

Lutheran Women's Missionary League Procedures Manual

Serve the LORD with gladness! (Psalm 100:2).



Procedures and guidelines pertaining to the administration of the LWML through its officers and committees.



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I. STANDING RULES AND OPERATING POLICIES GOVERNING ALL LWML

A. ADDRESS LISTS

1. Requests for addresses — All requests for mailing lists shall be referred to the President. (This is also found in the Board of Directors Operating Policies and the LWML Standing Policies.)

B. 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.

C. 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. Official LWML representative — Unless a woman is appointed by the President, she cannot be regarded as an LWML representative to The Lutheran Church—Missouri Synod (LCMS) or other groups (e.g., Lutheran Hour Ministries, etc.) desiring to have an LWML member as a committee person or spokesman.

D. EXPENSES, VOUCHERS, FINANCES, AND REMUNERATION

1. Expenses are reimbursed as per the Travel and Expense Reimbursement Policy.

E. LWML CONVENTIONS AND CONVENTION SITE SELECTION

1. The convention site shall be selected by site feasibility and approved by the Board of Directors.
2. The Board of Directors shall determine the dates of the convention.
3. The Board of Directors shall determine the theme and objectives of the convention.
4. In the event that the convention site becomes unfeasible, the Board of Directors shall have the authority to select another site within the same region. A two-thirds (2/3) vote of the Board of Directors shall decide, and vote may be taken by mail or electronic messaging.
5. Who attends conventions — All elected and appointed officers and departmental committee members are to attend the biennial LWML conventions. Other committees and 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 Board of Directors (e.g., devotions, evaluation forms, exhibits, interest sessions, prayers, etc.).

F. 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 departmental committee members are

- expected to attend the entire meeting (usually three or four days).
 - b. Appointed personnel and special committee and task force members attend by invitation of the President.
 - 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 — LWML President is an ex officio member of each department and committee except the Nominating Committee. 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 Board of Directors has the responsibility of approving all proposed actions of all committees.

G. 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 beds and two people per room.
 - b. Expenses for travel, meals, and housing are paid by the LWML. Please refer to the LWML Travel and Expense Reimbursement Policy.
- 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.
 - 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.

- 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, Public Relations Director, and Strategic Plan Facilitator)

A. GENERAL DUTIES 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 Presidents Assembly.
3. Attend each biennial convention:
 - a. Prepare a written report for the convention manual.
 - b. As a member of the Board of Directors, participate in convention program planning.
 - c. Carry out other convention assignments as requested by the President or Board of Directors.
4. Attend all meetings of the Presidents Assembly in an advisory capacity:
 - a. Prepare a complete written progress report of all duties and assignments for each meeting.
 - b. Send report to Recording Secretary and President, if requested, by deadline set by President for online availability.
5. Attend all meetings of the Board of Directors (including electronic meetings), some of which may be in conjunction with Presidents Assembly or interdepartmental meetings:
 - a. Prepare a written and oral progress report of all duties and assignments for each Board of Directors meeting.
 - b. Send the written report electronically to Recording Secretary and President, if requested, 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 Board of Directors.
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, and travel with appropriate receipts and submit expense via the online expense reporting system 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).
 - c. Pass on to successor all files, manuals, and pertinent information during transition of office. All documents should be stored in electronic storage such as Dropbox.

