



LEADERS MANUAL

Lutheran Women's Missionary League
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- I. STANDING RULES AND OPERATING POLICIES GOVERNING ALL LWML OFFICERS, PERSONNEL, AND ENTITIES
 - A. ADDRESS LISTS
 - 1. Requests for addresses – All requests for mailing lists shall be referred to the President.
 - 2. District addresses– A list of district committee chairmen and district officers and their addresses are available on the secure login section of the LWML website which may be accessed by permission of the President.
 - B. APPOINTMENT AND COMMITMENT
 - 1. Committee appointments – LWML committee members are appointed for a term of two (2) years and are eligible for one reappointment. They serve until their successors are appointed. The President makes the appointment with the approval of the Executive Committee.
 - 2. Commitment – In assuming a leadership position in the LWML, all personnel have committed themselves to giving time, diligence, and dedication to a priority task and have pledged to serve the Lord with gladness.
 - C. AUTHORS/ARTISTS/GRAPHIC ARTISTS
 - 1. Approval of authors – The Executive Committee must approve all authors and illustrators for LWML materials.
 - 2. Limitation of responsibilities – Members of the Executive Committee and elected and appointed personnel shall not be considered for creative work outside the service required by their own LWML assigned responsibilities. (See G.5. below.)
 - D. COMPLAINTS
 - 1. Routing complaints – Complaints in regard to LWML programming or policy that are addressed to committee chairmen, department coordinators, etc. are to be forwarded to the President for response.
 - 2. Letters to the *Lutheran Woman's Quarterly* (*Quarterly*) – Answers to letters received regarding the topics in the *Quarterly* are the responsibility of the editor and the assigned Pastoral Counselor and are reported/copied to the LWML President.
 - E. CORRESPONDENCE
 - 1. Whom to copy – Send copies of all pertinent correspondence to the President, department coordinator, and committee chairman.
 - 2. File management – Maintain a file that includes letters, resumes, minutes, reports, etc. for future reference. On completion of term, edit the file and remove personal material before sending to the successor.
 - F. CRISIS MANAGEMENT AND OFFICIAL LWML REPRESENTATION
 - 1. Official spokesman – The LWML President is the official spokesman for the LWML and must approve all public statements. The President may also appoint a spokesman to speak in her stead (e.g., any elected or appointed officer).
 - 2. Emergency spokesman – In the event of an emergency or unexpected vacancy in the office of the President, the Vice President of Organizational Resources is designated to fill the

temporary vacancy until an election is held by the Board of Directors. In this capacity, the Vice President of Organizational Resources may also appoint a spokesman, (e.g., any elected or appointed officer).

3. Official LWML representative – Unless a woman is appointed by the President, she cannot be regarded as an LWML representative to the LCMS or other groups (e.g. Lutheran Hour Ministries, Lutheran World Relief, etc.) desiring to have an LWML member as a committee person or spokesman.

G. EXPENSES, VOUCHERS, FINANCES, AND REMUNERATION

1. Deadline for expense reports – Expense reports for meeting, seminar, and convention expenses must be submitted through the online expense reporting system within thirty (30) days following such event. Expense reports submitted after 30 days will only be reimbursed under extraordinary circumstances and only with prior approval from the LWML President.
2. Process for approval of payment:
 - a. Scan or photograph and upload receipts to the online expense reporting system, generate and submit the expense report. Upon submission, the appropriate individual (i.e. department coordinator, President) assigned to approve the report will be notified.
 - b. Retain a copy for personal records for the term of office plus one biennium; and
 - c. Upon approval of the expense report, the Director of Finance & Administration will be notified and the expense report will be processed for payment.
3. LWML business calls – Telephone calls charged to the LWML should be limited to necessary calls that cannot be handled by written or electronic communication.
4. Assignment of committee expenses by LWML office – Expenses of the committee incurred at the LWML Office (committee newsletters, brochures, mailings, etc.) are charged to the appropriate department or committee budget and notification of such sent to the department coordinator.
5. No remuneration for official work product – Elected and appointed personnel fulfill responsibilities of the office without remuneration. (See C.2. above)

H. PERSONAL GIFTS: If committee members exchange gifts at the end of the biennium (or for any occasion), the LWML does not pay for such gifts.

I. LWML CONVENTIONS

1. Who attends – All elected and appointed officers and standing committee members are to attend the biennial LWML conventions. Other committees and special appointed personnel attend by invitation of the President. Officers and committee members are to assume any convention responsibilities assigned them by the President and/or Executive Committee (e.g., devotions, evaluation forms, exhibits, interest sessions, prayers, etc.).
2. Expenses to be paid by the LWML –The LWML will make arrangements for, and pay, the LWML convention expenses for elected and appointed officers, standing committee members, and other personnel serving the convention at the President’s invitation.
 - a. Such expenses include: registration, travel, meals, and housing; and
 - b. The Meeting Manager will provide a letter with detailed directions for making travel arrangements.

J. LWML MEETINGS

1. Interdepartmental meetings – An Interdepartmental meeting may be scheduled in the fall of odd-numbered years for the purpose of developing the biennial strategic plan.
 - a. All elected and appointed officers and standing committee members are expected to attend the entire meeting (usually three or four days);
 - b. Special appointed personnel and special committee and task force members attend by invitation of the President; and
 - c. Interdepartmental meetings may include worship, Bible study, group activities, training exercises, and individual committee sessions.
2. Committee secretary appointment – Each committee chairman appoints a secretary to keep the minutes. The minutes should be reviewed by the chairman and distributed in final form to the committee members, department coordinator, assigned Pastoral Counselor, and President.
3. Ex-officio committee members – President is an ex officio member of each department and committee except the Nominating Committee; and each department coordinator serves as an ex-officio member of each committee in her department. Ex-officio members have all the privileges, including voting, but not the obligations of committee membership.
4. Counselors – Each committee is assigned at least one LWML Pastoral Counselor to serve as an advisory member to the committee.
5. Committee oversight – The Executive Committee has the responsibility of approving all proposed actions of all committees.

K. TRAVEL ARRANGEMENTS

1. Housing and meals – The Meeting Manager makes housing and meal arrangements for all members attending LWML events in performance of their responsibilities.
 - a. Generally, housing accommodations are non-smoking, with two double or queen beds and two people per room; and
 - b. Expenses for travel, meals, and housing are paid by the LWML.
2. Travel directions – The Meeting Manager will provide a letter of direction for all travel needs for each meeting and will include informational procedures for the following:
 - a. Airline and alternate travel;
 - b. Deadline for arrangements;
 - c. Ground transportation;
 - d. Tipping, lodging, and meals;
 - e. Weather conditions and dress code;
 - f. Check in at hotel; and
 - g. Other information as necessary.
3. Frequent flyer miles – It is recommended that all LWML personnel apply for frequent flyer membership. Frequent flyer awards may be used at the discretion of the individual recipient.
4. Penalties – If a member changes flight arrangements resulting in a penalty, the member is responsible for any expenses assessed by the airline and/or travel agent.
 - a. If the ticket is not purchased by the date stated in the Meeting Manager’s travel letter, any increase in the cost for the ticket will be the responsibility of the traveler; and
 - b. The LWML travel agency will determine the cost of the ticket as of the cutoff date, and the difference will be billed to the traveler.

II. ELECTED AND APPOINTED OFFICERS

(President, Vice Presidents, Recording Secretary, Treasurer, Pastoral Counselors, Meeting Manager, Strategic Plan Facilitator, Public Relations Director)

A. GENERAL REQUIREMENTS FOR ALL ELECTED AND APPOINTED OFFICERS

1. Become familiar with all sections of the LWML *Bylaws* pertaining to one's position;
2. Report to the convention, Board of Directors, and Executive Committee;
3. Attend each biennial convention:
 - a. Prepare a written report for the convention manual;
 - b. As a member of the Executive Committee, participate in convention program planning; and
 - c. Carry out other convention assignments as requested by the President or Executive Committee.
4. Attend all meetings of the Board of Directors:
 - a. Prepare a complete written progress report of all duties and assignments for each board meeting; and
 - b. Send report to the President and designated technology personnel by deadline set by President for online availability.
5. Attend all meetings of the Executive Committee (including electronic meetings), some of which may be in conjunction with Board of Directors or interdepartmental meetings:
 - a. Prepare a written and oral progress report of all duties and assignments for each Executive Committee meeting; and
 - b. Send the written report electronically to members of the Executive Committee by the date specified by the President.
6. Serve on special committees as appointed by the President;
7. Perform special assignments as requested by the President or the Executive Committee;
8. At the request of the President, represent the LWML at LWML district conventions and other special meetings (e.g., LCMS meetings);
9. Keep a record of personal expenditures for postage, printing, supplies, telephone calls, and travel with appropriate receipts and submit expense vouchers to the President for authorization of payment;
10. Send the President a copy of important correspondence;
11. Maintain files of all information, actions, and correspondence:
 - a. Prepare workable files for successor;
 - b. Send material for archiving as directed in the Archivist-Historian's Guidelines (See Section IX); and
 - c. Pass on to successor all files, manuals, and pertinent information during transition of office.
12. Perform other duties as set forth in the LWML *Leaders Manual* and as requested by the President.

- B. FURTHER REQUIREMENTS FOR VICE PRESIDENTS
(Vice Presidents of Christian Life, Communication, Gospel Outreach, Organizational Resources, and Special Focus Ministries)**
1. May perform the duties of the office of the President in the absence of, or at the request of, the President;
 2. Serve as department coordinator;
 3. Encourage each member of the department to become familiar with all sections of the LWML *Bylaws* pertaining to the department and specifically to one's committee within the department;
 4. Plan for and preside at departmental meetings:
 - a. At least one interdepartmental meeting shall be held each biennium, and one may be held each year if necessary;
 - b. Electronic departmental meetings may be called by the coordinator and/or President as necessary; and
 - c. Electronic committee meetings may be called by the chairman and/or coordinator as necessary with the approval of the President.
 5. Serve as an ex-officio member and adviser to committees within the department:
 - a. Receive copies of all pertinent committee correspondence; and
 - b. Receive copies of committee meeting minutes.
 6. Encourage new ideas for reaching out in mission and ministry for the women of LWML:
 - a. Review and approve all committee activities such as workshops, seminars, and special assignments;
 - b. Edit and approve written information and materials produced by the department and sign forms authorizing the design and printing of same when pertinent; and
 - c. Send copies of committee and department minutes and pertinent correspondence and materials to be published to the President and Pastoral Counselor.
 7. Serve as liaison between Executive Committee and committee chairmen:
 - a. Request current information and summaries of activities before Executive Committee meetings and compile a report on the work and progress of each committee within the department, sending a copy of report to committee chairmen;
 - b. Submit committee recommendations to the Executive Committee; and
 - c. Relay pertinent decisions and actions of the Executive Committee to members of the departmental committees.
 8. Oversee convention activities for the department:
 - a. Serve as liaison between the Executive Committee and departmental committees for convention assignments;
 - b. Take responsibility for seeing that all departmental assignments for the convention are carried out by the committees as assigned by the President and Executive Committee; and
 - c. Review committee reports for the convention manual submitted by committee chairmen.
 9. Approve and sign expense vouchers approved by the appropriate chairman and forward to the President for approval of payment;

10. Review LWML *Leaders Manual* each biennium (or more frequently at the request of the Vice President of Organizational Resources and Executive Committee) and make necessary changes:
 - a. Ask departmental committees to review their sections in the *Manual* and make necessary revisions or critique changes suggested by others; and
 - b. Forward all changes to the Vice President of Organizational Resources.
11. Receive committee files at the end of each biennium:
 - a. Check that all manuals and pertinent materials are included; and
 - b. Distribute the files to the newly appointed chairmen at the beginning of each biennium.

C. DUTIES SPECIFIC TO THE OFFICE OF PRESIDENT

1. General statement of duties:

The President shall:

- a. Preside at conventions of the LWML and at all meetings of the Board of Directors and Executive Committee;
- b. Be responsible for appointing standing committees, appointed officers, special appointed personnel, special committees, and task forces with the approval of the Executive Committee;
- c. Encourage each officer (elected and appointed) to become familiar with all sections of the *Bylaws* pertaining to one's position;
- d. Be responsible for supervising the Director of Finance & Administration;
- e. Receive and approve vouchers for payment of legitimately incurred expenditures and forward vouchers to the Accounting Department for issuance of checks;
- f. Serve as ex officio a member of all departments and committees except the Nominating Committee;
- g. Send a resume of Executive Committee meetings to members of the Board of Directors, including cost and source of funding for new programs, with the assistance of the Recording Secretary;
- h. Report to the Executive Committee and the Board of Directors;
- i. Present a report to the convention including activities of the Board of Directors; and
- j. Perform other duties as set forth in the LWML *Leaders Manual*.

2. Detailed statement of duties:

- a. Vision – regularly share the LWML vision as it relates to the mission statement through:
 - 1). Meetings with the Executive Committee, Board of Directors, and LWML committees and personnel;
 - 2). Interaction with women of The Lutheran Church—Missouri Synod (LCMS);
 - 3). Interaction with LCMS and related entities; and
 - 4). Participation in biennial Mission Grants Selection Committee with LWML and LCMS personnel.
- b. Meetings:
 - 1). Preside at conventions and at all meetings of the Board of Directors and Executive Committee;
 - 2). Set date and site for Executive Committee and Board of Directors meetings in consultation with the Meeting Manager;
 - 3). Prepare official call and agenda for meetings:
 - a). Make assignments for conventions, Board of Directors, and Executive Committee meetings;

- b). Send Official Call and agenda for Board of Directors and Executive Committee meetings electronically;
 - c). Submit written reports and materials for Board of Directors meeting for distribution on the LWML website; and
 - d). Set deadline for all department and personnel reports to be sent to the website.
- 4). Prepare convention agenda;
 - 5). Prepare written and oral reports for the convention including activities of the Board of Directors with the assistance of the Recording Secretary;
 - 6). Prepare a resume of Executive Committee meetings for the Board of Directors; and
 - 7). Attend biennial Mission Grants Selection Committee meeting with LWML and LCMS personnel.
- c. Appointive responsibilities:
- 1). Be responsible for appointing Appointed Officers, Special Appointed Personnel, Standing Committees, Special Committees, Task Forces, and Special Appointed Committees of the Executive Committee, and other personnel with the approval of the Executive Committee;
 - 2). Inform Vice President of Communication of appointments so she may keep officer and committee lists current; and
 - 3). When President is unable to fulfill requests to serve as official LWML representative herself, appoint LWML officers as official representatives to LWML District Conventions, The Lutheran Church—Missouri Synod, or other groups desiring to have an LWML representative.
- d. Expense Reports:
- 1). Receive and approve expense reports for payment of legitimately incurred expenditures; and
 - 2). Provide official authorization for issuance of checks for mission grants from Vice President of Gospel Outreach and forward official authorization to Accounting Department for payment.
- e. Ex-officio membership (When the Bylaws provide that the President shall be an ex officio member of all committees except the Nominating Committee, she is an ex-officio member who has the right, but not the obligation, to participate in the proceedings of the committees, and is not counted in determining the number required for a quorum.):
- 1). Serve as ex officio a member of all departments and committees except the Nominating Committee;
 - 2). Be informed of meetings and activities of departments and committees by Vice Presidents and Committee Chairmen and invited to attend all except meetings of the Nominating Committee;
 - 3). Attend interdepartmental meetings;
 - 4). Receive copies of all important correspondence of departments and committees; and
 - 5). Attend biennial Mission Grants Selection Committee meeting.
- f. Presidential Office:
The following positions report directly to the President:
- 1). Director of Finance & Administration;
 - 2). Meeting Manager;
 - 3). Strategic Plan Facilitator;
 - 4). Public Relations Director;
 - 5). Archivist-Historian;
 - 6). Parliamentarian;
 - 7). Convention Manager;
 - 8). Convention Site Committee;

- 9). Contracts Administrator; and
- 10). Task Force Committees and Special Appointed Committees.
- g. Official spokesman and legal representative:
 - 1). Serve as the official spokesman for the Lutheran Women's Missionary League;
 - 2). Serve as the liaison with the LCMS:
 - a). Represent the LWML when invited to attend the Synod's conventions and meetings; if unable to attend, appoint a representative to attend in her stead, preferably one of the Vice Presidents;
 - b). When requested, prepare a report of LWML activities for the LCMS convention manuals; and
 - c). Invite the LCMS officers and district presidents to attend the LWML conventions.
 - 3). Invite official guests to the LWML convention as determined by the Convention Programming and Executive Committees;
 - 4). Invite all speakers for the LWML convention as determined by the Executive Committee;
 - 5). When invited, represent the LWML at meetings of the LCMS and its organizations and auxiliaries, and at meetings of other church bodies or organizations deemed appropriate;
 - 6). Represent the LWML at, or appoint an Executive Committee member to attend, LWML district conventions; all requests by districts for representation shall be sent to the LWML President;
 - 7). Represent the LWML at, or appoint a representative to attend, LWML-sponsored seminary events;
 - 8). Respond to all complaint letters received by the LWML; and
 - 9). Sign all contracts, legal documents, and other official papers for the LWML.
- h. Official Publication:
 - 1). Prepare copy for "President's Page" of the *Lutheran Woman's Quarterly* and submit to Editor-in-Chief before the deadline date; and
 - 2). Review and approve proof copy of the *Lutheran Woman's Quarterly* before publication.
- i. New societies:
 - 1). Receive notification from district presidents of societies accepted into membership;
 - 2). Send a welcome letter to the society, with a copy to district president; and
 - 3). Inform the LWML Office of the new society, with a request to send gratis an LWML welcome box, including various LWML products which are chosen by the President and the Office Staff.
- j. Disbandment of existing societies:
 - 1). Receive notification from district presidents of societies that have disbanded; and
 - 2). Inform the LWML Office of the disbandment.
- k. Communication:
 - 1). Communicate regularly with district presidents via electronic communication;
 - 2). Prepare a mini-report for district conventions; and
 - 3). Prepare a letter of greeting for district convention manuals.

