and perspectives.

EDUCATION AND AWARENESS Provide opportunities for women to learn about and appreciate the diversity within your corps and women's groups. Host workshops or discussion groups on topics related to diversity, equity, and inclusion and encourage an environment for open and respectful dialogue. (See also "Three Practice Circle" section of this manual.)

CROSS-CULTURAL AWARENESS Encourage women to learn about and understand different cultures and backgrounds. This fosters empathy and promotes unity among women from various backgrounds.

CELEBRATORY EVENTS Host events and celebrations that highlight the unique traditions and cultural practices of the women in your ministry. This can be an opportunity for education and appreciation.

PRAYER AND SPIRITUAL GROWTH Prayer breaks down walls of all kinds. Encourage all of your women to come together in prayer and spiritual growth. This also creates a space for discipleship and mentoring.

By celebrating diversity in Women's Ministry, you create a vibrant community that reflects the beauty of God's creation and the richness of human experiences. It also enables women to grow spiritually, support each other, and make a positive difference in the world together.

CREATING CONNECTIONS THROUGH DISCIPLESHIP

Discipleship in your Women's Ministries plays a key role in making connections with your women. It fosters community and can be a transformative experience for all those involved. Things such as Bible studies, prayer groups, Embrace, and mentoring are all ways to encourage spiritual growth and provide support for women along their faith journeys.

Discipleship is Kingdom work! It takes intentionality about building relationships with your women. It is a chance to go deep, and allow the Holy Spirit to transform lives through His Word and through His people. Yes, it opens you up to be vulnerable. But, with vulnerability there is also bravery! God will give you what you need to step into those spaces and use you to bring women into a deeper relationship with Him, being shaped into the image of Christ.



CREATING CONNECTIONS THROUGH OUTREACH

OUTREACH

Outreach in women's ministry can be a powerful way to connect with and serve women in your corps and community. Outreach is about building relationships, meeting needs, and sharing the love of Christ. It requires dedication, compassion, and a willingness to serve. As you continue to reach out, you'll see the transformative power of women's ministry in the lives of those you touch.

Here are some helpful things to remember when planning outreach programs and events:

- **Prayer**
 - Begin with prayer. Seek God's guidance and wisdom for each of your outreach efforts.
- **Identify Your Target Audience:**
 - Using your leadership team, determine the specific group of women you want to reach out to. This could include women in your corps, your local community, or a particular demographic (e.g., single mothers, senior women, young adults).
- **Define Your Objectives:**
 - What do you hope to achieve? Examples could include providing support, building relationships, or sharing the Gospel.
- **Plan Activities. Some suggestions include:**
 - Hosting events around holidays or seasons (Fall Kick-off Party; Christmas Dinner; etc.)
 - Organizing women's retreats or weekend getaways.
 - Offering practical workshops (e.g., budgeting, parenting, self-care).
 - Offer "community service" projects (pantry distribution; bell ringing; cleaning; etc.)
 - Hosting social events (ice cream socials; Embrace Appetizer Party; quarterly teas; etc.)
- **Marketing and Promotion:**
 - Use various communication channels to promote your events, including social media, corps bulletins, flyers; websites, and personal invitations.
- **Provide Support and Resources:**
 - Ensure that you have the necessary resources, materials, and volunteers to support your outreach activities effectively.
- **Foster Relationships:**
 - Emphasize building meaningful relationships with the women you're reaching out to. Listen to their needs, stories, and concerns.
 - Provide activities that will engage women to connect with you and with each other.
- **Incorporate Spiritual Growth:**
 - While outreach can involve practical and social aspects, remember our ultimate goal is that every woman attending any of our programs would come to know Jesus as their personal savior.
 - Be upfront about who we are as a church while maintaining a comfortable, inviting environment so that all will feel welcome.

- Provide Food
 - Food is a great way to get people to come out for an event.
 - Whether its hors d'oeuvres, desserts, snacks, a full meal, or bring a dish to pass, women love to eat together.
 - Sharing food is a natural ice-breaker and conversation starter.
- Evaluate and Adjust:
 - After each outreach activity or event, evaluate its effectiveness in achieving your goals. Gather feedback from participants to make improvements.
 - Be flexible and willing to adjust your outreach strategies based on what works best for your specific group of women.
- Maintain Consistency:
 - Consistency is key to building trust and ongoing relationships. Regularly schedule outreach events and activities.
- Involve Women in Leadership:
 - Encourage women within your ministry to take on leadership roles in planning and



executing outreach efforts. This broadens the reach of your ministry.

- Celebrate Successes and Growth:
 - Recognize and celebrate the positive impact your outreach efforts have on the lives of women in your corps and community. Share success stories to inspire others.
- Stay Connected:
 - Keep the lines of communication open with the women you serve. Stay connected through email, social media, or regular newsletters to keep them informed about upcoming events and ministry updates.