12. Perform other duties as set forth in the *LWML Procedures Manual* and as requested by the President.

B. ADDITIONAL DUTIES 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 Procedures Manual* pertaining to the department and specifically to the department committees.
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.
 - c. Electronic committee meetings may be called by the chairman and/or coordinator as necessary.
 - d. The President should be advised of and invited to all committee meetings.
5. Serve as an ex officio member and adviser to committees within the department:
 - a. Receive copies of all pertinent committee correspondence.
 - b. Receive invitations to all committee meetings.
 - c. Receive copies of committee meeting minutes.
 - d. Store copies of department and committee meeting minutes in Dropbox.
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 information and materials produced by the department and sign forms authorizing the design and printing of same when pertinent.
 - c. Send materials to be published to the President and assigned Pastoral Counselor for approval.
 - d. Ensure that final materials are stored in Dropbox.
7. Serve as liaison between Board of Directors, Presidents Assembly, and committee chairmen:
 - a. Request current information and summaries of activities before Board of Directors and Presidents Assembly meetings and compile a report on the work and progress of each committee within the department, sending a copy of the report to committee chairmen.
 - b. Submit committee recommendations to the Board of Directors.
 - c. Relay pertinent decisions and actions of the Board of Directors and Presidents Assembly to members of the departmental committees.
8. Oversee convention activities for the department:
 - a. Serve as liaison between the Board of Directors 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 Board of Directors.
- c. Review committee reports for the convention manual submitted by committee chairmen.
- 9. Approve expenditures once they have been approved by the appropriate chairman before submitting an expense report to the President.
- 10. Review *LWML Procedures Manual* each biennium (or more frequently at the request of the Vice President of Organizational Resources and Board of Directors) and make necessary changes:
 - a. Ask departmental committees to review their sections in the *Procedures Manual* and make necessary revisions or critique changes suggested by other Board of Directors members.
 - 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.
 - b. Distribute the files to the newly appointed chairmen at the beginning of each biennium. This may include hard copies or electronic files sent by email or stored on an online data system.

C. DUTIES SPECIFIC TO PRESIDENT

- 1. General statement of duties:
 - a. Preside at conventions of the LWML and at all meetings of the Board of Directors and Presidents Assembly.
 - b. Be responsible for appointing departmental committees, appointed officers, appointed personnel, special committees, and task forces with the approval of the Board of Directors.
 - 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 Executive Director.
 - e. Receive and approve requests for payment of legitimately incurred expenditures and forward to the LWML Office 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 Board of Directors meetings to members of the Presidents Assembly, including cost and source of funding for new programs, with the assistance of the Recording Secretary.
 - h. Report to the Board of Directors and the Presidents Assembly.
 - i. Present a report to the convention including activities of the Presidents Assembly.
 - j. Perform other duties as set forth in the *LWML Procedures 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 Board of Directors, Presidents Assembly, and LWML

- committees and personnel.
- 2) Interaction with women of The Lutheran Church—Missouri Synod (LCMS).
- 3) Interaction with LCMS and related entities.
- 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 Presidents Assembly.
 - 2) Set date and site for Board of Directors and Presidents Assembly meetings in consultation with the Meeting Manager.
 - 3) Prepare official call to and agenda for meetings.
 - 4) Make assignments for conventions, Board of Directors, and Presidents Assembly meetings.
 - a. Provide a guideline for introductions maintained by the Convention Programming Committee Chairman.
 - 5) Send Official Call and agenda for Board of Directors and Presidents Assembly meetings electronically.
 - 6) Submit written reports and materials for Presidents Assembly meeting for distribution on the LWML website.
 - 7) Set deadline for all department and personnel reports to be sent to the designated board member or an online data system location.
 - 8) Prepare convention agenda.
 - 9) Prepare written and oral reports for the convention including activities of the Presidents Assembly with the assistance of the Recording Secretary.
 - 10) Prepare a resume of Board of Directors meetings for the Presidents Assembly.
 - 11) Attend biennial Mission Grants Selection Committee meeting with LWML and LCMS personnel.
- c. Appointive responsibilities:
 - 1) Be responsible for appointing Appointed Officers, Appointed Personnel, Departmental Committees, Special Committees, Task Forces, and Appointed Committees of the Board of Directors, and other personnel with the approval of the Board of Directors.
 - 2) Inform Vice President of Communication of appointments so she may keep officer and committee lists current.
 - 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, LCMS, or other groups desiring to have an LWML representative.
- d. Expenditures:
 - 1) Receive and approve expenditures for payment of legitimately incurred expenditures.
 - 2) Provide official authorization for issuance of checks for mission grants from Vice President of Gospel Outreach and forward official authorization to LWML Office 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.
 - 5) Attend biennial Mission Grants Selection Committee meeting.
- f. Presidential Office:
The following positions report directly to the President:
 - 1) Executive Director.
 - 2) Meeting Manager.
 - 3) Public Relations Director.
 - 4) Strategic Plan Facilitator.
 - 5) Archivist-Historian.
 - 6) Convention Manager.
 - 7) Parliamentarian.
 - 8) Resource Editor.
 - 9) Task Force Committees and 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.
 - 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 Committee and Board of Directors.
 - 4) Invite all speakers for the LWML convention as determined by the Board of Directors.
 - 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 a Board of Directors 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.
- 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.
 - 2) Review and approve proof copy of the *Lutheran Woman’s Quarterly* before publication.
- i. New groups:
 - 1) Receive notification from district presidents of groups accepted into membership.
 - 2) Send a welcome letter to the group, with a copy to district president.
 - 3) Inform the LWML Office of the new group, with a request to send a copy of the Welcome Packet and LWML products and resources which are chosen by the President and the Office Staff.
- j. Disbandment of existing groups:
 - 1) Receive notification from district presidents of groups that have disbanded.
 - 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.
 - 3) Prepare a letter of greeting for district convention manuals.