D. DUTIES SPECIFIC TO THE OFFICE OF VICE PRESIDENT OF CHRISTIAN LIFE

The Christian Life Department may include the Christian Life Committee, the Christian Resources Editors Committee, the Mustard Seeds Task Force, and any other committees added when there is a change in the Bylaws.

1. Oversee all activities of the **Christian Life Committee**:
 - a). Review all materials being published by the committee and send along for further

- reviews and approvals as prescribed;
 - b). Maintain file of author contracts and letters and request compensation for authors upon completion of products;
 - c). Encourage the committee chairman to maintain a file of potential authors for future materials;
 - d). Serve as a resource and advisor for development of products; and
 - e). Serve as a liaison to the Public Relations Director and the Marketing Team for marketing ideas.
2. Oversee all activities of the **Christian Resources Editors Committee**:
 - a). Review all materials being published by the committee and send along for further reviews and approvals as prescribed;
 - b). Encourage potential authors to write program helps geared to specific topics through the department's printed material;
 - c). Serve as a resource and advisor for committee projects and products; and
 - d). Serve as a liaison to the Public Relations Director for marketing ideas.
 3. Oversee all activities of the **Mustard Seeds Task Force** (when task force is active):
 - a). Review all materials being published by the task force and send along for further review and approvals as prescribed;
 - b). Maintain file of author contracts and letters, and request compensation for authors upon completion of products;
 - c). Serve as a resource and advisor for committee products; and
 - d). Serve as a liaison to the Public Relations Director for marketing ideas.
 4. Coordinate Prayer Service:
 - a). Contact designated author with timeline;
 - b). Establish author contract and compensation;
 - c). Coordinate review and approval process;
 - d). Coordinate design and formatting with Graphics Team coordinator;
 - e). Provide author bio and photo and content for publicity;
 - f). Coordinate formatting and posting of final product with Information Technologies Committee Chairman; and
 - g). Request author compensation upon completion of product and send to author with a thank you letter.
 5. Receive quarterly report of royalty payments to Christian Life author Donna Pyle.
 6. Oversee schedule of products and resources promoted at bottom of daily email Mustard Seed Devotions provided by Office Receptionist.

E. DUTIES SPECIFIC TO THE OFFICE OF VICE PRESIDENT OF COMMUNICATION

The Communication Department may include the Information Technology Committee, the Official Publication Staff, and any other committees added when there is a change in the LWML *Bylaws*.

1. Department coordinator:
 - a. Oversee all activities of the **Information Technology Committee**:
 - 1). Edit and approve publications of the committee;
 - 2). Serve as a resource for the development and implementation of organizational information strategies within the LWML; and
 - 3). Serve as a resource and adviser in the development of marketing materials and other communication tools.
 - b. Oversee all activities of the **Official Publication Staff**:
 - 1). Proofread galleys of the *Lutheran Woman's Quarterly* prior to publication;
 - 2). Become familiar with guidelines and procedures for producing and publishing a major print media such as the *Quarterly*;

- 3). Supervise distribution and general marketing of the official publication; and
 - 4). Review and approve all products/programs.
 - c. Oversee all activities of the LWML webmaster:
 - 1). Work closely with, and serve as a resource for, the webmaster;
 - 2). Receive and review copy for the LWML website; and
 - 3). Regularly send email notices of website changes to the Board of Directors.
 - d. Directory maintenance:
 - 1). Create master directory of all LWML committees, staff, and Board of Directors for internal use;
 - 2). Maintain workable data files for creating mailing labels to be available to the Executive Committee and LWML Office; and
 - 3). Approve general mailings and sign print request forms for same.
 - e. Printing/Publication:
 - 1). Authorize departmental print requests and forward same to the LWML Office;
 - 2). Recruit qualified graphic artists to provide design support for LWML and present resume of designers to Executive Committee for approval;
 - 3). Assign member of the Graphics Team to projects as requested; and
 - 4). Work with the Contracts Administrator in preparing agreements and ensuring contract compliance when outsourcing is utilized in developing materials such as brochures, eNews, website, etc.
 - f. Public Relations:
 - 1). Work in cooperation with the Public Relations Director in areas where communication overlaps within, and outside, the LWML;
 - 2). Work with the Public Relations Director in developing media materials such as brochures and inserts; and
 - 3). Serve as a resource and an adviser in the development of marketing materials and other communication tools.
2. Serve as coordinator for the convention media room with the assistance of:
 - a. Public Relations Director (See II.N.4.c.4.);
 - b. Information Technology Committee (See IV.D.1.12.); and
 - c. Editor-in-Chief, who will arrange for space and equipment in the convention media room (See IV.D.2.c.15).a.).

F. DUTIES SPECIFIC TO THE OFFICE OF VICE PRESIDENT OF GOSPEL OUTREACH

The Gospel Outreach Department may include the Gospel Outreach Committee, the Mission Grants Committee, the Mission Servants Committee, and any other committees added when there is a change in the LWML *Bylaws*.

1. Department coordinator:
 - a. Oversee all activities of the **Gospel Outreach Committee**:
 - 1). Serve as a source of information and ideas to develop excitement to share the Good News;
 - 2). Encourage development of innovative resources on proclaiming the Gospel for use by individuals and in workshops, seminars, or training sessions within the LWML districts; and
 - 3). Review all materials being published by the committee.
 - b. Oversee all activities of the **Mission Grants Committee**:
 - 1). Serve as liaison between the designated LCMS Office of International Missions director and the Mission Grants Committee;
 - 2). Forward mission grant proposals to committee members at least two (2) months prior to Mission Grants Selection Committee meeting;

- 3). Encourage production of materials and programs to raise awareness of mission grants and the need for uplifting these programs with prayer and mite offerings; and
- 4). Review and approve all products/programs.
- c. Oversee all activities of the **Mission Servants Committee**:
 - 1). Assist committee members in establishing objectives and activities in keeping with targets and goals set by the Executive Committee and adopted by the Board of Directors;
 - 2). Encourage committee to develop resources that sensitize women toward awareness of their own needs and those of others;
 - 3). Encourage development of resources to enable women to act upon their sensitivity toward people in need; and
 - 4). Encourage committee members to be well informed about the functions, programs, and available help from related LCMS boards.
2. Mission grants coordinator:
 - a. Supervise the mission grants proposal process:
 - 1). Update “Guidelines for Submitting Grant Proposals” and submit to the LWML Office;
 - 2). Assure that the guidelines are posted on the LWML website for use by persons and organizations submitting mission grant proposals;
 - 3). Acknowledge successful completion of electronic submission of mission grant proposal by responding to the email address of the submitter and attaching an electronic file of the proposal; advise the submitter to:
 - a). Print original hard copy;
 - b). Obtain necessary signatures on the original hard copy;
 - c). Make designated number of copies; and
 - d). Mail designated number of original and hard copies postmarked no later than September 30 in even-numbered years to the Vice President of Gospel Outreach.
 - 4). Upon receipt of designated number of hard copies of grant proposals:
 - a). Check for postmark of September 30 or earlier;
 - b). Assign numerical identification to proposals in order of receipt; and
 - c). Check grant proposals for compliance with LWML *Bylaws* and guidelines.
 - 5). Assemble packets of complete information on grant proposals with an evaluation sheet and ship to all those who will attend the Mission Grants Selection Committee meeting:
 - a). Mission Grants Committee members;
 - b). LWML President;
 - c). LWML Pastoral Counselors;
 - d). LCMS President; and
 - e). Representative appointed by the LCMS President to serve as liaison to LWML.
(The LCMS office distributes the copies to appropriate Synod officers.)
 - b. Chair the biennial Missions Grants Selection Committee meeting:
 - 1). Set date, time, and place of the meeting in consultation with LCMS personnel;
 - 2). Request Meeting Manager to make arrangements for the meeting place, and travel, lodging, and meals for LWML members who will attend;
 - 3). Send notification of meeting arrangements to those to whom mission grants evaluation packets were sent (see above);
 - 4). Preside over the Mission Grants Selection Committee meeting:
 - a). Facilitate review of grant proposals by attendees during the selection process; and

- b). Oversee final selection of grants proposals for the ballot as chosen by the Mission Grants Committee members, LWML President, Vice President of Gospel Outreach, and LWML Pastoral Counselors.
- c. Following selection of grants proposals for the ballot:
 - 1). Present proposed grant ballot to Executive Committee for approval;
 - 2). Present approved grants ballot to Board of Directors;
 - 3). Notify submitters of all grant proposals whether or not their proposal was selected for the ballot;
 - 4). Grant proposals not on the ballot may be:
 - a). Recommended for funding through one of the convention offerings; and
 - b). Added to the Mission Grants Bank for distribution to districts for possible funding.
 - 5). Inform applicants of grants appearing on the ballot that advance promotion and convention campaigning are not permitted.
- d. Convention responsibilities for mission grants:
 - 1). For the convention manual:
 - a). Develop listing of summary statements submitted by applicants, editing when necessary;
 - b). Provide resolutions of all grant proposals;
 - c). Provide summary of progress of all grant recipients for past biennium; and
 - d). Provide summary of all completed grants from previous biennia and include summary of any grants which remain uncompleted during the past biennium.
 - 2). Balloting:
 - a). Submit pictures provided by the applicants to the Convention Audio Visual Director for presentation of mission grant proposals to the convention body; and
 - b). Prepare mission grants ballot for the convention.
- e. Notifying submitters about adoption of grants:
 - 1). Inform submitter of grants adopted;
 - 2). Inform submitter of grant proposals not adopted; and
 - 3). Send to grant administrator instructions for requesting funds including the following information:
 - a). Date when funds can be requested (not before November 1, following the convention);
 - b). Format for requesting funds to be completed and sent to the Vice President of Gospel Outreach and a copy to the President (addresses on form); and
 - c). Funds should be requested in increments, rather than total amount, as projects are ready for implementation.
- f. Processing requests for grant funding and monitoring progress:
 - 1). Upon receipt of request for release of funds, verify that request is in compliance with grant proposal and acknowledge receipt of request;
 - 2). If request is from a national/partner church, consult with LCMS designated mission personnel to verify that project is ready for funding;
 - 3). Complete requisition form, scan, and send electronically to the President for authorization of payment (including copy of letter acknowledging receipt of request);
 - 4). Receive check from financial official after President has authorized payment:
 - a). Enclose check with a letter to grant recipient, along with a receipt acknowledging payment and progress report form, both to be returned to the Vice President of Gospel Outreach; and
 - b). If recipient is from a national/partner church, check and accompanying documents are sent to the LCMS for distribution.

- 5). Correspond and keep informed of progress of each mission grant through regular reports and checking grantees' websites;
- 6). Keep LWML informed of progress:
 - a). Provide updated information on mission grants to the LWML website;
 - b). Provide current grant information for LWML representatives to district conventions;
 - c). Supply information on grant recipients to the *Lutheran Woman's Quarterly*;
 - d). Confer with Mission Editor of the *Quarterly* regarding articles for publication about current mission grants; and
 - e). Be available for speaking engagements and interviews.
- g. Archival information:
 - 1). Send grant files to Concordia Historical Institute following completion of all grants in a biennium no sooner than four years after adoption:
 - a). Entire resolution as submitted, along with important documents (but no letters);
 - b). Pictures for each grant in an envelope identifying grant;
 - c). Copy of any grant presentation (CD, DVD, or other publication/poster); and
 - d). One copy of items produced to promote grant.
 - 2). Supply information of past grants when requested by the *Lutheran Woman's Quarterly* or other LWML or LCMS entities.

G. DUTIES SPECIFIC TO THE OFFICE OF VICE PRESIDENT OF ORGANIZATIONAL RESOURCES

The Organizational Resources Department may include the Helping Organizations Participate Effectively (HOPE) Committee, the Leader Development Committee, the Structure Committee, and any other committees added when there is a change in the LWML *Bylaws*.

1. Vacancy President:
 - a. In the event of an emergency or unexpected vacancy in the office of the President, fill the temporary vacancy until the President is able to resume her duties or until the Board of Directors meets to elect a new President;
 - b. If there is no regularly scheduled meeting of the Board within thirty (30) days of a permanent vacancy, call a special meeting within thirty (30) days of such vacancy for the express purpose of electing a new President:
 - 1). The candidates eligible to fill the vacancy shall be the Vice Presidents serving the third or fourth year of their terms of office; and
 - 2). The election shall be by ballot vote.
2. Department coordinator:
 - a. Oversee all activities of the **Helping Organizations Participate Effectively (HOPE) Committee**:
 - 1). Serve as a resource for ideas and information in encouraging and equipping women to develop new LWML organizations and refresh current groups; and
 - 2). Encourage production of resources and training that helps existing LWML societies design viable LWML organizations.
 - b. Oversee all activities of the **Leader Development Committee**:
 - 1). Serve as a resource in the identification and recruitment of potential LWML leaders; and
 - 2). Encourage the development of ideas, techniques, and resources to enable individuals to serve in God-blessed leadership positions.
 - c. Oversee all activities of the **Structure Committee**:
 - 1). Become familiar with the LWML *Bylaws*;

- 2). Inform the committee of LWML *Bylaws* changes suggested by the Executive Committee;
 - 3). Submit LWML *Bylaws* changes proposed by the committee to the Executive Committee;
 - 4). Keep up-to-date on all proposed changes in district bylaws;
 - 5). Proofread LWML *Bylaws* changes before printing and distribution; and
 - 6). Assist in reviewing the LWML *Handbook* and suggest necessary changes.
3. *Leaders Manual* responsibilities:
- a. Review *Manual* each biennium:
 - 1). Ask each LWML officer and committee to review *Manual* and suggest changes;
 - 2). Be responsible for forwarding approved changes to be posted on the website;
 - 3). Update *Manual* and have it ready for posting on the website by the beginning of each biennium; and
 - 4). Promote the *Leaders Manual* to LWML leadership and send an electronic copy via email to all LWML personnel each biennium.
 - b. At end of term of office, forward *Leaders Manual* electronic files to successor.
4. Monitor the records management program ensuring compliance of the LWML Records Management Policy.

H. DUTIES SPECIFIC TO THE OFFICE OF VICE PRESIDENT OF SPECIAL FOCUS MINISTRIES

The Special Focus Ministries Department consists of the Committee on Young Women, the Heart to Heart Sisters Committee, and the Church Workers in Mission Task Force. Other committees may be added when there is a change in the LWML *Bylaws*.