“In the same way, let your light shine before others, so that they may see your good works and give glory to your Father who is in heaven.”

Matthew 5:16



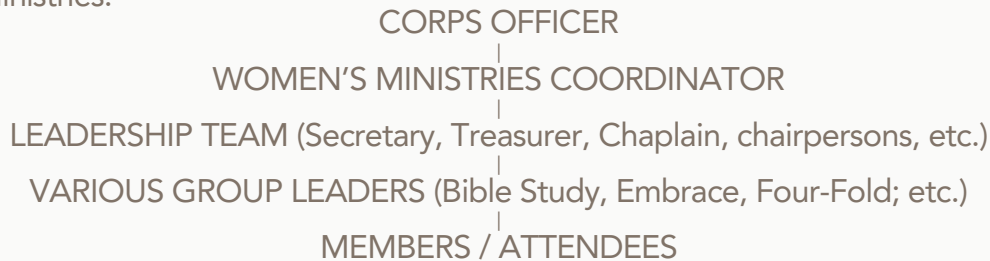
Central Territory Women's Ministries Guidelines





ORGANIZATIONAL STRUCTURE

In every corps program there is a structure in terms of roles, responsibilities, and relationships among its members. It serves as a blueprint that outlines how various tasks and activities are divided, coordinated, and supervised to achieve the vision and purpose of your program. Here is the organizational structure for Women's Ministries:



PROGRAM EXPECTATIONS AND GOALS

BASIC GOALS:

- **44 Opportunities**
 - Provide 44 program opportunities for women ages 16 and above.
 - This includes but is not limited to: traditional "Four-Fold" (Home League); Bible studies; Focus Groups (see page 24), Outreach events; service projects, etc. Reimagine! Dream big!
- **Women's Sunday**
 - Women's Sunday should occur annually on a Sunday during the program year at your discretion. A suggested observance date is provided for you on the Territorial calendar.
 - Program materials are included in the Women's Ministries Resources provided by NHQ which follow the yearly national theme. However, feel free to use your own ideas for this as well.
- **STATS** - Complete monthly statistics under Women's Ministries 3001:
 - 85 Four-Fold
 - 86 Focus Group
 - 87 Outreach
 - 88 Virtual
 - 92 Bible Study
- **Annual Corps Program Report** - Due to DHQ by **May 31st**.
- **Annual Divisional Review and Consultation** - Complete this with a Divisional representative at a time determined by the DWMS (some time between July and February of the following year). DHQ will submit this to Territorial Headquarters by **March 1st**.
- **World Services** - participate annually.
 - Self-Denial and World Missions fund (required \$100 minimum per corps).
 - Harvest Festival is a CORPS requirement - not a Women's Ministries requirement.
 - A Divisional World Services Project will begin in the fall of each year. We no longer require a corps project.
- **Corps Management System (see page 21 for more)**
 - All women's profiles should be entered into CMS and updated by the Corps Officer.
 - Attendance groups should be labeled as one of the 5 stats categories above.
 - Use "Focus Groups" to label individual programs such as Embrace, planning meetings, camps, crafting, exercise groups, book clubs, etc. in this way: "Focus group - Embrace" (see page 24 for complete details).

CORPS PROGRAM REPORT

Your DWMS will send you a link to access the Corps Program Report for the previous program year by July 1st. This is to be completed by the Corps Officer. You may also include your Corps Women's Ministries team. It is due to DHQ by **May 31st** of the following year. It will be reviewed with your DWMS prior to the Annual Review and Consultation for that program year. This program report will look at the following:

- Required statistical information needed for THQ.
- World Services totals.
- Women's Sunday participation.
- Corps Management System.
- Divisional events and leadership training.
- Highlights from your Women's Ministries that year.

ANNUAL DIVISIONAL REVIEW AND CONSULTATION

Each fall, THQ will send a link to each DWMS to access the Divisional Review and Consultation form for the previous year. This is to be filled out by the DWMS with each Corps Officer some time between the months of July and February of the following year. It is due to THQ by **March 1st**. The Review and Consultation is designed to help guide the conversation with the corps officer and DWMS and captures any needs that the Territorial Women's Ministry Department should address including:

- **Completion of Corps Program Report** - The DWMS will review this prior to the annual review and consultation. The DWMS should send the corps officer a new link to the next Corps Program Report by July 1st. The link will come from THQ.
- **Membership Review in the Corps Management System** - All corps should be entering their women's profiles in CMS. The DWMS will confirm this and provide any guidance for using CMS.
- **Program Highlights and Review of Ministry Opportunities**



MEMBERSHIPS & CORPS MANAGEMENT SYSTEM



MEMBERSHIPS

Any woman age 16 and over may become a member of your Women's Ministries program. They may join at any time but it is at the discretion of the leadership team to determine when they officially become a member. There is no set rule or time frame.