D. DUTIES SPECIFIC TO VICE PRESIDENT OF CHRISTIAN LIFE

The Christian Life Department may include the Christian Life Committee and the Christian Resources Editors Committee. Other committees may be added as appointed by the President and approved by the Board of Directors.

- 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. Be responsible for completion of Author Agreement forms and request compensation for authors upon completion of products.
 - c. Send information on current and potential authors to the LWML Office for updates to the master author file.
 - d. Serve as a resource and adviser for development of products.
 - e. Serve as a liaison to the Public Relations Director for marketing ideas.
- 2. Oversee all activities of the **Christian Resources Editors Committee**:
 - a. Review all materials being published or revised by the committee and send along for further reviews and approvals as prescribed.
 - b. Encourage potential authors to write program resources for the LWML.
 - c. Serve as a resource and adviser for projects and products.
 - d. Provide devotional materials to be used for *LWML on the Go* podcasts and

daily *Mustard Seed Devotions*.

- e. Serve as a liaison to the Public Relations Director for marketing ideas.
3. Coordinate LWML Prayer Service with assistance of the Christian Resources Editors Committee:
 - a. Receive nominations for the potential author and bring it to the Board of Directors for a decision.
 - b. Contact designated author with an invitation to write and a timeline.
 - c. Maintain communication with the author, requesting an Author Agreement, and any edits to the original document.
 - d. Oversee the review and approval process.
 - e. Coordinate design, formatting, and posting of the final product with the LWML Office staff.
 - f. Request author compensation upon completion of doctrinal review and send to author with a thank you note.
4. Oversee and answer inquiries related to the daily *Mustard Seed Devotions* and the *LWML on the Go* podcasts.
5. Receive quarterly report of royalty payments to Christian Life authors if applicable.
6. Oversee the translation of Bible studies and devotional materials into electronic format, additional languages, Braille, and large print.
7. Oversee the promotion of all Christian Life products and resources.
8. Coordinate updates on the LWML website pertaining to Bible studies, devotions, retreat packages, litanies, songs, crafts, and coloring pages.

E. DUTIES SPECIFIC TO VICE PRESIDENT OF COMMUNICATION

The Communication Department may include the Communication Committee, the District Technology Support Committee, and the Publications Committee. Other committees may be added as appointed by the President and approved by the Board of Directors.

1. Department coordinator:
 - a. Oversee all activities of the **Communication Committee**:
 - 1) Edit and approve publications of the committee.
 - 2) Serve as a resource for the development and implementation of communication strategies between all levels of LWML and with LCMS congregations.
 - 3) Serve as a resource and adviser in the promotion of LWML products and resources.
 - 4) Serve as a resource and adviser to assist the Public Relations Director in finding local people to help with LWML exhibits.
 - b. Oversee all activities of the **District Technology Support Committee**:
 - 1) Edit and approve publications of the committee.
 - 2) Serve as a resource for the development and implementation of resources for technology support to the districts.
 - 3) Serve as a resource and adviser in the development of district communication schedules and tools.
 - 4) Coordinate and oversee LWML virtual conferencing for LWML