1. Department coordinator:
 - a. Oversee all activities of the **Committee on Young Women**:
 - 1). Encourage development of media and programs to help districts in identifying, encouraging, and providing opportunities for young women to participate in the mission of LWML at levels:
 - a). Help districts develop training opportunities for young women interested in the mission of LWML;
 - b). Encourage district leaders to provide activities of interest to LCMS young women that will build up their faith and develop a fervor for serving the Lord;
 - c). Advise districts of the selection and registration process for Young Woman Representatives (YWRs) to the LWML convention; and
 - d). Encourage district leaders to fill every YWR opening for both district and national conventions.
 - 2). Encourage committee members to develop resources for seeking, developing, and supporting young women leaders in LWML:
 - a). Encourage use of the LWML website;
 - b). Regularly review all materials and update as needed; and
 - c). Monitor the Committee on Young Women, YWR, and Heart to Heart Sisters Facebook Pages.
 - 3). Aid committee in directing and promoting the YWR program in new and refreshing ways.
- b. Oversee all activities of the **Heart to Heart Sisters Committee**:
 - 1). Encourage development of media and programs to help districts identify, develop, and encourage women of diverse cultures to become active in the mission of LWML:
 - a). Serve as a resource for ideas and information in encouraging and equipping women of all ethnicities to develop new LWML organizations;
 - b). Regularly review all materials and update as needed; and

- c). Monitor the Heart to Heart Facebook page.
- 2). Encourage committee to provide cross-cultural opportunities within all levels of LWML — society, zone, district, and national; and
- 3). Encourage district presidents to identify and send Heart to Heart district leaders and Heart to Heart sisters to LWML conventions.
- c. Oversee all activities of the **Church Workers in Mission Task Force**:
 - 1). Encourage development of media and programs to help districts in identifying, encouraging, and providing opportunities for church workers to participate in the mission of LWML at all levels:
 - a). Help districts develop an awareness of LWML resources that can be useful to church workers;
 - b). Encourage district leaders to identify new church workers in their districts and to invite them to all events;
 - c). Serve as a resource for ideas and information in encouraging and informing church workers;
 - d). Monitor the Church Workers in Mission web page.
 - 2). Encourage committee members to develop resources and awareness for informing and supporting all church workers:
 - a). Encourage use of the LWML website; and
 - b). Regularly review all materials and update as needed.
- 2. Convention responsibilities:
 - a. Supervise the YWR program at LWML conventions including luncheons, after-session meetings, and exhibits etc.;
 - b. Coordinate housing, food, and registration for Heart to Heart district leaders and Heart to Heart Sisters during convention and for convention training sessions; and
 - c. Apply, or assist President or the Director of Finance & Administration to apply, for grant monies to fund Heart to Heart Sisters program at convention.

I. DUTIES SPECIFIC TO THE OFFICE OF RECORDING SECRETARY

- 1. Recording minutes of meetings:
 - a. Record minutes of meetings of the Executive Committee (EC) and Board of Directors (BOD), including Web meetings;
 - b. Save minutes on computer and back up on external storage device and bring EC and BOD minutes for the current and immediate prior biennium on electronic storage device to all EC and BOD meetings;
 - c. Submit minutes for review to the Minutes Review Committee and to the President:
 - 1). EC Minutes Review — two members appointed by President; and
 - 2). BOD Minutes Review — three members appointed by President.
 - d. Following minutes review and making any necessary changes, distribute reviewed minutes to appropriate personnel;
 - e. Report to the EC or to the BOD that the minutes have been approved by the Minutes Review Committee [per *Roberts Rules of Order: Newly Revised* (current edition): if a Minutes Review Committee has been appointed, approval by that Committee is all that is necessary; formal adoption is not needed];
 - f. Sign the official copy of the minutes for placement in the permanent record book;
 - g. Receive from the President the action of votes taken by electronic messaging and include results in minutes of the meeting at which the electronic vote is ratified;
 - h. File officers' reports with the minutes in the minutes book retained by the Recording Secretary;
 - i. Maintain the permanent record of Operating Policies for the EC and the Standing Policies

- for the BOD; review each biennium, and send updated Operating Policies and Standing Policies to EC and BOD members, respectively; and
- j. Retain the permanent record book for the four years elected; return book to the LWML Director of Finance & Administration after term of office is completed.
2. Recording convention proceedings:
 - a. Set up outline of complete convention proceedings (from agenda received from President), leaving space for motions and commentary;
 - b. Provide each member of the Minutes Review Committee (three members appointed by the president) a copy of the outline before the start of the convention;
 - c. Record convention proceedings on outline;
 - d. Submit proceedings to Minutes Review Committee and President for review;
 - e. After making any necessary changes, distribute minutes to the Board of Directors;
 - f. Sign the official copy of the minutes for placement in the permanent record book along with officers' convention reports; and
 - g. Maintain a file of the convention manual and convention minutes.
 3. Convention manual:
 - a. Compile statistical report for the convention manual;
 - b. Establish deadline to receive copy with the President, LWML Director of Finance & Administration, the person doing page layout, and others as required;
 - c. Prepare letter of information regarding convention manual reports by the time of the Interdepartmental meeting in even-numbered years, including the following information:
 - 1). Guidelines for submitting reports to Recording Secretary;
 - 2). Deadline for receipt of reports by Recording Secretary; and
 - 3). Request that reports be submitted by email attachment.
 - d. Check previous convention manual for reports required, including any positions that were added to the Bylaws at the previous convention;
 - e. Distribute letter to officers, committee chairmen, Convention Host Committee chairman, and Convention Planning Committee chairman; and
 - f. Inform Bible study leaders and other convention presenters of the deadline to submit material for the manual.
 4. Interdepartmental meetings:
 - a. Serve as chairman of the Interdepartmental meeting when requested by the President; and
 - b. Prepare a summary of meeting evaluations and present to the Executive Committee.
 5. Secretary's files:
 - a. Retain records from previous biennium (in one's personal possession); and
 - b. Send older records to Concordia Historical Institute and mark to the attention of the LWML Archivist-Historian.
 6. Convention responsibilities:
 - a. Certification of delegates to convention:
 - 1). Prepare informational letter and form for the number of eligible delegates from each district and another form for the convention manual statistical report by November 1 of even-numbered years (set deadline of January 1 of odd-numbered years for return of all requested information);
 - 2). Prepare forms for certification of convention delegates, and notification of Young Woman Representatives and district pastoral counselors by January 1 of odd-numbered years:

- a). Distribute forms to the Executive Committee and district presidents at the first Board of Directors meeting in odd-numbered years;
- b). Set deadline of March 1 of convention year for submission of Convention Delegate Certification Form to Recording Secretary; and
- c). Check that each certification form is signed by the district president.
- 3). Distribute necessary information to the following people:
 - a). Convention Registrar;
 - b). LWML President; and
 - c). District presidents (be sure they retain their copy).
- 4). Procedure for delegate/alternate changes:
 - a). Receive changes from district president;
 - b). Note changes on Recording Secretary's forms, including date of change;
 - c). Inform persons listed in 6.a.3).a).of changes (Notifying district president will serve as a cross-check to verify that information received is correct);
 - d). Establish and publicize as necessary procedures for receiving delegate changes during convention (The Board meeting just prior to the convention would be a good time to disseminate this information); and
 - e). Receive changes until and during the convention, notifying Convention Registrar as these changes occur.
- b. Certification of Board of Directors to convention:
 - 1). Maintain a list of members of Board of Directors who are eligible to vote at conventions;
 - 2). Distribute Board of Directors registration information to:
 - a). Convention Registrar;
 - b). LWML President; and
 - c). Board member (retains her copy).
 - 3). Set procedure for representation for a district if its president is unable to attend convention:
 - a). Receive notification from district president saying she will not be in attendance and information about person who will serve in her stead;
 - b). Note changes on Recording Secretary's forms, including date change was made;
 - c). Inform persons listed in Section 6.b.2). of changes; and
 - d). Receive changes until and during convention.
- c. Certification of Young Woman Representatives (YWRs) and district pastoral counselors:
 - 1). Prepare informational letter and forms for distribution to district presidents;
 - 2). Set deadline of March 1 of convention year for return of completed forms to Recording Secretary;
 - 3). Make sure informational form is signed by the district president;
 - 4). Recording Secretary Distributes YWR information to:
 - a). Convention Registrar;
 - b). LWML President;
 - c). Vice President of Special Focus Ministries;
 - d). Committee on Young Women Chairman; and
 - e). District president (retains copy).
 - 5). Recording Secretary distributes district pastoral counselor information to:
 - a). Convention Registrar;
 - b). LWML President;
 - c). Pastoral Counselors; and
 - d). District president (retains copy).
 - 6). Set procedure for changes of YWRs and district pastoral counselors:
 - a). Receive changes from district president;

- b). Note changes on Recording Secretary's forms, including date change was made;
- c). Inform persons listed in Sections 6.c.4). and 5). of changes; and
- d). Receive changes until and during convention.
- d. Nonvoting members of Board of Directors and committees:
 - 1). In consultation with the Parliamentarian, maintain a list of nonvoting members of the Board of Directors, and nonvoting members of committees, other appointed personnel, and staff; and
 - 2). Submit such list of nonvoters to the Convention Registrar when requested.
- e. Seating and Tabulation of information:
 - 1). Upon receipt of delegate forms and registrations, tabulate the count of:
 - a). Delegates;
 - b). Counselors;
 - c). YWRs; and
 - d). District presidents.
 - 2). Submit counts to the LWML President as soon as information is tabulated for use in making floor seating assignments for the district delegations.

J. DUTIES SPECIFIC TO THE OFFICE OF TREASURER

1. General duties: the Treasurer shall:
 - a. Be authorized to sign checks in an emergency;
 - b. Chair the Finance Committee;
 - c. Review with the Finance Committee the proposed organizational budget prepared by the Director of Finance & Administration;
 - d. Review with the Finance Committee the proposed convention budget prepared by the Director of Finance & Administration;
 - e. Supervise convention finances;
 - f. Review monthly financial reports, including the budget comparison received monthly from the Accounting Department;
 - g. In the fall of even-numbered years, after the last district convention has occurred and prior to invoicing each district (equally assessed), review the amount and invoice each district for the amount of transportation costs, equally assessed, for the LWML representative's travel costs to attend the district convention;
 - h. Direct organization's investment program in compliance with approved guidelines; and
 - i. Communicate to the district treasurers any LWML-approved financial procedures that affect the district's interaction with the LWML.
2. Finance Committee Chairman responsibilities (Finance Committee shall consist of the Treasurer as chairman plus four (4) additional members appointed by the President, with a Pastoral Counselor and the Director of Finance & Administration as advisers):
 - a. Review with the Finance Committee the proposed organizational budgets prepared by the Director of Finance & Administration, including the mission goal, and monitor said budgets:
 - 1). At the spring meeting one year prior to a convention, recommend to the Executive Committee, on behalf of the Finance Committee, the estimated convention budgets;
 - 2). At the fall meeting prior to a convention, recommend to the Executive Committee, on behalf of the Finance Committee, the proposed convention budgets;
 - 3). At the spring Executive Committee meeting in a convention year recommend, on behalf of the Finance Committee, the proposed organizational budget for the next biennium; and
 - 4). At the preconvention Board of Directors meeting, present for the Board's approval the Executive Committee's recommended budget and mission goal for the next

- biennium.
 - b. Review with the Finance and Investment Committees (See VII.B), and recommend to the Executive Committee, an investment statement, guidelines of invested ranges, and positions to be maintained; and
 - c. Retain an investment file (Signatory powers for investments presently held by the Treasurer (who has possession of documents); also include the President.
3. Convention responsibilities:
- a. Work with the Convention Programming Committee and Executive Committee to determine the financial needs of the convention and set the convention budgets:
 - 1). Recommend to the Executive Committee on behalf of the Finance Committee a proposed convention budget for the Host Committee and the LWML; and
 - 2). Review budget items required as per previous budget files and anticipated changes.
 - b. Assist Convention Host Committee treasurer and registration chairman in carrying out their financial responsibilities:
 - 1). Communicate the necessary procedures to request advance monies to Host Committee chairman and treasurer;
 - 2). Help establish convention bank account requirements;
 - 3). Establish security measures for handling funds and monitor same;
 - 4). Establish money-handling procedures for collecting, tallying, reporting, and depositing offerings plus all other cash transactions, and develop forms necessary for documenting compliance;
 - 5). Review reports of Host Committee treasurer;
 - 6). Monitor registration collection and transmittal procedures;
 - 7). Review reports of registration;
 - 8). Monitor budget compliance;
 - 9). Be available to advise Host Committee treasurer and registrar during convention; and
 - 10). Communicate to Host Committee treasurer that all reimbursable LWML convention receipts and any unused advance monies be returned to the LWML Treasurer within sixty (60) days following the convention.
 - c. Convention Offering Chairman:
 - 1). Send letter of request for convention offering proposals to districts;
 - 2). Coordinate convention offering selection through appointed committee;
 - 3). Submit recommendation to Executive Committee and Board of Directors;
 - 4). Send letters of selection or regrets to respective organizations or individuals;
 - 5). Submit appropriate reports to Executive Committee and Board of Directors;
 - 6). Prepare convention manual report;
 - 7). Request offering report from Host Committee treasurer;
 - 8). Prepare voucher requesting checks for convention offering recipients one month following the close of convention and send to President for approval;
 - 9). Send checks and letters to recipients with copies to pertinent individuals; and
 - 10). Maintain file of information on each offering recipient.

K. DUTIES SPECIFIC TO THE OFFICE OF PASTORAL COUNSELOR

- 1. General responsibilities:
 - a. Serve the LWML in an advisory capacity at Executive Committee, Board of Directors, Interdepartmental meetings, and conventions;
 - b. Serve as spiritual leaders to the officers and members of LWML;
 - c. Prepare devotions and worship services as requested;
 - d. Serve as doctrinal advisers to standing and special committees as assigned by the President; and

- e. Serve as voting members at the Mission Grants Selection Committee meeting in convention years.
2. Pastoral support responsibilities, materials, and manuscript review:
 - a. Prepare and lead Bible studies, worship services, devotions, prayers, and other support services as assigned by the President;
 - b. Write articles for LWML publications and website as requested;
 - c. Review all materials produced for LWML use or publication;
 - d. Read manuscripts particularly for doctrinal content, edit committee changes, make personal changes, and return all manuscripts to responsible committee chairman, noting “Acceptable” or “Not Acceptable”;
 - e. Review for doctrinal content all manuscripts that have been rewritten;
 - f. Complete review process and return to chairman within one week if possible; and
 - g. Submit copy of the completed manuscript with all changes incorporated for any necessary LCMS doctrinal review.
 3. Pastoral counsel:
 - a. Provide pastoral counsel and aid to individual leaders and give them support by word, deed, and prayer; and
 - b. Be available to inform and encourage district pastoral counselors.

L. GENERAL STATEMENT OF DUTIES FOR APPOINTED OFFICERS

(Meeting Manager, Public Relations Director, and Strategic Plan Facilitator)

1. Become familiar with all sections of the LWML *Bylaws* pertaining to one’s position;
2. Serve a term of two years or until successor is appointed, and be eligible for reappointment;
3. Serve as advisory member of the Executive Committee;
4. Serve as voting member of the Board of Directors;
5. Responsible to the President; and
6. Report to each regular meeting of the Executive Committee, Board of Directors, and to the convention.