It is at the discretion of the Corps Officer and the DWMS to commemorate and/or recognize new members. (THQ no longer provides pins or letters.)

A good time to recognize new members is on Women's Sunday or during an annual dinner. You may also celebrate new members in your monthly/weekly Women's Ministries meetings.

CORPS MANAGEMENT SYSTEM (CMS)

To access the Corps Management System go to cms.uscthq.org. Use your Salvation Army credentials to login. The following are requirements for Women's Ministries:

- All women's profiles should be entered into CMS and updated by the Corps Officer. The Corps Officer may delegate this to someone on their leadership team.
- You should also be entering all meetings to the calendar in CMS which is accessed on the home page.
- Attendance groups should be labeled as one of the **5 stats categories** (see page 19). Use the corresponding stats number.
 - **FOR FOCUS GROUPS:** Use "Focus Groups" to label any individual, unique program or meeting such as Embrace, planning or committee meetings, crafting, camps, exercise groups, book clubs, or any other program other than Four-fold, Bible Study, Outreach, or Virtual which have their own stats line number.
 - Label Focus Groups in this way: "Focus group - Embrace"; "Focus Group - Crafters"; "Focus Group - Planning Meeting", etc.
 - See page 24 for complete details on Focus Groups.
- Please reach out to the Women's Ministries department for questions and/or training for CMS.

STATS AND FINANCES

STATS

The goal for Women's Ministries is to offer **44 meeting opportunities per year**. This will look differently for every corps. These opportunities can include your regular weekly/monthly programs (Four-fold, Bible studies, focus groups, etc.), planning and committee meetings, leadership trainings, retreats, conferences and camps, annual dinners, outreach events, and Women's Sundays.

A meeting is defined as a program event that lasts at least one hour and must have a minimum two people in attendance.

A single outing that lasts several hours should be counted as one meeting, as well as an all day event or conference that has multiple sessions.

RECORDING

Record monthly statistics for Women's Ministries under NSS Line 3001:

- 85 Four-Fold
- 86 Focus Group (see page 20)
- 87 Outreach
- 88 Virtual
- 92 Bible Study

NSS Line 3001 should reflect the total number of ALL meetings and attendances for all Women's Ministries. Line 3001 should also reflect the total unduplicated number of Women members and participants.



STATS AND FINANCES

PROGRAM FINANCES

As a ministry, you want to be a good steward of the God-given resources you have. Creating and managing a healthy budget is key. Unlike a personal budget which is based on a yearly or monthly income, corps or church budgets are based on a projected income from tithes and offerings from its members. This means that there may or may not be adequate funds needed for a project or event. It is important to meet with your finance team and the Corps Officer to fiscally plan for the year of programming.

The Corps Officer and Women's Ministry Leader should be responsible for following financial policies of The Salvation Army. If you have a Women's Leadership team, you may appoint a treasurer who will handle the day-to-day financials while reporting regularly to the WM Leader or Corps Officer.

BUDGETING

- Work carefully alongside your finance team for guidance to create a reasonable budget for your programs. Consider all potential expenses that may be accrued in your program year such as:
 - Publicity/Communication – flyers, brochures, printing costs, etc.
 - Curriculum – Bible study or focus group materials.
 - Retreats, camps, and conferences.
 - Special Events – food, speakers, decorations.
 - Leadership Training – meals, resources, travel.
 - Transportation.
 - Supplies – paper products, cups, utensils, craft supplies, etc.
- Get creative! How can you utilize the gifts of the women in your corps to supplement programs? Help with decorations, open their home for events, volunteer to bring in refreshments, etc.
- Keep good documentation throughout the year. Where did we have monies left over? Which programs require more next year?
- Keep receipts to document any expenses.
- The Salvation Army should have a tax exempt number for official use. Use this whenever possible.

INCOME

Your corps programs may collect dues, require a paid ticket, or take up an offering. All funds given to, or received by Women's Ministries must be clearly marked and promptly turned over to the corps finance office following each meeting or gathering.

DISBURSEMENT

Petty cash (or reimbursement) must be submitted on an official reimbursement form and in a timely fashion. Receipts must accompany reimbursement forms and should be for the time the expense is incurred.



PROGRAM PLANNING

Ministry to Women should be both effective and practical. It's not always about having elaborate decor, a huge budget, or even the ideal meeting space. It is about intentionality and purpose. Jesus is far more interested that we abide in Him and lead others to do the same rather than that we remembered to put out the doilies.

Don't reject small beginnings. Ministry to women in your community may begin small. Stay faithful and consistent and watch the ministry grow and flourish. The point is do it! Gather! Get together! Build relationships and allow God to move through your ministry.