- departments, committees, Nominating Committee, and Convention Host Committee.
- c. Oversee all activities of the **Publications Committee**:
 - 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.
 - 4) Oversee the review and approval of the *Quarterly*.
 - 5) Review and approve products/programs from this committee other than the *Quarterly*.
 - d. Directory maintenance:
 - 1) Oversee the creation and maintenance of the master directory of all LWML committees, staff, Board of Directors, and Presidents Assembly for internal use.
 - 2) Oversee the maintenance of the secure list of LWML authorized personnel.
 - e. Printing/Publication:
 - 1) Authorize departmental print requests and forward same to the LWML Office.
 - 2) Work with the LWML Office staff and legal representation in preparing agreements and ensuring contract compliance when outsourcing is utilized in developing communication materials such as brochures, eNews, website, etc.
 - f. Public Relations:
 - 5) Work in cooperation with the Public Relations Director in areas where communication overlaps within, and outside, the LWML.
 - 6) Work with the Public Relations Director in developing media materials such as brochures and inserts.
 - 7) 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. Publications Committee (See IV.D.2.15).
 - c. LWML Office staff and contracted graphic artists.
 - d. In conjunction with the Convention Manager and the *Lutheran Woman's Quarterly* Editor-in-Chief, arrange for space and equipment in the convention media room (Also see IV.D.2.c.15.a.).
 - e. Coordinate the convention evaluation survey.

F. DUTIES SPECIFIC TO VICE PRESIDENT OF GOSPEL OUTREACH

The Gospel Outreach Department may include the Gospel Outreach Committee and the Mission Grants Committee. Other committees may be added as appointed by the President and approved by the Board of Directors.

- 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.
- 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 Chief Mission Officer and the Mission Grants Committee.
 - 2) Encourage production of materials and programs to raise awareness of mission grants and the need for uplifting these programs with prayer and mite offerings.
 - 3) Encourage committee to develop resources that sensitize women toward awareness of their own needs and those of others.
 - 4) Encourage development of resources to enable women to act upon their sensitivity toward people in need.
 - 5) Encourage committee members to be well informed about the functions, programs, and available assistance from related LCMS boards.
 - 6) Review and approve all products/programs.
- 2. Mission grants coordinator:
 - a. Supervise the mission grants proposal process:
 - 1) Review, update, and submit all revisions to the LWML Office of the following:
 - a) Mission Grant Guidelines.
 - b) Electronic proposal submission form, including the confirmation webpage, confirmation emails, and notification emails.
 - c) Notification message for LWML and LCMS district presidents in the electronic signature process.
 - 2) Ensure that the guidelines and submission form are posted on the LWML website.
 - 3) Upon receipt of electronic proposal submission form:
 - a) Assign numerical identification to proposals in order received.
 - b) Evaluate if LCMS Chief Mission Officer needs to review.
 - 4) Upon receipt of electronic signature approval from the LWML District President and LCMS District President:
 - a) Confirmed date of receipt on or prior to the posted deadline.
 - b) Confirm electronic signatures are saved in Dropbox with proposal.
 - c) Acknowledge final completion of electronic submission of mission grant proposal by responding to the email address of the submitter.
 - d) Check grant proposals for compliance with LWML *Bylaws* and guidelines.
 - 5) Working with the LWML Office, assemble packets of complete information on grant proposals and ship, at least two (2) months in advance, 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.
 - 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) When applicable, invite LWML President candidates to the Mission Grants Selection Committee meeting.
 - 5) Preside over the Mission Grants Selection Committee meeting:
 - a) Facilitate review of grant proposals by attendees during the selection process.
 - b) Oversee final selection of grants proposals for the ballot.
- c. Following selection of grants proposals for the ballot:
 - 1) Present proposed grants ballot to Board of Directors for approval.
 - 2) Present approved grants ballot to Presidents Assembly.
 - 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.
 - 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 campaigning are not permitted.
- d. Convention responsibilities for mission grants:
 - 1) For the convention manual:
 - a) Provide ballot proposal summary statements written by the Mission Grants Committee with review complete.
 - b) Provide summary of funding progress of all grant recipients for current biennium and previous biennia, if applicable.
 - 2) Balloting:
 - a) Submit photos provided with the proposal to the Convention Audio-Visual Director for the video presentation of mission grant proposals to the voting members.
 - b) After online voting results are verified, provide the mission grants selected list to the Convention Audio-Visual Director for the video presentation to the convention body.
 - c) Prepare the mission grant tally sheet for the convention.
- e. Notifying submitters about adoption of grants:
 - 1) Inform proposal submitters if the grant was adopted or not adopted.
 - 2) Send letter to grant administrator with instructions for requesting funds