M. DUTIES SPECIFIC TO THE OFFICE OF MEETING MANAGER

1. General statement of duties:
 - a. Develop and administer meeting service support for all LWML events as directed by the President; and
 - b. Serve as chairman of the Convention Site Committee.
2. Detailed responsibilities:
 - a. Provide contract administration for lodging, travel, and other meeting arrangements for LWML officers, staff, and members as requested;
 - b. Serve as Convention Site Committee chairman and serve as onsite liaison relating to hotels and travel arrangements:
 - 1). Evaluate facilities and personnel of each district extending an invitation to host a convention;
 - 2). Invite representatives from convention and visitors bureaus of proposed sites to meet with Convention Site Committee at a neutral location to make presentations about

- their qualifications or hosting an LWML convention;
 - 3). Prepare a comparative evaluation of the proposed sites for the Executive Committee;
 - 4). Make recommendations to the Executive Committee regarding proposed sites and propose three sites from which the Board of Directors shall approve one; and
 - 5). Notify convention sites of the decision of the Board of Directors.
 - c. Manage all facility-related aspects of LWML meetings:
 - 1). Develop a facility needs program based on the meeting criteria;
 - 2). Negotiate room and food cost with facility;
 - 3). During meetings, oversee the day-to-day contractual compliance of the hotel and food services personnel, taking corrective steps, where necessary, to alleviate errors or poor performance;
 - 4). Authorize payment of charges by the facility, or obtain adjustments where facility has not provided what was specified in the contract;
 - 5). Monitor, with LWML Accounting Department, all meeting-site costs (i.e., reimbursed expenses of meeting participants for transportation, meals, etc.);
 - 6). Prepare master lists for hotels, travel agency, and other necessary service providers; and
 - 7). If extenuating circumstances make it necessary to change hotels or other meeting site, make all necessary changes with the approval of the President.
 - d. Gather information to assist LWML personnel in making meeting arrangements (i.e., negotiating rates) for LWML functions;
 - e. Convention responsibilities:
 - 1). Arrange convention housing, travel, and ground transportation for members of the Board of Directors and LWML committees; and
 - 2). Make arrangements for meeting rooms and catering services for the Executive Committee and Board of Directors meetings.
 - f. Improve skills in meeting management by holding membership in a recognized meeting management association:
 - 1). Attend one national meeting management conference per year if possible (with annual membership fees and cost of conference paid by the LWML);
 - 2). Subscribe to at least one meeting management type publication (subscription fee, if any, paid by LWML); and
 - 3). Obtain business cards provided by LWML for distribution to LWML-related business contacts and facility management personnel.
- 3. Qualifications:
 - a. Has knowledge of LWML, history, structure, purpose; and
 - b. Is attentive to detail and is organized.
- 4. Preferences:
 - a. Has had previous extensive, diverse meeting management experience;
 - b. Has had responsibility for management of at least one large meeting (100 persons or more) arranging lodging, travel, meals; and
 - c. Has held previous position that required working with contracts, vendors, and the public.

N. DUTIES SPECIFIC TO THE OFFICE OF PUBLIC RELATIONS DIRECTOR

- 1. General duties:
 - a. Interact with LCMS entities to inform them of the mission and ministry of the LWML and to develop partner relationships;
 - b. Interact with the church and world at large to influence perceptions and attitudes toward Lutheran Women in Mission;

- c. Be involved with and oversee LWML product development and resources;
 - d. Write and update biographies for all Executive Committee members and Past LWML Presidents;
 - e. Maintain file with Personal Information Forms for Executive Committee and other authorized personnel;
 - f. Oversee all LWML logos and respond to all requests for use of these logos;
 - g. Order and distribute business cards for Executive Committee and other authorized personnel;
 - h. Manage all LWML photos; coordinate photos and photographers for all events; and
 - i. Be responsible for group and district photos at LWML conventions, LCMS events, and at LWML meetings for convention manual.
2. LWML Communication: Work in cooperation with the Vice President of Communication:
- a. *Lutheran Woman's Quarterly*: obtain pictures and provide convention publicity copy;
 - b. News releases:
 - 1). Write all news releases to entities outside the LWML;
 - 2). Send all news releases to President for approval;
 - 3). Send news releases to appropriate media sources, (i.e. the *Reporter*, *The Lutheran Witness*, etc.); and
 - 4). Produce and send public relations eNews flashes as needed.
3. LWML publicity:
- a. LWML Sunday:
 - 1). Determine types of materials to be available for use by churches/LWML groups to commemorate and recognize LWML; and
 - 2). Select author of the service with approval of the Executive Committee.
 - b. Exhibits/displays:
 - 1). Responsible for LWML exhibits/displays at events of the LCMS upon Executive Committee approval;
 - 2). Make recommendations to the Executive Committee to host an LWML display upon receipt of invitation:
 - a). Fill out necessary forms;
 - b). Order necessary materials from LWML Office;
 - c). Determine delivery of materials to event and exhibit/display to be used;
 - d). Attend the LCMS convention and, if approved by Executive Committee, attend other conferences; and
 - e). Responsible for setting up/dismantling and staffing of exhibits/displays.
 - 3). Refer all individual LCMS district requests to the respective LWML district president and send letter of appreciation and explanation to person from whom request was received.
 - c. Christian radio: Make recommendations for LWML programming on Christian radio.
4. Coordinator of convention publicity:
- a. Host Committee publicity:
 - 1). Work closely with the Host Committee convention publicity committee (detailed publicity schedule for Public Relations Director and convention publicity committee is in the Public Relations Director's files);
 - 2). Be responsible for design and copy for convention publicity flyers;
 - 3). Request supplies for the media room; and
 - 4). Be responsible for LWML convention sketch to be used at district conventions for publicity.

- b. Video/PowerPoint productions:
 - 1). Obtain bids from various videographers, if possible; and
 - 2). Provide LWML President with preliminary reviews of all video and PowerPoint productions prior to release.
 - c. Convention news releases:
 - 1). Provide preconvention news release and cover letter for delegates to appropriate Host Committee chairman for distribution upon approval of President;
 - 2). Provide post-convention news release for all convention attendees to Host publicity chairman for distribution upon approval of President;
 - 3). Write convention news release and distribute to various media with assistance from Host publicity chairman; and
 - 4). Assist Vice President of Communication in operation of the convention media room (See II.E.2.a. and convention guidelines).
5. Convention dignitaries: Responsible for all dignitary gifts: choosing, ordering, and distributing them as requested by, and approved by, the President.
6. Finances:
- a. Submit a proposed Public Relations Director's budget for the next biennium at the request of the Accounting Department and work within the parameters of said budget;
 - b. Maintain record of all expenses; and
 - c. Complete expense voucher periodically during biennium.
- O. DUTIES SPECIFIC TO THE OFFICE OF STRATEGIC PLAN FACILITATOR
1. General statement of duties:
- a. Responsible for focusing the LWML vision through the planning process;
 - b. Oversee the writing of grant concept papers for financial assistance for LWML programs such as leadership training; and
 - c. Assist in proofing of agendas and meeting details at request of the President.
2. Process planning responsibilities:
- a. Initiate opportunities for gathering data to assess the needs of the organization for focusing the primary targets;
 - b. Facilitate the development of primary targets, organizational goals, and committee purpose statements;
 - c. Oversee the selection of primary targets and organizational goals by the Board of Directors;
 - d. Maintain a record of eligible LWML personnel for potential committee appointments, obtained from districts and Nominating Committee (See V.I.2.b.);
 - e. Consult with the committees to develop objectives and action plans that affect the committees' purpose statements, the LWML Mission Statement, and primary targets;
 - f. Sign off on all products/programs for final approval for production;
 - g. Develop a method for committees to report progress on their participation in the strategic plan, and maintain records of same;
 - h. Assess continually the actions of the organization and its committees in relationship to the Mission Statement and primary targets; and
 - i. Can guide the strategic planning process and is aware of its relationship to the overall planning process of the organization.
3. Process planning, consulting, and training:
- a. Remain sensitive to the needs of the organization for an outside planning

- consultant and serve as the liaison if one is engaged;
 - b. Cognizant of availability of alternate planning processes;
 - c. Participate in valuable training opportunities in planning and group dynamics as is available;
 - d. Recommend qualified persons to Executive Committee to receive process planning training; and
 - e. Maintain file of, and subscribe to, publications that give insights on people and society in general (with subscription costs, if any, paid by LWML).
4. Products and program forms:
- a. Responsible for reviewing and editing the product/program forms at the beginning of each biennium;
 - b. Sign off at all stages of product/program requests and development; assuring that all products impact the LWML primary targets and enhance the image of LWML, and network with department coordinators as needed;
 - c. Keep official copy of all product/program forms, listing forms by departments;
 - d. Work with department coordinators regarding status of product forms;
 - e. Work with the President to monitor Executive Committee product forms; and
 - f. Edit and proof all products and programs to ensure that all products and programs (both printed and on the website) conform to the current approved LWML *Style Sheet*.
5. Interdepartmental meetings
- a. In conjunction with the Visioning Committee, set the goals and objectives for the Interdepartmental meetings; and
 - b. Serve as a member of the Interdepartmental meetings planning committee, which sets the agenda to meet Interdepartmental goals and objectives.

III. SPECIAL APPOINTED PERSONNEL

(Archivist-Historian, Contracts Administrator, Convention Manager, and Parliamentarian)

A. GENERAL REQUIREMENTS

1. Member of LWML;
2. Become familiar with all sections of the Bylaws pertaining to one's position;
3. Appointed by the President to serve a term of two years or until successor is appointed, and eligible for reappointment;
4. Attend meetings as an advisory member at the request of the President;
5. Responsible to the President; and
6. Report to the Board of Directors and to the convention.

B. DUTIES SPECIFIC TO THE OFFICE OF ARCHIVIST-HISTORIAN

1. Write a history of the activities of the LWML for the biennium to include the following:
 - a. Outgoing officers;
 - b. Officers for the next biennium;
 - c. Mission grants completed;
 - d. Special projects completed;
 - e. LWML *Bylaws* changes;
 - f. Convention highlights; and
 - g. Other information deemed appropriate.
2. Gather and preserve records and other materials of historical significance to the LWML:
 - a. Receive all organized files from outgoing officers in addition to archival materials from the districts;
 - b. Place all file folders in appropriate order and prepare file contents for submission to the Concordia Historical Institute:
 - 1). Remove staples and tape;
 - 2). Photocopy all newsprint;
 - 3). Unfold any items that have been folded; and
 - 4). Make notations when needed for clarification.
 - c. Keep all files in chronological order; and
 - d. Send a listing with the archival materials to Concordia Historical Institute for accessioning.
3. Provide mentoring and training to district archivist-historians:
 - a. Provide training sessions about the keeping of historical records and archival materials;
 - b. Serve as adviser to district archivist-historians in planning displays for LWML district conventions;
 - c. Encourage and inform district archivist-historians concerning the scope of their responsibilities;
 - d. Send mailing to each district archivist-historian (with copy to district president) following each LWML district convention reminding her to:
 - 1). Write and submit biennial history of the district; and

- 2). Submit copy of district convention manual, convention minutes, and any other publications resulting from the convention.
 - e. Advise district presidents regarding the needs and duties of district archivist-historians.
4. Serve as liaison between the Concordia Historical Institute (CHI) and LWML:
- a. Collaborate with the Institute in archival storage protocols, inventories, and nomenclature for research, particularly as related to identification and cataloging of LWML materials;
 - b. Keep up-to-date on techniques that apply in the keeping of archives;
 - c. Respond to requests from CHI for information and materials;
 - d. Attend the biennial Conference on Archives and History conducted by CHI specifically for LWML district archivist-historians in even-numbered years;
 - e. Be prepared to lead interest sessions during the conference; and
 - f. Be prepared to present a topic paper (self-chosen or assigned by the CHI director) to the conference as a whole, depending on the needs of a particular conference.

C. DUTIES SPECIFIC TO THE CONTRACTS ADMINISTRATOR

- 1. General statement of duties:
 - a. Review and negotiate all contracts as requested by the President; and
 - b. Work with Meeting Manager, Public Relations Director, Convention Manager, the LWML Office, and other LWML officers in finalizing contracts in which LWML is a partner.
- 2. Principal responsibilities:
 - a. Serve as LWML contact person for legal counsel;
 - b. Seek legal counsel as necessary for contract negotiations; and
 - c. Solicit outside support (e.g. Thrivent®, CPH, etc.) as directed by the President.

D. DUTIES SPECIFIC TO THE OFFICE OF CONVENTION MANAGER

- 1. General statement of duties:
 - a. Serve as liaison between the Convention Programming Committee and Convention Host Committee; and
 - b. Assist in the preparation of and review the convention budget with the Director of Finance & Administration.
- 2. Principle responsibilities:
 - a. Serve as advisory member of the Convention Programming Committee;
 - b. Serve as LWML liaison with the Convention Housing Bureau;
 - c. Arrange convention housing and travel for VIPs, program personnel, and special guests (does not include LWML personnel who are the responsibility of the Meeting Manager);
 - d. In cooperation with the LWML Meeting Manager, submit master list of housing needs to Convention Hotel (includes VIPs and LWML personnel);
 - e. Arrange facility and activity needs for special groups (e.g. YWRs and Heart to Heart Sisters);
 - f. Facilitate all convention program needs as directed by CPC, (i.e., servant activities, Gifts from the Heart, special program needs);
 - g. In cooperation with the LWML Treasurer, be responsible for convention budget and deposit of convention funds;
 - h. Submit voucher requests for payments for convention contracts in a timely manner;
 - i. Supervise convention registration process;
 - j. Provide convention information to LWML Public Relations Director for convention registration materials; and
 - k. Hold membership in a recognized convention manager association at the expense of the

LWML and attend one national meeting a year when possible.

E. DUTIES SPECIFIC TO THE OFFICE OF PARLIAMENTARIAN

1. General statement of duties:
 - a. Serve as an adviser on parliamentary procedure upon request;
 - b. Serve as ex-officio member of the Structure Committee;
 - c. Maintain within the LWML a respect for the rules of parliamentary law which are “seen to be constructed upon a careful balance of the rights of persons or of subgroups within an organization’s ... total membership. ... These rules are based on a regard for the rights of:
 - 1). The majority;
 - 2). The minority, especially a strong minority — greater than one-third;
 - 3). Individual members;
 - 4). Absentees; and
 - 5). All these together.” [*Robert’s Rules of Order: Newly Revised (current edition)*]
2. Advisory responsibilities:
 - a. When requested by the President to attend meetings, sit near the presiding officer, being ready to advise and assist the chair as needed;
 - b. Have available at all times:
 - 1). LWML *Handbook*;
 - 2). LWML *Bylaws*; and
 - 3). *Robert’s Rules of Order Newly Revised (current edition)*.
 - c. Prepare a parliamentary lesson for the Board of Directors at the President’s request;
 - d. Answer requests from LWML officers and individual members, including district presidents and district parliamentarians; and
 - e. Suggest parliamentary resources other than *Robert’s*, such as parliamentary aids published by the LWML and those used by the National Association of Parliamentarians.
3. Structure Committee (ex-officio member):
 - a. Assist in writing amendments to the LWML *Bylaws*;
 - b. Assist in editing the LWML *Handbook*;
 - c. Assist in preparing exhibits and programs for the LWML convention; and
 - d. Submit articles for LWML website and publications when requested.
4. Convention:
 - a. Prior to the convention:
 - 1). When requested, meet with President to go over the convention agenda and offer parliamentary advice on the business that will be brought to the floor:
 - a). Be aware of possible difficulties that may arise within the voting delegation; and
 - b). Prepare detailed information on how the chair should handle such situations.
 - 2). Send instructions to tellers (appointed by the President) and meet with the tellers at the pre-convention Board meeting to review instructions and answer questions;
 - 3). Prepare tally sheets for President and Recording Secretary to report election results to the convention; and
 - 4). Prepare for the possibility that a paper ballot may be needed by formatting a ballot, saving it on an electronic storage device, and having it available at convention.
 - b. During the convention:
 - 1). Sit next to, or close to, the President;
 - 2). Follow agenda very closely with the President to be ready to assist at any time;
 - 3). At the direction of the President (usually toward the beginning of the first business

- session), read the convention rules to assembly;
- 4). In addition to the LWML *Handbook* and LWML *Bylaws*, and *Robert's*, have materials ready for the President's convenience;
 - 5). Verify voting results (paper ballots or electronic), assuring that number of votes cast does not exceed number of eligible voters, and that individual balloters voted for no more than the correct number of votes allowed per position or issue;
 - 6). Serve as convention timer if requested to do so; and
 - 7). Serve in an advisory capacity to President, officers, and committees and individual members both in and outside of meetings.

IV. DEPARTMENTS AND STANDING COMMITTEES

(The departments include Christian Life, Communication, Gospel Outreach, Organizational Resources, and Special Focus Ministries, with a Vice President serving as coordinator for each department. The coordinator is an ex-officio member of the committees within her department.)

A. STANDING COMMITTEE CHAIRMEN, GENERAL RESPONSIBILITIES

Become familiar with all sections of the *LWML Handbook*, *LWML Bylaws*, and *LWML Leaders Manual* relating to department, committee, and other areas relating to one's position.

1. Meetings:

- a. Serve as voting member of the Board of Directors and Convention;
- b. Study and understand the LWML primary targets and goals for the biennium as related to committee responsibilities;
- c. Call and preside at all necessary committee meetings (electronic or face-to-face), upon approval of department coordinator and President;
- d. Prepare and distribute agenda to committee members;
- e. Lead committee members in developing strategies needed for implementing and attaining the objectives of the LWML;
- f. Lead committee in designing, setting up, and scheduling workers to tend the committee booth at the LWML Convention;
- g. Assign a committee member to record and distribute approved minutes to committee members, department coordinator, and President; and
- h. Fulfill other duties as assigned by the President.