PROGRAM STRUCTURES

Choose a program structure that works for your corps. Choose days and times to meet that will best suit the women who attend and those in your surrounding community. No two corps are exactly alike. Be creative! Think outside the box! Reimagine and provide Women's Ministries that meet the needs of the women you serve.

FOUR-FOLD TRADITIONAL

The Four-fold Traditional program consists of four, one hour meetings per month, each centered around a different section of focus:

- Education
- Fellowship
- Service
- Worship

National Headquarters provides written resources for this program structure as laid out on page 26 of this guide. However, you can feel free to use your own materials for programs as well.

PROGRAM STRUCTURES

FOCUS GROUPS

Focus groups will take the form of any gathering of women other than Four-fold, Bible Study, Outreach, or Virtual. Some examples include:

- Embrace
- Exercise groups
- Crafters clubs
- Planning or committee meetings
- Prayer Warriors
- Book clubs
- Gardening Gals

BIBLE STUDY

This can be a topical study or book-chapter-verse study. It should be led by a qualified Bible teacher. Feel free to use outside resources (eg: Inductive Bible Study; Precepts; Beth Moore; Life Way; etc.) and your study should also include a time of discussion.

OUTREACH

Outreach events are planned for the women in your corps and surrounding community with the intent of reaching new women to foster growth of your programs. There is no limit to how many outreach events you offer per year. However, we encourage you to offer at least one per year.

VIRTUAL

There are many reasons why some women are unable to attend in person meetings. Therefore, you may need to offer programs that meet exclusively virtually. Thanks to the global pandemic, we now should be equipped to offer virtual programming. We have provided 30 weeks of virtual programming on our website: uscwomensministries.com/reimagining.



RESOURCES



EMBRACE

Making friends as an adult is not easy. Yet, we are designed to be a part of a community. We desire to be known, to be heard, accepted, welcomed, and to be loved. This is why the Central Territory launched Embrace. We felt and heard the need of women to be connected to a community that accepts them where they are in life.

Established in 2015, Embrace is a small group program that brings together women within your corps, neighborhoods, and communities to encourage purposeful conversations about life and Jesus and to build friendship and sisterhood within the Body of Christ.

Embrace is for women from all walks of life – including those from your church, your neighborhood, seasoned believers, different faith backgrounds, un-churched or non-believers, single, married, widowed, mothers, daughters – there is a place for you at Embrace. The space created by the Embrace format provides a safe atmosphere which allows women to share openly without any pressure to know the language (“Christianese”), join a church, or be judged. You can tailor your group to be strictly conversational and/or add in the spiritual component (“Going Deeper”).

The questions are written and produced by the Central Territory Women’s Ministries Department. Embrace groups are designed to meet once a month, on a day that works best for each group, for up to two hours at a time. The intended format of Embrace is to share a meal together and then engage in guided discussion to help open up the doors of sharing and vulnerability – creating true sisterhood.

For more information about Embrace visit our website: uscwomensministries.com.

embrace

COMMUNITY • SISTERHOOD • JESUS



abrazar

COMUNIDAD • HERMANDAD • CRISTO



RESOURCES

NATIONAL WOMEN'S MINISTRIES RESOURCES

National Headquarters annually produces program resources for Women's Ministries around a particular chosen theme. They are structured in the traditional "Four-Fold" design - Education; Fellowship; Service; Worship. These resources are made available in English and Spanish on the National Women's Ministries website: wmresources.org and on our Central Territory website: uscwomensministries.com.

Every year, each territory is assigned a different category for which to write resources. Based on which section we are assigned, the Territorial Women's Ministries department chooses monthly topics and scripture references and then assigns each division a particular month for which to write. The divisions may then choose to ask women on the field to help in the writing of a particular program.

If you are asked to write a program, the writing assignment is due to **DHQ** by **SEPTEMBER 15th**. All completed divisional writing assignments are due to **THQ** by **OCTOBER 1st**.



OTHER HELPFUL RESOURCES

The Salvation Army International Women's Ministries: salvationarmy.org/ihq/womensministries

National Women's Ministries Resources: wmresources.org

Central Territory Women's Ministries (Embrace; Prepare Podcast): uscwomensministries.com

Southern Territory Women's Ministries: sawomensministries.org

Eastern Territory: women.saconnects.org

Western Territory: usw-womensministries.org

Revive Our Hearts Women's Ministries Leaders: reviveourhearts.com/leaders

Women's Ministry Toolbox: womensministrytoolbox.com

MOM Co. (MOPS International): mops.org

Lifeway for Women: women.lifeway.com

Others Trade for Hope: tradeforhope.com



THRIVE



USCWOMENSMINISTRIES.COM