- including the following information:
- a) Date when funds can be requested as determined by the Board of Directors.
 - b) Format for requesting funds to be completed and sent to the Vice President of Gospel Outreach and a copy to the President (addresses provided in letter).
 - 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) Verify that funds are available to pay grant request with Executive Director and Treasurer.
 - 4) Complete authorization form and send electronically to the President for authorization of payment including grant letter.
 - 5) After President approval, send electronically to the LWML Office, copying the Executive Director and Treasurer, the approved authorization payment form, grant letter, grant receipt form, and presenter instructions (if applicable). The LWML Office will process the check request and send the grant payment packet to the appropriate designee:
 - a) Whenever possible, have the check presented in person by an LWML representative appointed by the department coordinator. If that is not possible, enclose check with a letter to grant recipient, along with a receipt acknowledging payment to be returned to the Vice President of Gospel Outreach and to the LWML President.
 - b) If recipient is from a national/partner church, check and accompanying documents are sent to the LCMS for distribution.
 - 6) Correspond and keep informed of progress of each mission grant through regular reports and checking grantees' websites.
 - 7) 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.
 - 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 proposal as submitted, along with any other important documents.
 - b) Pictures for each grant in an envelope identifying grant.

- c) Copy of any grant presentation (CD, DVD, or other publication/poster).
- 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 VICE PRESIDENT OF ORGANIZATIONAL RESOURCES

The Organizational Resources Department may include the Church Workers in Mission Committee, the Group Development Committee, the Leader Development Committee, and the Structure Committee. Other committees may be added as appointed by the President and approved by the Board of Directors.

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, along with the Presidents Assembly, meet to elect a new President.
 - b. If there is no regularly scheduled meeting of the Presidents Assembly 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.
 - 2) The election shall be by ballot vote.
2. Department coordinator:
 - a. Oversee all activities of the **Church Workers in Mission Committee**:
 - 1) Encourage and equip pastors and other church workers to assist and support LWML groups at all levels in their district.
 - 2) Provide resources to aid districts in welcoming and supporting new church workers.
 - 3) Monitor the Church Workers in Mission webpage.
 - b. Oversee all activities of the **Group Development Committee**:
 - 1) Serve as a resource for ideas and information in encouraging and equipping women to develop new LWML organizations and refresh current groups.
 - 2) Encourage production and promotion of resources and training that helps existing LWML groups design viable LWML organizations.
 - c. Oversee all activities of the **Leader Development Committee**:
 - 1) Serve as a resource in the identification and recruitment of potential LWML leaders.
 - 2) Encourage the promotion and development of ideas, techniques, and resources to enable individuals to serve in God-blessed leadership positions.
 - d. 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 Board of Directors and the Presidents Assembly, if applicable.

- 3) Submit LWML *Bylaws* changes proposed by the committee to the Board of Directors, and then to the Presidents Assembly.
- 4) Keep up-to-date on all proposed changes in district bylaws.
- 5) Proofread LWML *Bylaws* changes before posting to the LWML website and distribution.
- 6) Assist in reviewing the LWML *Handbook* and suggest necessary changes.
3. *Procedures 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.
 - 4) Promote the *Procedures Manual* to LWML leadership and send an electronic copy via email to all LWML personnel each biennium.
4. Monitor the records management program ensuring compliance of the LWML Records Management Policy. This includes reminding the department coordinators to store committee and department minutes in Dropbox.

H. DUTIES SPECIFIC TO VICE PRESIDENT OF SPECIAL FOCUS MINISTRIES

The Special Focus Ministries Department may include the Committee on Young Women, the Heart to Heart Committee, and the Special Ministries Committee. Other committees may be added as appointed by the President and approved by the Board of Directors.

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 all 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.
 - 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.
 - c) Monitor the LWML Young Women in Mission and YWR Facebook Pages.
 - 3) Assist committee in directing and promoting the YWR program in new