2. Publication and program:

- a. Prepare articles/materials for LWML publication (*Quarterly*, website, brochures, *LWML Catalog*, etc.);
- b. Edit all materials produced by committee members and forward completed copy to committee members and department coordinator (who will make needed revisions and forward copies to the Strategic Plan Facilitator, Pastoral Counselor assigned to the committee, and President);
- c. Complete required product/program forms when developing a new product for the LWML and forward same to designated persons;
- d. Solicit from Executive Committee suggestions for future projects;
- e. Encourage use of committee material and LWML resources from all departments within the districts at leader training, workshops, rallies, retreats, conventions etc.; and
- f. Submit all additions/deletions of committee material in the *LWML Catalog* to the department coordinator, who will then send it to the LWML Office according to deadlines set by the Director of Finance & Administration.

3. Communication:

- a. Prepare a written report for each regular meeting of the Board of Directors;
- b. Prepare an oral presentation for each regular meeting of the Board of Directors when requested by the President;
- c. Prepare a written report each biennium for the convention manual;
- d. Submit a committee progress report to department coordinator prior to each Executive Committee meeting and as requested at other times;
- e. Maintain regular communication with committee members and department coordinator to ensure completion of all projects according to schedule;

- f. Review and make necessary changes to the committees section of the LWML *Leaders Manual* as directed by the Executive Committee; and
 - g. Receive approval of department coordinator for all mailings, postal or electronic, before sending.
4. Finance:
- a. Prepare a biennial committee budget when requested by the department coordinator;
 - b. Maintain record of committee expenses;
 - c. Review and approve all expense reports within the time frame requested; and
 - d. Sign and forward to department coordinator all requests for printing/ mailing with copies of pertinent material attached.
5. Committee files:
- a. Maintain files for correspondence, finance, products/programs (including production forms), and other pertinent material;
 - b. Keep current LWML *Leaders Manual*, LWML *Handbook*, LWML *Bylaws*, and Mission Grants Resume, following proper procedures for updating when official changes are made (e.g., LWML *Bylaws* amendments and LWML *Style Sheet*);
 - c. Pass all files (paper and electronic) to department coordinator at end of each biennium; and
 - d. Send all materials of historical significance to the LWML Archivist-Historian.
6. Accountability:
- a. Serve as liaison between the committee and department coordinator and Board of Directors, and between the committee and the districts;
 - b. Responsible for all actions and materials originating from the committee;
 - c. As a voting member of the Board of Directors, is at all times accountable to this governing body of the LWML;
 - d. Obtain approval of all planned activities from the Executive Committee (all recommendations are presented to the Executive Committee by the department coordinator); and
 - e. Continue to function in office after convention elections until new chairman and committee have been appointed and held first meeting.
7. Qualifications:
- a. Knowledge of the LWML at all levels;
 - b. Flexible, open to alternative thinking;
 - c. Ability to assess gifts of individual committee members;
 - d. Familiar with group dynamics;
 - e. Good leadership and interpersonal skills; and
 - f. Computer efficiency.

B. STANDING COMMITTEE MEMBERS, GENERAL RESPONSIBILITIES

Become familiar with all sections of the LWML *Handbook*, LWML *Bylaws*, and LWML *Leaders Manual* relating to Department, committee, and other areas relating to one's position.

1. Meetings:

- a. Attend all committee meetings (both face-to-face and electronic) called by the chairman;
- b. Attend Interdepartmental meetings, leadership events, workshops, assemblies, and other meetings scheduled by the Executive Committee when requested;
- c. Attend the LWML Convention as a non-voting member of the assembly; and
- d. Serve in committee booth as scheduled during the LWML Convention.

2. Work Plan:
 - a. Study and understand the LWML primary targets and plan of action for the biennium as relating to the committee;
 - b. With committee members, develop goals and strategies needed for implementing and attaining the objectives of the LWML;
 - c. Submit to chairman requests for product/program development on appropriate forms;
 - d. Edit all materials before submission, using the *LWML Style Sheet* and the *LCMS Style Book*;
 - e. Submit materials to chairman, committee members, department coordinator, and assigned Pastoral Counselor for critique and return;
 - f. With committee members, plan and develop ideas for committee booth at LWML Convention and work in booth when scheduled;
 - g. With committee members, prepare training presentations for leadership events as directed by the Executive Committee; and
 - h. Complete other assignments (articles for the *Quarterly* or website) as requested by chairman, department coordinator, President, or Executive Committee.

3. Reports:
 - a. Prepare reports regarding progress of current projects as requested by the committee chairman prior to meetings of the Executive Committee, Board of Directors, and the Convention; and
 - b. Send copies of pertinent correspondence to the chairman (who will forward copies to the department coordinator, assigned Pastoral Counselor, and President when necessary).

4. Finance:
 - a. Keep accurate records and receipts for all committee expenses (postage, copying, printing, supplies, etc.);
 - b. Keep records and receipts for all travel expenses (airline tickets, mileage to/from airport, taxis, meals, tips, etc.); and
 - c. Submit expense reports with attached receipts for reimbursement to the appropriate approving authority.

5. Transition of office:
 - a. Continue to function in office after convention elections until new committee has been appointed and held its first meeting; and
 - b. Follow instructions of chairman and department coordinator regarding transfer of files and materials.

C. CHRISTIAN LIFE DEPARTMENT

1. Christian Life Committee:

- a. Responsibilities of chairman:
 - 1). Prepare material for department coordinator to submit to the Executive Committee for approval of new ideas for providing tools or implementing existing materials for spiritual growth, including titles, themes, authors, and artists for each product;
 - 2). Assign each committee member specific area(s) of responsibility (e.g., Bible studies, devotions, etc.);
 - 3). Maintain a file of letters and contracts for authors;
 - 4). Maintain a timeline of all products throughout the development and production phase;

- 5). Receive author's submitted materials from each committee member and return to author after critiquing;
 - 6). Send contracts to department coordinator and request honoraria for authors and/or artists upon completion of project;
 - 7). Request that check be sent to the responsible committee member who will forward to author/artist with a thank you letter; and
 - 8). Work with the department coordinator and Information Technology Committee to update Bible studies page on website and make resources available in the online LWML Store.
- b. Responsibilities of committee members:
- 1). Plan inspirational materials for publication that may include, but not be limited to, Bible studies, personal meditations, prayer services, and devotional books;
 - 2). Maintain communication with authors/artists in one's assigned area through completion of project;
 - 3). If an author rewrite is required, compile the critiques and send with original manuscript to the author for changes and revisions;
 - 4). Upon completion of editing process, submit manuscript to the committee's assigned Pastoral Counselor, who reviews and submits materials for required doctrinal review;
 - 5). Forward completed manuscripts to the designated graphic artist, LWML Office, or other previously determined printer for printing;
 - 6). Request the chairman to requisition an honorarium for completed project;
 - 7). Send thank you letter to the author/artist along with the honorarium; and
 - 8). Prepare advertising copy for the *Quarterly*, webpage, and/or *LWML Catalog*, to the department coordinator.
2. **Christian Resources Editors:**
- a. Responsibilities of chairman:
- 1). Solicit, and arrange for publication, a variety of resources suitable for individual use or group activities and events;
 - 2). Designate one committee member as coordinator for development of each product/program planned by the committee at its first Interdepartmental meeting;
 - 3). Receive and acknowledge all new manuscripts;
 - 4). Prepare file for each manuscript received, indicating title, name and address of author, and date received;
 - 5). Maintain master file of works in progress with the following categories:
 - a). In process;
 - b). Accepted;
 - c). Rejected;
 - d). Rewrite; and
 - e). In doctrinal review.
 - 6). Be responsible for completion of product/program forms and forward to department coordinator;
 - 7). Prepare working copy of submitted materials for committee's review, edit, and send to members in established order of rotation for review process:
 - a). If product has received three "Use" votes, forward manuscript to committee Pastoral Counselor for doctrinal review if necessary;
 - b). If product has received three "Do Not Use" responses, return original manuscript to sender with letter of explanation and encouragement;

- c). Indicate on attached critique sheet whether to use, not use, rewrite, or use in any way other than in Program Helps (reviewer may also indicate “no opinion”); and
- d). Send to next member on rotation list.
- 8). Complete process for accepted manuscripts:
 - a). If only minor changes are required, there shall be no need to secure author’s consent to publish;
 - b). If considerable editing is required, send a copy of the manuscript with the changes to the author for consent to publish with changes made;
 - c). If material requires complete rewrite, chairman may:
 - i). Return manuscript to author with committee’s suggestions, and if author submits a rewrite, the manuscript review process is then repeated; and
 - ii). Assign a rewrite to a committee member and manuscript review process is repeated with notation stating the program was rewritten by a resources editor from material submitted by author.
 - d). Send copy of completed manuscript, incorporating all changes, to committee Pastoral Counselor for submission to LCMS doctrinal review;
 - e). Upon completion of doctrinal review, submit manuscript to the Strategic Plan Facilitator for final edit;
 - f). Following final approval by the Strategic Plan Facilitator, send graphic request form to Graphics Team coordinator;
 - g). Following graphic artist work, chairman and department coordinator will review product and then send to LWML President for her approval before sending the print-ready manuscript to the LWML Office:
 - i). Submit brief description of product to LWML Office for online LWML store and *Catalog*;
 - ii). Send a copy of the Program Help for the files of committee members and department coordinator.
 - h). Send author a copy of the new program with letter of appreciation;
 - i). Complete product/program forms and forward forms to department coordinator; and
 - j). Complete manuscript file.
- 9). Designate one committee member to coordinate the biennial review of Program Helps and any revisions pertaining to the Christian Resources Editors Committee:
 - a). Request sales inventory (includes number of items sold and date published) by June 1 of even-numbered years;
 - b). Divide Program Helps on the website among committee members for careful review of each program and recommendation for changes, if any;
 - c). Summarize recommendations for department coordinator; and
 - d). Publicize specific program helps on website, changing them monthly by topic.
- 10). Designate one committee member to coordinate preparation of the two-year program planner:
 - a). Establish basic plan with entire committee at first Interdepartmental meeting to determine respective responsibilities; and
 - b). Complete product/program forms and forward forms to department coordinator.
- 11). Working with the department coordinator and Information Technology Committee, update the Program Helps page of the website.
- b. Responsibilities of committee members:
 - 1). Recommend to the chairman products/programs for possible publication under Program Helps;

- 2). Evaluate materials submitted for possible publication using guidelines listed in “Criteria for Evaluating Manuscripts”:
 - a). Is material faithful to Scripture?
 - b). Are passages contextual or taken out of context?
 - c). Is Jesus Christ and His love for us clearly proclaimed?
 - d). Will those hearing/seeing the program think it worthy of their time?
 - e). Analyze the initial impact:
 - i). Does it motivate to action?
 - ii). Does it teach, stimulate, or entertain?
 - iii). What is its primary purpose?
 - f). Is it timely? Is it a topic that needs to be heard and explored?
 - g). Will the program appeal to a broad range of audiences, or will interest (and demand) for it be limited?
 - h). Is it workable?
 - i). Can program be adapted to fit size and needs of a group?
 - ii). Is it easy to present?
 - iii). Are suggested visuals easy to procure?
 - i). Is it in good taste?
 - i). Will any part offend or disturb others?
 - ii). If it is somewhat disturbing, is it presented in a way that promotes better understanding of a particular need and call to action?
 - j). Does it relate to the LWML targets and goals for the current biennium?
- 3). Review and edit manuscripts following review guidelines:
 - a). Each committee member will read and critique within one week if possible; and
 - b). Use current LWML *Style Sheet* for editing.
- 4). Review published Program Helps:
 - a). Become familiar with all programs in current file;
 - b). Review Program Helps biennially, deleting or retaining items according to usage, age, and relativity;
 - c). Retain deleted materials in the LWML Office files for one biennium after removal from website; and
 - d). At end of biennium, send copy to the Archivist-Historian who determines whether or not to file because of historic value, or to destroy.

D. COMMUNICATION DEPARTMENT

1. **Information Technology Committee (ITC):**

- a. Responsibilities of committee chairman:
 - 1). Lead the team of ITC volunteers to employ their gifts to serve the purposes established by the Executive Committee;
 - 2). Coordinate and oversee LWML website maintenance *www.lwml.org*:
 - a). Consult with Office staff regularly:
 - i). Assist in compliance with the CAN-SPAM Act in maintaining integrity of email communication;
 - ii). Monitor existing website programming and research or recommend new technologies;
 - iii). Remain educated in website maintenance; and
 - iv). Maintain secure list of LWML authorized personnel.
 - b). Receive website updates from:
 - i). LWML departments and committees;
 - ii). Special appointed personnel;

- iii). Convention exhibit coordinator; and
 - iv). Convention Host Committee.
 - c. Coordinate website updates with Office staff.
 - 3). Coordinate and oversee LWML presence in social media, including, but not limited to, Facebook (www.facebook.com/TheLWML), Twitter (www.twitter.com/TheLWML), Pinterest (www.pinterest.com/TheLWML), and YouTube (<http://www.youtube.com/user/TheLWML>);
 - 4). Coordinate and oversee LWML Web conferencing (WebEx) for LWML departments, Nominating Committee, and Host Convention Committee;
 - 5). Coordinate and oversee ITC event activities, including, but not limited to, annual Interdepartmental meetings and biennial conventions;
 - 6). Assist with technical support and education;
 - 7). Assist Public Relations Director in disseminating news of the organization;
 - 8). Receive LWML Board of Directors (BOD) meeting documents and reports, compile, and upload to secure area of LWML website; attend and prepare a report for each LWML BOD meeting;
 - 9). Receive Interdepartmental meeting documents and agendas, compile, and upload to secure area of LWML website;
 - 10). Coordinate and supervise reminder process of assigned informative articles for website Home Page articles and 2-Minute Tuesday initiative articles with the department coordinator;
 - 11). Coordinate Convention news on the website with the department coordinator;
 - 12). Assist Public Relations Director with media duties at Convention as requested; and
 - 13). Compile all master documents, images, and resources received for permanent archives as per LWML Document Retention Policy.
- b. Responsibilities of committee members:
 - 1). Assist in monitoring the LWML website;
 - 2). Encourage LWML personnel to provide current website information;
 - 3). Implement LWML presence in social media;
 - 4). Monitor and train LWML personnel in Web conferencing;
 - 5). Assist with technology needs of LWML members and district webmasters as committee responsibilities allow;
 - 6). Assist with reminder process of assigned informative articles for website Home Page articles and 2-Minute Tuesday initiative articles;
 - 7). Develop plans for committee booth at LWML convention and staff as scheduled; and
 - 8). Assist with convention responsibilities as assigned.
- c. Additional tasks that could be reassigned:
 - 1). Prepare designated “gratis” *Quarterly* articles, Bible studies, and leader guides as PDF for website and forward to Office personnel via DropBox for uploading;
 - 2). Prepare updated “Mite Meter” graphic and forward to Office personnel for placement on website; and
 - 3). Prepare thumbnails of new resources for the website; squared graphic for social media use.

2. **Official Publication Staff:**

The *Lutheran Woman’s Quarterly* is the official publication of the LWML.

- a. Editing procedures, format, distribution, and funding:
 - 1). Publication: four times a year: Spring, Summer, Fall, and Winter;
 - a). Copy due to Editor-in-Chief for each issue:

- i). Spring: November 1;
 - ii). Summer: February 1;
 - iii). Fall: May 1; and
 - iv). Winter: August 1.
- b). Mailing schedule: February, May, August, and November.
- 2). The *Lutheran Woman's Quarterly* (*Quarterly*) is a 32-page 8½" x 11" magazine with separate cover; additional pages or size adjustments may be allowed for special issues by authorization of the Executive Committee;
- 3). eQuarterly (electronic version of the printed *Quarterly*) is available by subscription;
- 4). Printed in four-color throughout, including cover;
- 5). Inside front cover: table of contents and online website information, as space allows;
- 6). Opening pages have subscription and postal information (required by US Postal Service), editor's comments, listing of *Quarterly* staff, and LWML Executive Committee members;
- 7). Devotional pages set theme of issue (preferred placement on p. 1);
- 8). Features occupy 8-11 pages, placement at front of magazine;
- 9). Special ongoing features are included at discretion of Editor-in-Chief;
- 10). Bible studies: three per issue, one translated into Spanish;
- 11). News reflects the theme of the issue as noted in the News section of each issue; may be condensed by News Editor; placement in last half of magazine;
- 12). President's page is written by current LWML President who determines content, usually based on the issue's theme;
- 13). LWML Mission Grants article is in every issue; the *Quarterly* Mission Editor may be assigned to write an article from data supplied by the Vice President of Gospel Outreach; placement in centerfold or back inside cover when a special insert occupies the center section;
- 14). Inside back cover (preferred location) contains the Gifts of Love column and the President's column, unless the President's column is placed on page 1 (for convention registration issue);
- 15). Convention coverage:
 - a). Fall, even-numbered years: convention preview (logo, save the date);
 - b). Winter, even-numbered years: Call to Convention (usually from the President), welcome letter (from Host Committee Chairman), information on registration, housing, food, tours, etc.; convention program and speakers (provided by PR Director);
 - c). Spring, odd-numbered years: candidates for office (provided by Nominating Committee Chairman);
 - d). Summer, odd-numbered years: LWML Mission Grants on ballot (provided by Mission Grants Chairman); and
 - e). Fall, odd-numbered years: convention reporting and photo montage (should be complete enough for delegates to glean for reports to zones and societies).
- 16). Product promotion pages are provided by the Public Relations Director;
- 17). Subscription lists: The LWML Office is responsible for the subscription list, billing, and mailing of the *Quarterly*;
- 18). Mailing process: Subscription lists are maintained on Concordia Publishing House's computer and mailing is processed in the CPH mail room;
- 19). Individual subscriptions are available directly through the LWML;
- 20). Bulk subscriptions are paid by the districts for their societies, and monies may be paid from mites, assessments, or offerings from the societies at the discretion of the district; and

- 21). Subscription costs: changes in cost of bulk and individual subscriptions are approved by the Board of Directors.
- b. Privileges and criteria for the Editorial Staff:
 - 1). The Editorial Staff shall have the ability to write and self-edit, as well as to edit and evaluate the writing of others;
 - 2). Theological understanding: the ability to judge articles and materials for their relation to the Gospel and to determine if they are in accord with the doctrine and practices of the LCMS;
 - 3). Accuracy, language, and style: ability to report facts and events accurately, to punctuate and spell correctly, and to edit copy and proofread prepared print;
 - 4). Experience in the LWML and knowledge of its program; and
 - 5). Appointment: the President may submit samples of the proposed editor's writing to the Executive Committee before making the appointment.
- c. Responsibilities of Editor-in-Chief:
 - 1). Coordinate work of editorial staff;
 - 2). In first year of each biennium, plan with the editorial staff themes for each issue of the current biennium:
 - a). Themes should be based on current LWML primary targets and on needs and concerns of women as perceived by the staff;
 - b). Editorial staff should suggest articles, topics, and possible contributors for each issue of the biennium; and
 - c.) Report above to the department coordinator for review by the Executive Committee.
 - 3). Plan contents of each issue; do final editing of all copy; write or solicit additional features, articles, or other copy as needed;
 - 4). Send copy of all text with author's name and bio removed, to *Quarterly* Pastoral Counselor for submission to doctrinal review, copying the President and Vice President of Communication;
 - 5). Communicate frequently with staff and regular contributors regarding assignments, plans, ideas for coming issues, and decisions of the Executive Committee and Board of Directors affecting their responsibilities;
 - 6). Supervise layout of pages, working with the LWML *Quarterly* Graphic Designer; approve final selection of photographs, headline fonts, and typefaces; be responsible for design of front and back covers in four colors; purchase art or photographs, if necessary;
 - 7). Supervise preparation of layout sheets for each page, marked computer printouts, and all text sent to printer;
 - 8). Arrange for editorial staff, *Quarterly* Pastoral Counselor, President, Vice President of Communication, and LWML Office to receive proofs;
 - 9). Proofread final proofs of each issue;
 - 10). Ensure that sets of typeset pages and copy on disk are sent to Lutheran Library for the Blind volunteers who will produce Braille, large-print, and audio editions;
 - 11). Send complimentary copies of the *Quarterly* and return photos to contributors and authors solicited by the Editor-in-Chief;
 - 12). Acknowledge all articles and photos submitted to the Editor-in-Chief; photos will be returned upon request;
 - 13). Establish production schedule for the *Quarterly* with the printer; send copies of schedule to the LWML Office and to Concordia Publishing House mailroom;
 - 14). Respond to communications directed to the *Quarterly*:
 - a). If a question of doctrine is involved, consult the *Quarterly* Pastoral Counselor, copying the President, before replying; and

- b). If a grievous complaint is received, direct the letter to the LWML President.
- 15). Assign and direct responsibilities of staff for biennial LWML convention coverage for the *Quarterly*:
 - a). Arrange for space and equipment (computers, printers, etc.) in the media room at the convention (See II.E.2.c.) so staff can prepare convention proceedings and photo montage for the next issue (usually a Fall issue); and
 - b). Work with the Public Relations Director to coordinate photo shoots with the convention photographer.
- 16). When asked, plan an editors' workshop for district editors to be held during quadrennial leader training events;
- 17). Be directly responsible to the Vice President of Communication; and
- 18). Attend all meetings of the Board of Directors; provide a written report for Board of Directors meetings and for convention manual.
- d. An Assistant/Associate Editor may be assigned by the Editor-in-Chief with the approval of the Executive Committee:
 - 1). The Assistant/Associate Editor shall assist the Editor-in-Chief as requested; and
 - 2). In the absence of the Editor-in-Chief, the Assistant/Associate Editor may attend meetings of the Board of Directors.
- e. General Responsibilities of *Quarterly* Editorial Staff:
 - 1). Participate in editing each complete issue before it goes to print;
 - 2). Format copy according to specifications from Editor-in-Chief and adhere to established deadline for each issue;
 - 3). Proofread copy immediately upon receipt and email corrections to Editor-in-Chief;
 - 4). Send complimentary copy of *Quarterly* to contributors with whom respective editors worked;
 - 5). Respond to communications directed to specific editor, consulting with the Editor-in-Chief and/or the *Quarterly* Pastoral Counselor if doctrinal content is an issue; direct communications of grievous complaint to the LWML President, copying the Editor-in-Chief;
 - 6). Stay alert for pictures suitable for cover of the *Quarterly*;
 - 7). Assist with editors' workshop and other events at request of Editor-in-Chief; and
 - 8). Within 30 days after submitting copy to the Editor-in-Chief for the Winter issue following the biennial LWML convention, follow department coordinator's instructions for transfer of files to successor.
- f. Duties specific to Bible Study Editor:
 - 1). Responsible for coordinating Bible study topics with current LWML primary targets and theme of issue in which studies will appear;
 - 2). Responsible for submitting three Bible studies for each issue of the *Quarterly*, using the following criteria:
 - a). Bible studies are to be directed primarily to women, be of interest to, apply to, and relate to women;
 - b). Bible studies should center on Scripture even if the subject is approached topically (searching the Bible for truth, rather than setting up a truth and trying to prove it from the Bible);
 - c). Bible studies should be challenging yet clear, capable of leading a student into more profound depths;
 - d). Authors other than the Bible Study Editor may be invited to write, and women especially should be sought as authors; and
 - e). Each Bible study may fill two pages of the magazine, including suggestions for devotions and enrichment, follow-up activities, and listing of resources.
- g. Duties specific to Christian Living Editor:

- 1). Responsible for providing *Quarterly* articles with a spiritual emphasis that affirm a woman's personal relationship with God and relate to the theme of the issue in which it will appear;
 - 2). Submit devotional material for each issue of the *Quarterly*, related to the theme:
 - a). Author may write about personal experiences; and
 - b). Material should challenge readers to a greater commitment and increased vision for living life in the Lord.
 - 3). Write additional articles, especially those with a Christian lifestyle theme, as planned by the staff or requested by Editor-in-Chief.
- h. Duties specific to Features Editor:
- 1). Responsible for providing *Quarterly* articles that:
 - a). Affirm and encourage women as they integrate faith in their daily lives both in their communities and around the world;
 - b). Inspire and motivate readers toward spiritual growth and new avenues of Christian service; and
 - c). Address current issues.
 - 2). Contact authors for articles and pictures that will adequately cover the theme chosen for each issue;
 - 3). Prepare/adapt/edit 8-11 pages of copy (three or more articles) for each issue; and
 - 4). Propose layout ideas for features pages.
- i. Duties specific to News Editor:
- 1). Responsible for soliciting LWML news for each issue of the *Quarterly*, condensing and summarizing information received from districts, societies, and individuals as necessary; news items should:
 - a). Demonstrate how women impact the current LWML targets;
 - b). Challenge women with illustrations that give ideas of how they might be of service; and
 - c). Suggest ideas for adapting projects for individuals and societies.
 - 2). Prepare/adapt/edit at least two pages of copy for each issue;
 - 3). Write additional features when requested by Editor-in-Chief, especially stories gleaned from news received from districts, societies, and individuals;
 - 4). Include photographs to accompany news articles when possible;
 - 5). When soliciting articles and photographs, request that digital photos be transmitted electronically or hard copies sent;
 - 6). Suggest headlines and ideas for layout for news pages.
- j. Duties specific to Mission Editor:
- 1). Responsible for providing copy for the Grants@Work section (two pages in each issue);
 - 2). Responsible for writing paragraph summaries of current grants being highlighted (usually three) in each issue of the *Quarterly*, with the text of the summaries of approved grants (approximately 100 words each) taken from the convention manual listing of grant proposals;
 - 3). Responsible for soliciting a feature article and photographs about an LWML Mission Grant for each issue;
 - 4). Human interest articles are limited to those pertaining to LWML grants being funded in the current biennium or those funded in past biennia and should relate to the theme of the current issue;
 - 5). Responsible for obtaining mission grant articles and photos (must be of high resolution) by requesting the grant contact person to submit an article for publication (500 words or less) or information about the grant so an article can be written;

- 6). After receiving the article or information, draft copy for inclusion in the *Quarterly*;
- 7). Send article to Editor-in-Chief for further editing (if necessary) and approval for publication;
- 8). Send photos to both the Editor-in-Chief and the Graphic Designer for decision on which photos to include, based on quality and available space; and
- 9). Responsible for proofing the accuracy of the grant status information received from the Vice President of Gospel Outreach, for inclusion in the Grants@Work section.

E. GOSPEL OUTREACH DEPARTMENT

1. **Gospel Outreach Committee:**

- a. Responsibilities of chairman:
 - 1). Encourage districts to have Gospel Outreach Chairmen and committees to help women in the district become comfortable sharing their faith;
 - 2). Maintain personal communication with district Gospel Outreach coordinators/chairmen or assigned contact person;
 - 3). Encourage districts to use Gospel Outreach materials at workshops, rallies, retreats, and conventions;
 - 4). Request counterparts in districts to forward information on district activities for publication in the *Quarterly* and on the website;
 - 5). Review reports from districts and provide suggestions or materials for future use;
 - 6). Oversee Gospel Outreach Committee activities/resources for LWML publication in print and/or on the website;
 - 7). Edit all committee materials and forward copies to the department coordinator who will:
 - a). Review all materials, submit them to the Pastoral Counselor for doctrinal review, and to the Strategic Plan Facilitator; and
 - b). After needed editing is completed, forward the final product to the President for approval for publication or posting on the website.
 - 8). If major revisions are required, re-submit revised copy to the department coordinator who will re-submit them following the outline in Section 7 above.
- b. Responsibilities of committee members:
 - 1). Encourage LWML women to proclaim the Good News by providing materials that:
 - a). Nurture spiritual life and build a firm foundation in God's Word; and
 - b). Suggest ideas for taking advantage of opportunities to witness.
 - 2). Produce resource materials that develop witnessing skills of Christians;
 - 3). Produce training materials (with approval of Executive Committee) for use by district leaders and women of the LWML; and
 - 4). Write articles for LWML publications or website.

2. **Mission Grants Committee:**

- a. Responsibilities of chairman:
 - 1). Evaluate and comment on mission grants as instructed by department coordinator:
 - a). Receive all proposed mission grants from department coordinator at least two months before the Mission Grants Selection Committee meeting; and
 - b). Read, evaluate, and rate each proposal according to directions and take completed evaluations to the Mission Grants Selection Committee meeting.
 - 2). Attend the Mission Grants Selection Committee meeting with department coordinator, President, members of the Mission Grants Committee, and Pastoral Counselors (LCMS officers are invited to attend a portion of the meeting to give input on the proposed grants);

- 3). Lead the Committee in the grant selection process as outlined in the Timeline and Procedures for Mission Grant Selection;
 - 4). Update LWML Mission Grants Resume (historical record of grants):
 - a). Add the data on mission grants from the previous biennium to the Mission Grants Resume, including information of where they are listed in the convention manual, articles printed about them in the *Quarterly*, etc.; and
 - b). When updates are completed, submit to the department coordinator for review and posting on the website.
 - 5). Prepare a statistical report of district mission grants:
 - a). Make report forms available to district presidents for their completion following district conventions (the documents should be made available to them via the website prior to the Board of Directors meeting in even-numbered years); and
 - b). After receiving completed forms from districts, compile data and prepare the data for posting on the website.
 - 6). Develop and compile a list of worthy grant proposals (Mission Grants Bank) from which districts may make selections for district grant ballots (task may be delegated to a committee member); the Mission Grants Bank may include:
 - a). Grant proposals on the ballot that are not selected at the national convention; and
 - b). Any other grant proposals that the Mission Grants Selection Committee recommend during the grant selection process.
- b. Responsibilities of committee members:
- 1). Promote mission awareness among the women of the LCMS and encourage active participation in mission ministry:
 - a). Provide materials and suggestions to women of the LCMS to develop greater mission vision;
 - b). Develop programs and materials to promote awareness of mission grants and the recipient's mission outreach; and
 - c). Create programs and materials to promote mite giving.
 - 2). Evaluate and comment on mission grants as instructed by chairman and department coordinator:
 - a). Receive all proposed mission grants from department coordinator at least two months before the Mission Grants Selection Committee meeting; and
 - b). Read, evaluate, and rate each proposal according to directions, and take completed evaluation forms to the Mission Grants Selection Committee meeting.
 - 3). Attend the Mission Grants Selection Committee meeting with chairman, department coordinator, President, Pastoral Counselors, and invited LCMS officers;
 - 4). Work with other committee members in the Grant Selection process as outlined in the Timeline and Procedures for Mission Grant Selection (on the website);
 - 5). Review and edit (if necessary) grant summary descriptions and resolutions submitted online by grant submitter for inclusion in the convention manual;
 - 6). Develop posters, charts, and resources to highlight LWML Mission Grants and to raise awareness of the needs of each grant selected for the current biennium; and
 - 7). Write articles for LWML publication (in print or on the website) as requested.

3. **Mission Servants Committee:**

a. Responsibilities of chairman:

- 1). With department coordinator and by approval of the Executive Committee, determine needs for Gifts from the Heart (GFTH) for each LWML Convention, Interdepartmental, Board of Directors, and Assembly of Leaders meetings:
 - a). Prepare flyers to publicize GFTH for all convention and meeting attendees, the districts, and societies;
 - b). With Pastoral Counselor(s), plan ceremony for dedication of GFTH at the convention as authorized by the Executive Committee; and
 - c). Arrange for packing, delivery, shipping, etc. of gifts at end of each meeting or Convention.
- 2). With committee, plan ways to coordinate with Mission Servant Events to plan activities that support GFTH for the LWML convention each biennium; and
- 3). Be alert for Mission Servant opportunities in times of emergency in which LWML members can serve by donating gifts, time, and talent upon short notice (e.g., hurricanes, wildfires, flooding, etc.) and post list of opportunities for service on the website.

b. Responsibilities of committee members:

- 1). Alert LWML members to opportunities and challenges for mission service in the church, community and world:
 - a). Develop resources such as Mission Servant ideas, events, litanies, Bible studies, devotions, skits, blessing of quilts, or GFTH for district ingatherings, etc.;
 - b). Evaluate effectiveness of existing programs and materials, making changes as needed; and
 - c). Provide updates about Mission Servant opportunities for use by districts, zones, and societies.
- 2). With other committee members, plan and oversee GFTH ingatherings for Interdepartmental meetings, Mission Servant events, as well as for the biennial Convention.

F. ORGANIZATIONAL RESOURCES DEPARTMENT

1. **Helping Organizations Participate Effectively (HOPE) Committee:**

a. Responsibilities of chairman:

- 1). Work with district counterparts in evaluating effectiveness of organizations within the district;
- 2). Work with district counterparts in finding ways to interest more LCMS women in becoming a part of LWML;
- 3). Aid districts in implementing new types of groups that meet the needs of today's women; and
- 4). Publicize and encourage frequent use of HOPE Committee materials and all other LWML materials in the districts (rallies, retreats, and conventions, etc.).

b. Responsibilities of committee members:

- 1). Develop resources and training for designing viable LWML organizations:
 - a). Create and develop usable resources and training for districts, zones, and groups;
 - b). Develop materials to encourage new ways for groups to provide service and spiritual growth opportunities in which women can participate;
 - c). Produce materials to familiarize groups, zones, and districts with various structural models for use in starting new, or revitalizing existing, groups; and
 - d). Communicate ideas, techniques, and resources and the means and methods to access them.

- 2). Responsible for assisting districts by producing:
 - a). Guidelines for evaluating an organization's effectiveness and providing helps, resources, and implementation techniques; and
 - b). Materials that will be helpful in attracting LCMS women to participate in the mission of LWML.

2. Leader Development Committee:

- a. Responsibilities of chairman:
 - 1). Network with districts to identify women with special abilities and talents to serve in leadership positions;
 - 2). Aid district leaders in setting up mentoring programs;
 - 3). Help district leaders identify obstacles and perceptions that prevent women from realizing their full potential as leaders;
 - 4). Encourage LWML women in leadership positions to share their expertise to support development and participation of future leaders;
 - 5). Encourage district counterparts to forward reports of district leader development activities; and
 - 6). Evaluate (or designate committee member to evaluate) district reports and provide suggestions or materials for future use.
- b. Responsibilities of committee members:
 - 1). Produce resources and materials that:
 - a). Nurture women to harmoniously accomplish God's purpose for their lives, providing direction to determine one's individual skills, talents, and gifts;
 - b). Aid women in developing and using their gifts and talents to serve in various ways;
 - c). Help LCMS women discover their leadership potential;
 - d). Provide information about mentoring one-on-one and in other ways; and
 - e). Assist women to efficiently and effectively use their leadership gifts to plan and lead events and meetings.
 - 2). Provide services and activities that:
 - a). Encourage, support, and equip women to use their talents in leadership positions; and
 - b). Utilize biblical models to challenge women of all ages to servant leadership.

3. Structure Committee:

- a. Responsibilities of chairman:
LWML *Bylaws*:
 - 1). Become knowledgeable about the LWML *Bylaws* and familiar with current practices and changes within the organization that may necessitate amending the *Bylaws*;
 - 2). Review and comment on amendments proposed by officers and members, sharing with committee members for comment also;
 - 3). Submit amendments that committee deems necessary to department coordinator and the President for review and comment;
 - 4). Submit to the Board of Directors for consideration and approval such amendments as have been approved by the Executive Committee;
 - 5). Prepare approved proposed amendments for posting on the LWML website prior to convention, inclusion in the convention manual, and in a special mailing to delegates when necessary;
 - 6). Present approved proposed amendments to the convention using *Robert's Rules of Order Newly Revised (current edition)* for guidance; and

7). Prepare adopted amendments for publication in the LWML *Bylaws*.

District bylaws:

- 1). Receive district bylaws and proposed amendments and distribute to members for review and comment;
- 2). Compile committee comments and return response to the LWML district within specified time limit (district should allow a two-to-three-month turnaround from LWML Structure Committee);
- 3). Work with LWML districts whose proposed bylaws or amendments are in conflict with the LWML Articles of Incorporation and/or LWML *Bylaws* until such differences have been resolved; and
- 4). Maintain a master file of all LWML district bylaws.

LWML *Handbook*:

- 1). Suggest necessary changes or revisions of the LWML *Handbook* to department coordinator and President;
- 2). Prepare and present changes to the Executive Committee for approval; and
- 3). After final approval, arrange for posting the *Handbook* on the website.

b. Responsibilities of committee members:

- 1). Review and make necessary changes to LWML *Bylaws* as instructed by chairman;
- 2). Review and comment on district bylaws revisions and amendments as directed by chairman;
- 3). Review and approve district bylaws unless proposed changes are in conflict with the LWML Articles of Incorporation and/or LWML *Bylaws*;
- 4). Review and edit other LWML documents as requested by the chairman, department coordinator, or Executive Committee; and
- 5). Review and make changes to the LWML *Handbook* when directed by chairman, department coordinator, or Executive Committee.

G. SPECIAL FOCUS MINISTRIES DEPARTMENT

1. **Committee on Young Women:**

a. Responsibilities of chairman:

- 1). Help district leaders intentionally identify young women for involvement in the LWML at all levels;
- 2). Help districts develop training opportunities for young women interested in the mission of the LWML;
- 3). Encourage district leaders to provide activities of interest to LCMS young women that will build up their faith and develop a fervor for serving the Lord;
- 4). Advise districts of the selection and registration process for YWRs to the LWML convention; and
- 5). Encourage district leaders to fill every YWR opening for both district and national conventions by working with zones in filling the openings.

b. Responsibilities of committee members:

- 1). Produce materials and resources that:
 - a). Identify, encourage, and provide opportunities for young women to affirm their faith and develop their gifts in service to the Lord;
 - b). Interest young women of the LCMS to become involved in the mission of LWML at all levels; and
 - c). Help district leaders seek, develop, and support young women leaders in the LWML.
- 2). Facilitate the YWR program for the biennial conventions:
 - a). Plan the selection and registration procedures of the district YWRs;

- b). Provide information that helps YWRs understand convention proceedings and make the experience meaningful for them;
- c). Arrange mentoring situations for the YWRs during the convention; and
- d). Provide activities for the YWRs that will be spiritually uplifting while showcasing the joys of being active members of the LWML.

2. Heart to Heart Sisters Committee:

- a. Responsibilities of chairman:
 - 1). Take the lead in identifying women from varied ethnic backgrounds for involvement in LWML programs;
 - 2). May work with LCMS leaders to utilize the resources of the LCMS international and national missions to identify women for participation in the Heart to Heart (H2H) Sisters program;
 - 3). Encourage district leaders to form H2H Sisters programs in the districts;
 - 4). Help district leaders intentionally identify women of varied ethnicities for involvement in the mission of LWML at all levels;
 - 5). Encourage women in the H2H Sisters program to submit the Personnel Resource Profile forms for possible appointment to national LWML committees;
 - 6). Advise districts of the selection and registration process for H2H Sisters to the LWML convention; and
 - 7). Encourage district leaders to fill every H2H opening for both district and national conventions by working with zones in filling the openings.
- b. Responsibilities of committee members:
 - 1). Produce materials and resources that:
 - a). Motivate, equip, and open opportunities for women of diverse ethnic groups to serve the Lord and His church;
 - b). Identify and encourage cross-cultural opportunities within LWML, thus emphasizing the church's rich diversity; and
 - c). Guide districts in setting up Heart to Heart Sisters committees within the districts and zones.
 - 2). Provide training activities:
 - a). Develop a program that may be adapted by districts to mentor women of diverse ethnic groups within the district, zones, and societies; and
 - b). Develop workshops that bring women of varied ethnicities (majority and minority groups) together to facilitate understanding and Christian love toward one another.
 - 3). Facilitate the H2H Sisters pre-convention and convention programs:
 - a). Arrange the invitation by districts of ethnic women to the LWML convention;
 - b). Provide information to H2H Sisters that helps them understand convention proceedings and make the experience meaningful for them;
 - c). Arrange mentoring situations for the H2H Sisters during the convention; and
 - d). Provide activities for the H2H Sisters that will be spiritually uplifting while showcasing the joys of being active members of the LWML.

3. Church Workers in Mission (CWIM) Task Force:

- a. Responsibilities of chairman:
 - 1). Help district presidents identify and connect with new church workers in their district.
 - 2). Encourage and equip pastors to assist and support LWML groups in all levels in their district.
 - 3). Encourage pastor to pastor mentoring for pastoral counselors.
 - 4). Encourage Deaconesses involvement to support pastoral counselors

- 5.) Delegate task to other task force members as appropriate.
 - 6.) Seek opportunities to network with seminary students and their spouses.
 - 7.) Work with the LWML President and PR Director as requested for support.
- b. Responsibilities of committee members:
- 1.) Create and share resources to assist and encourage church workers.
 - 2.) Network with all church workers to support LWML groups at all levels.
 - 3.) Encourage, support, and share LWML resources with seminary students and their spouses.
 - 4.) Develop communication and evaluation tools to stay in contact with church workers.
 - 5.) Develop ways of outreach to church workers with non-active groups.
 - 6.) Send regular correspondence of support and encouragement to church workers.

V. NOMINATING COMMITTEE (ELECTED)

Become familiar with all sections of the LWML *Bylaws* and LWML *Leaders Manual* relating to this committee.

A. SCOPE OF COMMITTEE

1. The Nominating Committee, consisting of five members, is elected by the convention body from a field of nine candidates and works independently of any department, committee, or officer;
2. Of the five candidates elected to the committee, the one receiving the highest number of votes shall be the chairman; and
3. Any vacancy on the committee will be filled by the candidate receiving the next highest number of votes from the original field of nine.

B. CHAIRMAN'S RESPONSIBILITIES

Officer Nomination Process: the chairman shall:

1. Prepare officer nominations forms in the fall of odd-numbered years, along with a cover letter to members of the Board of Directors, including qualifications for nominees to the various positions to be filled:
 - a. Form should include request that a picture of each nominee be included with completed form;
 - b. The committee should work with the EC to develop templates for all letters and phone calls. After committee members review forms and letter, edit same and arrange for distribution to Board members; and
 - c. Provide digital forms to the LWML webmaster for placement on the LWML website.
2. Attend the Board of Directors meeting in odd-numbered years and orally review letter, nomination forms, and qualifications for nominees;
3. Emphasize the August 15 (even-numbered years) deadline for receiving nominations and encourage members to begin the process early;
4. Request that the Executive Committee instruct the LWML representative to the district conventions to emphasize the August 15 deadline for nominations;
5. Send copy requesting nominations to the *Lutheran Woman's Quarterly* Editor-in-Chief for inclusion in the spring and summer editions;
6. As nominations are received, send letter of acknowledgment to the nominee, person making the nomination, and the nominee's district president;
7. Assign individual nominees to various committee members to assist the chairman in interviewing the nominees;
8. Assign additional committee duties to committee members as appropriate; and
9. Maintain files of nominees, committee procedures, actions, and correspondence and transfer pertinent files, and any LWML equipment, to successor within 30 days of her election at convention.

Pastoral Counselor Nominations: the chairman shall:

1. In summer immediately following LWML convention, draft nomination form for Pastoral Counselors and distribute to all committee members for comment and editing if needed;
2. Send approved letter, Pastoral Counselor nomination form, congregational consent form, and guidelines to members of the Board of Directors, requesting nominees for Pastoral Counselor by October 31 of odd-numbered years:
 - a. Emphasize nominees for LWML Pastoral Counselors must currently be serving in parish ministry and previously have served as LWML district pastoral counselors; and
 - b. Include information regarding the amount of time required to perform duties of an LWML Pastoral Counselor.
3. Write to each Pastoral Counselor nominee, LCMS district president, congregational president, LWML district president, and person making nomination (if different from LWML district president), acknowledging receipt of nomination forms;
4. Obtain Synod approval of Pastoral Counselor nominees:
 - a. The Pastoral Counselor assigned to the Nominating Committee should be responsible for communication with LCMS for approval of the nominees. The Pastoral Counselor, on direction from the Nominating Chairman, shall contact LCMS President or his liaison requesting a review of all the Pastoral Counselor nominees immediately following October 31 deadline; and
 - b. After receipt of list of nominees approved by the Synod president, prepare a brief resume for each Pastoral Counselor nominee.
5. Present the slate of nominees at the Board meeting in odd-numbered years and consult with the LWML President on the voting process:
 - a. If there are six or fewer nominees, present the names and resumes to the Board of Directors and voting is not necessary; and
 - b. If there are more than six nominees, prepare ballot and arrange for printing of ballots and resumes and distribution of same to Board members by the date and manner specified by the LWML President:
 - 1). Print names of nominees on ballot in alphabetical order; and
 - 2). Board selects six nominees for the Nominating Committee's consideration (more than one vote may be required for selection of the six nominees).
6. Send a letter to all nominees informing them of the six pastors to be considered by the Nominating Committee for the convention ballot and request a picture.
7. Working meeting of the Nominating Committee: In the fall of even-numbered years, the chairman shall:
 - a. Consult with committee members and Pastoral Counselor to determine a date when all members can attend the biennial committee meeting;
 - b. After ascertaining a mutually convenient meeting date, consult with Meeting Manager who will make all arrangements relating to the meeting and inform members of travel procedures;
 - c. Prepare agenda for meeting and preside over same; and
8. Convention Responsibilities: the chairman shall:
 - a. Prepare a written report of committee activities for the convention manual;

- b. Prepare resumes and pictures for publication in alphabetical order in the convention manual;
- c. Prior to the convention, consult with the President and Parliamentarian regarding the responsibilities of the Nominating Committee (if any) in the event nominations are made from the floor; and
- d. Prepare oral presentation of slate of candidates for the convention body.

C. COMMITTEE MEMBERS RESPONSIBILITIES

Committee members shall:

- 1. Review and comment on nominating committee forms, guidelines, letters, and other materials as requested by the chairman;
- 2. Maintain file of committee correspondence, materials, and procedures, including files of assigned nominees;
- 3. With chairman and other committee members, conduct interviews with nominees as assigned:
 - a. Set up phone, video, or Web interviews with each assigned nominee;
 - b. Record or take notes of interviews;
 - c. Share interview notes or transcripts with all committee members and Pastoral Counselor as directed by the chairman; and
 - d. Review notes or transcripts of all nominee interviews and share comments with chairman, other committee members, and Pastoral Counselor as directed by chairman.
- 4. Cooperate with the chairman, other committee members, and the Pastoral Counselor in determining date for the working meeting at a time when all can be present;
- 5. Attend the working meeting in the fall of even-numbered years:
 - a. Prepare nominee resumes and other reports as directed by chairman; and
 - b. Participate in the candidate selection process.
- 6. Perform additional committee duties as assigned by the chairman; and
- 7. Transfer committee member files to successor within 30 days of her election at convention as directed by the chairman.

D. WORKING MEETING OF THE NOMINATING COMMITTEE (fall of even-numbered years)

The committee shall compile the slate of officers as follows:

- 1. Select at least two candidates for each office to be filled;
- 2. Select nine candidates for the next Nominating Committee from nine different LWML districts;
- 3. Select two Pastoral Counselor candidates from the six nominees selected by the Board of Directors and approved by Synod president;
- 4. After slate of officers is publicized, the chairman or designated committee member shall:
 - a. Using resumes of nominees and suggested nominees, prepare list of names and qualifications of persons for possible appointments as appointed officers, special appointed personnel, or committee members; and

- b. Send list of potential appointed officers and committee members to the Strategic Plan Facilitator. (See II.O.2.d.)

E. NOTIFICATION OF FINAL SLATE OF CANDIDATES

1. Chairman and committee members will notify each person selected for the convention ballot by phone and confirm nominee's willingness to serve if elected and will:
 - a. Coordinate calls so that each candidate is informed at the same time;
 - b. Ask candidates not to share the news until final slate of candidates has been released;
 - c. Not inform candidates of other names that will be on the ballot for any position; and
 - d. Try to release the slate of candidates at a time that will not distract from any large LWML gatherings such as Interdepartmental meetings by waiting until after the meetings to release information about the ballot.
2. Once all candidates have accepted nomination, submit the slate of officers to the President;
3. Before publicity about candidates is released, inform the nominees not selected for the ballot; and
4. After notification to the nominees not selected for the ballot, the President will release the slate of candidates to the Board of Directors and approve for posting in alphabetical order on LWML website.

F. PUBLICATION

The chairman shall:

1. Consult with the *Lutheran Woman's Quarterly* Editor-in-Chief regarding format of copy for the *Quarterly* and deadline for submission;
2. Submit resumes with pictures of all candidates to the Editor-in-Chief for publication in alphabetical order in the *Quarterly*;
3. Submit resumes with pictures of all candidates to the webmaster for posting in alphabetical order on the LWML website; and
4. Prepare resumes and pictures for publication in alphabetical order in the convention manual.

G. BALLOTING AND PRESENTATION OF CANDIDATES

The chairman shall:

1. Assist the technical support staff in preparing the ballot for electronic voting at convention if asked to so;
2. Consult with parliamentarian regarding parliamentary procedure, especially in preparation for unanticipated actions (e.g. nominations from the floor);
3. Consult with the President and Convention Programming Committee Chairman regarding presentation of candidates to convention prior to balloting; and
4. Instruct candidates on procedure to be followed in introducing candidates to the convention.

VI. SPECIAL STANDING COMMITTEES (CONVENTION SITE, FINANCE, AND MISSION GRANTS SELECTION)

Become familiar with all sections of the *LWML Bylaws*, *LWML Handbook*, and *LWML Leaders Manual* relating to particular committee.

A. CONVENTION SITE COMMITTEE

The Convention Site Committee, consisting of the Meeting Manager as chairman, the Convention Manager, and at least one additional voting Board of Directors member appointed by the President, with a Pastoral Counselor as adviser, shall:

1. Update and prepare current guidelines in the “Conventions” section of the *LWML Leaders Manual* following each convention;
2. Update “Information for Districts Extending National Convention Invitations” and present them to the President and the Executive Committee for approval;
3. Prepare guidelines for distribution at the Board of Directors annual meeting in odd-numbered years (number of years prior to the proposed convention date as designated by the LWML Board of Directors standing rules for the district invitation) to those district presidents eligible to host the proposed convention;
4. Encourage districts to use checklist to determine their ability to host an LWML convention;
5. Update the “LWML Convention Resume and History, Probable Schedule of an LWML Convention, and Convention Site Proposal Worksheet for inviting districts and convention bureaus and have its chairman:
 - a. Present the history, schedule, and worksheet to the President and Executive Committee for approval;
 - b. Distribute approved documents to involved district presidents at the annual Board meeting in even-numbered years;
 - c. Encourage the potential host districts to work with convention bureaus to provide detailed information using the Convention Site Proposal Worksheet before the facility presentations take place; and
 - d. Request host districts and bureaus to provide information to all members of the Convention Site Committee.
6. Evaluate the facilities and personnel of each district extending an invitation to host a convention:
 - a. Schedule meeting at a neutral location (the number of years prior to convention as designated by the Board of Directors standing rules for the district invitation) to interview representatives from the convention and visitors bureaus whose cities are proposed as convention sites;
 - b. Evaluate adequacy of facilities and personnel to host an LWML convention and eliminate those which will not meet the LWML requirements for hosting a convention;
 - c. Prepare a comparative evaluation of the proposed sites for presentation to the Executive Committee and Board of Directors; and
 - d. Send thank you letters to convention and visitors bureau representatives who were interviewed and the district presidents who submitted an invitation.
7. The chairman shall report the committee’s recommendations to the Executive Committee and Board of Directors and shall:

- a. Recommend adequate sites to the Executive Committee prior to the annual Board meeting in odd-numbered years in a written report;
 - b. Prepare a fact sheet of inviting sites for the Executive Committee and the Board of Directors, with the Board of Directors voting for the site at the pre-convention meeting;
 - c. Prepare ballot for site selection for the Board meeting if requested by the President (the President may prefer to take a standing vote); and
 - d. After the Board of Directors has selected a site, notify all involved district presidents and convention bureaus of the decision of the Board for the convention to be held for the proposed convention year.
8. The chairman shall also:
- a. Prepare the Convention Site Committee report for the convention manual;
 - b. Prepare Convention Site reports for the Executive Committee and Board of Directors when requested by the President; and
 - c. Keep a file of correspondence, forms, and materials and transfer files at the end of the biennium according to the directives of the President.

B. FINANCE COMMITTEE

The Finance Committee, consisting of the Treasurer as chairman and three or more additional members appointed by the President with a Pastoral Counselor and the Director of Finance & Administration as advisers, shall:

1. Review and evaluate the financial practices of LWML:
 - a. Regularly review the monthly mite receipt reports received from the Director of Finance & Administration;
 - b. Present recommended changes in financial practices to the Executive Committee and Board of Directors;
 - c. Establish a schedule for all required financial actions;
 - d. Prepare and recommend to the Executive Committee an investment statement, guidelines of investment ranges, and positions to be maintained; and
 - e. Review annual reports of the Investment Manager(s) and report on same to Executive Committee.
2. Review and recommend the proposed organizational budgets:
 - a. In the spring prior to an LWML convention, review and recommend to the Executive Committee the mission goal and LWML organizational budget for the upcoming biennium, including costs for technology equipment for officers, departments, and the LWML Office;
 - b. Review the biennial budget prepared by the Director of Finance & Administration;
 - c. Present proposed budget to the Executive Committee for approval;
 - d. Incorporate any changes suggested by the Executive Committee and present the proposed budget to the Board of Directors for approval;
 - e. Work with the Director of Finance & Administration to monitor the budget;
 - f. Keep persons responsible for areas of the budget informed of budget status, making recommendations as necessary; and
 - g. Review and present a budget report prepared by the Director of Finance & Administration for each meeting of the Executive Committee and Board of Directors.
3. Review and recommend the proposed convention budget as prepared by the Director of Finance & Administration:

- a. In cooperation with the Director of Finance & Administration and the Convention Manager, recommend to the Executive Committee a convention budget;
 - b. Include anticipated income from registration fees and other sources (such as business donations and grants from fraternal organizations), as well as expected expenditures; and
 - c. With the Director of Finance & Administration and the Convention Manager, track progress of convention budget.
4. Perform other financial functions as necessary or required:
- a. Assist in financial projections of grant proposals when requested;
 - b. Work closely with the Director of Finance & Administration to stay informed of the financial health of LWML; and
 - c. Alert the Executive Committee of budget anomalies such as unexpected windfall or income less than anticipated.

C. MISSION GRANTS SELECTION COMMITTEE

The Mission Grants Selection Committee, consisting of the Vice President of Gospel Outreach as chairman, members of the Mission Grants Committee, the two Pastoral Counselors, and the President, shall:

1. Select the mission grant proposals, which will appear on the convention ballot subsequent to approval by the Executive Committee and the Board of Directors.
 - a. The responsibilities of the chairman are covered under Duties Specific to the Office of Vice President of Gospel Outreach in section 2.
 - b. Responsibilities of members:
 - 1) Evaluate and comment on mission grants as instructed by chairman and department coordinator:
 - a. Receive all proposed mission grants from department coordinator at least two months before the Mission Grants Selection Committee meeting; and
 - b. Read, evaluate, and rate each proposal according to directions, and take completed evaluation forms to the Mission Grants Selection Committee meeting.
 - 2) Attend the Mission Grants Selection Committee meeting with chairman, department coordinator, President, Pastoral Counselors, and invited LCMS officers;
 - 3) Work with other committee members in the Grant Selection process as outlined in the Timeline and Procedures for Mission Grant Selection (on the website);
 - 4) Review and edit (if necessary) grant summary descriptions and resolutions submitted online by grant submitter for inclusion in the convention manual.
2. LCMS officers are invited to attend a portion of the meeting to give input on the proposed mission grants.

VII. SPECIAL COMMITTEES OF THE EXECUTIVE COMMITTEE

(Convention Programming, Investment, Personnel Policies, and Visioning Committees)

Become familiar with all sections of the *LWML Bylaws*, the *LWML Handbook*, and *LWML Leaders Manual* relating to the particular committee, and sections of the *LWML Bylaws* which may relate to the assigned task of the committee.

A. CONVENTION PROGRAMMING COMMITTEE

The Convention Programming Committee, consisting of members of the Executive Committee appointed by the President, with the President and the Convention Manager as advisers, shall:

1. Assist the Executive Committee in handling its responsibility to plan and supervise the program of convention, with all actions subject to final approval by the Executive Committee:
 - a. Work with Strategic Planning Facilitator and Visioning Committee to effectively use the convention goal and objectives in planning the convention program;
 - b. Share goal and objectives with the Host Committee and receive information from the Host Committee regarding available local activities and personnel;
 - c. Determine activities for the respective objectives and be responsible for the execution of activities with the assistance of the Host Committee;
 - d. With Committee Chairmen, coordinate the activities required of LWML committees at convention;
 - e. Consult with the President as the agenda is being prepared so that activities complement and enhance the convention experience;
 - f. Supply information in a timely manner to the *Lutheran Woman's Quarterly* staff, the Public Relations Director, and Vice President of Communication for convention publicity;
 - g. Communicate as requested with presenters after President makes the initial invitation;
 - h. Work with Meeting Manager and President to see that guest services are arranged;
 - i. Work with Treasurer, Finance Committee, Convention Manager, and President regarding budget needs;
 - j. Recommend to the Executive Committee necessary honoraria to presenters and convention program participants; and
 - k. Consult with the President regarding thank you letters and honoraria for presenters.
2. Keep Committee documents and forms current:
 - a. Assign one member of Committee to review and make necessary changes to the *LWML Leaders Manual* each biennium regarding the Convention Program Committee responsibilities; and
 - b. Forward completed review and changes to the Vice President of Organizational Resources at end of each biennium as requested.

B. INVESTMENT COMMITTEE

The Investment Committee shall consist of the Treasurer as chairman, one (1) voting member of the Board of Directors, and two (2) or more additional members appointed by the President. A Pastoral Counselor and the Director of Finance & Administration shall be advisory members. The LWML President is an ex officio member. The Committee shall meet as necessary to conduct the investment business of the LWML and shall:

1. Complete tasks as assigned by the President:
 - a. Draft an investment policy detailing the objectives of the investment portfolio;
 - b. Ensure provisions of the policy are followed;
 - c. Review the policy at least annually and update if necessary;

- d. Hire and evaluate the investment advisers/managers;
- e. Review annual reports of investment advisers; and
- f. Report and make recommendations to the Executive Committee for further clarification, discussion, and action.

2. Report as follows:

- a. Prepare reports for each Executive Committee and Board of Directors meeting;
- b. Keep a file of correspondence, forms, and materials; and
- c. Transfer files to the Investment Committee Chairman at the end of the biennium according to the discretion of the President.

C. PERSONNEL POLICIES COMMITTEE

If and when a Personnel Policies Committee is appointed, the President will outline the function and responsibility of the committee and direct members to prepare a list of specific duties, adopting the format used by other committees in the *LWML Leaders Manual*.

D. VISIONING COMMITTEE

The Visioning Committee consists of the Strategic Planning Facilitator as chairman and three or more additional members appointed by the President (a Pastoral Counselor may be included in the appointment). The President (and a Pastoral Counselor, if appointed) serves in an advisory capacity. The Committee shall:

- 1. Complete tasks as assigned by President, which may include, but not be limited to:
 - a. Envisioning new or different ways of accomplishing the LWML mission;
 - b. Discussing a question or concern posed by the President or Executive Committee and suggesting a solution to problem; and
 - c. Formulating theme, goals, and scriptural verses for specific events such as LWML Convention, Interdepartmental meetings, etc. with the input from all involved in planning those events.
- 2. Report to the Executive Committee:
 - a. Bring Committee recommendations to the Executive Committee for discussion and action;
 - b. After approval by Executive Committee, report decision to the Board of Directors; and
 - c. Keep a file of correspondence, forms, and materials; transfer files at end of biennium as directed by the President.

VIII. LWML OFFICE AND DIRECTOR OF FINANCE & ADMINISTRATION

A. DIRECTOR OF FINANCE & ADMINISTRATION

1. Reports to the President;
2. Responsible for operation of the LWML Office and the LWML Store and responsible for financial recording and reporting of same, processing and depositing incoming monies, entering contributions into the donor database, and generating contributors' statements; and
3. Attends meetings of the Executive Committee and Board of Directors and other meetings in an advisory capacity at the invitation of the President.

B. MAILING LISTS

Working with the Vice President of Communication (See II.E.1.d.), maintains mailing lists of:

1. LWML Board of Directors;
2. LWML committees;
3. LWML District Presidents;
4. District committee chairmen;
5. *Lutheran Woman's Quarterly* individual and bulk mailing addresses; and
6. Past members of the Board of Directors, Young Woman Representatives, past LWML committee persons, and past LWML Presidents.

C. PRINTING AND MAILING

1. Provides letterhead and envelopes for elected and appointed personnel;
2. Arranges for the production and/or printing of LWML products;
3. Designs email templates, schedules, and sends bulk email communications; and
4. Mails daily Mustard Seed Devotions, 2-Minute Tuesday articles, various newsletters, and targeted email campaigns.

D. PRODUCTION

The LWML Office produces a variety of resources to assist all local groups and individual members (available from the *LWML Catalog*), including, but not limited to:

1. Bible studies, devotions, and inspirational books;
2. Greeting cards;
3. LWML jewelry and clothing;
4. Promotional articles of the organization;
5. Leadership and program planning materials;
6. Personal growth and witnessing resources;

7. Multicultural resources;
8. Retreat program packages; and
9. Officer and committee handbooks as needed.

E. ASSISTS WITH PRODUCT MARKETING

F. WEBSITE

Working with the Vice President of Communication, Information Technology Committee, and the webmaster, maintains website content. (See II.E.1.c.1). and IV.D.1.a. and b.)

G. CONTACT the LWML Office at any of the following:

Lutheran Women's Missionary League
3558 S Jefferson Ave.
St. Louis MO 63118

Toll Free 800-252-LWML (5965)
Telephone 314-268-1530
Fax 314-268-1532
Email lwml@lwml.org

Website www.lwml.org

IX. GUIDELINES FOR SUBMITTING ARCHIVAL MATERIALS

A. GENERAL RULES FOR MAINTAINING ARCHIVAL MATERIAL

1. Identify and date everything;
2. Label pictures accurately (who, what, when, and where):
 - a. Write information on the back with special archival pencil (available at most office supply or scrapbooking stores); or
 - b. Type information on separate sheet of white paper, and clearly label which picture it accompanies.
3. Remove all tape, paper clips, and staples;
4. Photocopy all newspaper clippings (newsprint is very destructive to everything it touches); and
5. Keep materials in labeled folders in the order in which they were produced.

B. WHAT TO SUBMIT (OFFICERS AND COMMITTEE CHAIRMEN)

1. Copies of all materials produced by the office, such as:
 - a. Annual reports;
 - b. Historical summaries;
 - c. Directives and regulations;
 - d. Charts;
 - e. Research papers;
 - f. Budget documents;
 - g. Press releases and materials produced for public relations purposes;
 - h. Bulletins, pamphlets, circulars, and posters;
 - i. Letters and memos that reflect a change in policy; and
 - j. Letters to departments or committees expressing appreciation for actions or products that would be of interest to future generations.
2. Routine letters need not be submitted unless it is felt they have historical significance.

C. SPECIFIC TO THE LWML PRESIDENT

The President submits evidence of special honors by church or civic groups to past and present members of the Board of Directors.

D. FINANCIAL OFFICERS

The Treasurer submits:

1. Copies of audits or financial review reports;
2. End-of-year balances;
3. Copies of all financial reports; and
4. Ledgers, journals, cashbooks, and insurance records should be managed according to generally accepted accounting practices.

E. RECORDING SECRETARY

The Secretary submits:

1. Copies of all minutes;
2. Convention manuals;
3. Copies of all other printed materials from the convention; and
4. Insurance records.

F. DISTRICT PRESIDENTS

1. Districts are encouraged to have an archivist-historian appointed by the district president with approval by the district board of directors;
2. District archivist-historians should be encouraged to accept reappointments and to attend the biennial Conference on Archives and History held in St. Louis in even-numbered years, with expenses paid by the district;
3. The district archivist-historian should report to each meeting of the district board of directors and to the district conventions;
4. When saving archival material, the district archivist-historian should follow the general guidelines for maintaining archival material as listed at the beginning of this section;
5. District archivist-historians should submit the following LWML district materials to the LWML Archivist-Historian at the address below:
 - a. Convention manuals;
 - b. Minutes of district conventions and board meetings;
 - c. District newsletters;
 - d. Publicity and articles in the Synod district newsletter;
 - e. Retreat, workshop, and leadership conference materials; and
 - f. District biennial historical summary following district convention.

Concordia Historical Institute
Attn: LWML Archivist-Historian
804 Seminary Place
St. Louis MO 63105-3014