- and refreshing ways.
- b. Oversee all activities of the **Heart to Heart 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 cultural backgrounds to participate in existing LWML groups or start new LWML groups.
 - b) Regularly review all materials and update as needed.
 - c) Monitor the Heart to Heart Facebook page.
 - 2) Encourage committee to provide cross-cultural opportunities within all levels of LWML — group, zone, district, and national.
 - 3) Encourage district presidents to identify women for Heart to Heart — Sisters of All Nations District Leader training at LWML conventions.
- c. Oversee all activities of the **Special Ministries Committee**:
 - 1) Encourage the members to identify and promote existing LCMS or LCMS Recognized Service Organization (RSO) resources for Deaf and Hard of Hearing, Blind and Visually Challenged, and Intellectually and Developmentally Challenged:
 - a) Create/review the LWML webpages for each area and update as needed.
 - b) Identify and promote currently available LCMS or LCMS RSO resources.
 - 2) Encourage and support district leaders to develop special ministry connections within their district:
 - a) Provide guidelines for district special ministry liaisons.
 - b) Help districts identify congregations doing special ministries.
 - 3) Provide encouragement to congregations with special ministries, inviting them to establish local LWML groups.
- 2. Other responsibilities:
 - a. Convention:
 - 1) Supervise the YWR program at LWML conventions including luncheons, after-session meetings, and committee exhibits etc.
 - 2) Coordinate, along with the Convention Manager, housing, food, and registration for the Heart to Heart District Leader training session held prior to convention and any additional Heart to Heart — Sisters of All Nations events during convention.
 - 3) Apply, or assist President or the Executive Director to apply, for grant monies to fund the Heart to Heart District Leader training program at convention.
 - b. Accessibility Needs Grant:
 - 1) Promote the availability of funds from the Accessibility Needs Grant established during the 2021–2023 biennium until all funds are disbursed.
 - 2) Receive applications from districts requesting these funds.
 - 3) Present the applications to the President for her review and approval, then report the grants to the Board of Directors for their information.

I. DUTIES SPECIFIC TO RECORDING SECRETARY

1. Recording minutes of meetings:
 - a. Record minutes of meetings of the Board of Directors and Presidents Assembly including video conferencing meetings and email votes.
 - b. Receive, along with the President, the action of votes taken by electronic messaging. Track votes and confirm with President.
 - c. Save minutes on computer and back up on an online data system and bring Board of Directors and Presidents Assembly minutes for the current and immediate prior biennium on electronic storage device to all Board of Directors and Presidents Assembly meetings.
 - d. Submit minutes for review to the Minutes Review Committee and to the President:
 - 1) Board of Directors Minutes Review — one or two members appointed by President.
 - 2) Presidents Assembly Minutes Review — three members appointed by President.
 - e. Following minutes review and making any necessary changes, make available in LWML online data system.
 - f. Report to the Board of Directors or to the Presidents Assembly 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].
 - g. Sign the official copy of the minutes and send to the Archivist-Historian.
 - h. File officers' reports with the minutes in online data system and send to Archivist-Historian.
 - i. Maintain the permanent record of Board of Directors Operating Policies and the LWML Standing Policies in an online data system; review each biennium seeking approval of any changes, send updated Operating Policies and Standing Policies to Board of Directors and Presidents Assembly members, respectively, and post the revised documents in the secured area of the website.
 - j. Maintain an electronic file of signed Code of Ethics and the Work Product Agreement and the Conflict of Interest and Confidentiality Agreement forms from all those involved at the national level of the LWML, including the LWML Office staff.
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 and Presidents Assembly and post online.

- f. Sign the official copy of the minutes for placement in the permanent record book along with officers' convention reports.
 - g. Maintain a file of the convention manual and convention minutes.
- 3. Serve as an advisory member of the Structure Committee.
- 4. Convention manual:
 - a. Compile statistical report for the convention manual.
 - b. Establish deadline to receive copy with the President, 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.
 - 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, and Appointed Personnel.
- 5. Convention responsibilities:
 - a. Mission Grants Electronic Voting
 - 1) Collaborate with the Convention Programming Committee Chairman, Audio-Visual Director, LWML President, Vice President of Gospel Outreach, LWML Executive Director, and other LWML Office staff as assigned to set the dates for the Mission Grants Electronic Voting Timeline.
 - 2) Follow all procedures and deadlines as established in that document.
 - b. Certification of delegates to convention:
 - 1) Prepare informational letter and online Eligible Delegates form for the number of eligible delegates from each district by October 1 of even-numbered years. Distribute to district presidents and set deadline of December 1 of even-numbered years for return of requested information.
 - a) Share the list of districts' zones with the LWML Office so the online form can be built using those zone names for the Certification of Delegates.
 - 2) Prepare informational letter and online Statistical Report form for the convention manual statistical report by October 1 of even-numbered years and send to district presidents along with the Eligible Delegates form. Review the form at the first Presidents Assembly meeting in odd-numbered years and set deadline of February 1 of odd-numbered years for return of requested information.
 - 3) Prepare the online Certification Form for certification of district president and convention delegates, and notification of Young Woman Representatives, Heart to Heart District Leaders, and district pastoral counselor (to determine number of seats to reserve for delegation; only one seat is reserved for the pastoral counselor even if more than one pastoral counselor attend the convention) by January 1 of odd-numbered years:

- a) Review form with district presidents at the first Presidents Assembly meeting in odd-numbered years.
 - b) Set deadline the same as the first convention registration deadline as the date to return the Certification Form to Recording Secretary.
 - c) Check that each certification form is signed by the district president.
- 4) Collaborate with the LWML Office to create an online District Delegation Form to submit the names of the district's delegation.
 - a) Review needed data for the online form with the district presidents at the first Presidents Assembly meeting in odd-numbered years.
 - b) Set deadline the same as the first convention registration deadline as the date to submit the names of the district president, convention delegates, Young Woman Representative(s), Heart to Heart District Leader, and district pastoral counselor through the online form.
- 5) Distribute necessary information to the following people for review:
 - a) District president (copy of what was submitted via online form).
 - b) LWML Convention Registrar.
 - c) LWML Office staff.
 - d) LWML President, if requested.
- 6) Set procedure for representation for a district if its president is unable to attend convention:
 - a) LWML President receives notification from district president stating she will not be in attendance and information about person who will serve in her stead.
 - b) LWML President and district president inform the LWML Recording Secretary. Note changes to Certification Form, including date change was made.
 - c) Inform people listed in Section 5 of changes.
 - d) Receive changes until and during convention.
- 7) Set procedure for delegate/alternate changes:
 - a) Receive changes from district president.
 - b) Note changes on Certification Form, including date of change.
 - c) Collaborate with LWML Office staff and Convention Registrar on updates of information.
 - d) Establish and publicize as necessary procedures for receiving delegate changes during convention. (The Presidents Assembly meeting just prior to the convention would be a good time to disseminate this information.)
 - e) Receive changes until and during the convention, notifying Convention Registrar as these changes occur.
- c. Certification of Board of Directors and other eligible voters to convention:
 - 1) Maintain a list of members of Board of Directors including appointed officers, past presidents, and committee chairmen who are eligible to vote at conventions.
 - 2) Distribute list to:
 - a) LWML Convention Registrar.
 - b) LWML Office staff.

- c) LWML President.
- d. Certification of Young Woman Representatives (YWRs), Heart to Heart (H2H) District Leader, and district pastoral counselors:
 - 1) Collaborate with the LWML Office to create an online form to submit the names of the district's delegation as in section 5.b.4.
 - a) Review needed data for the online form with district presidents at the first Presidents Assembly meeting in odd-numbered years.
 - b) Set deadline the same as the first convention registration deadline as the date to submit the names of the YWRs, H2H District Leader, district pastoral counselors, with the convention delegates through the online form.
 - 2) Recording Secretary distributes YWR information to:
 - a) District president (copy of what was submitted via online form).
 - b) LWML Convention Registrar.
 - c) LWML Office staff.
 - d) LWML President, if requested.
 - e) Vice President of Special Focus Ministries.
 - f) Committee on Young Women Chairman.
 - 3) Recording Secretary distributes H2H District Leader information to:
 - a) District president (copy of what was submitted via online form).
 - b) LWML Convention Registrar.
 - c) LWML Office staff.
 - d) LWML President, if requested.
 - e) Vice President of Special Focus Ministries.
 - f) H2H Committee Chairman.
 - 4) Recording Secretary distributes district pastoral counselor information to:
 - a) District president (copy of what was submitted via online form).
 - b) LWML Convention Registrar.
 - c) LWML Office staff.
 - d) LWML President, if requested.
 - e) Pastoral Counselors.
 - 5) Set procedure for changes of YWRs, H2H District Leaders, and district pastoral counselors:
 - a) Receive changes from district president.
 - b) Note changes on Certification Form, including date change was made.
 - c) Inform persons listed in Sections 2, 3, and 4 of changes.
 - d) Receive changes until and during convention.
- e. Non-voting members of Appointed Personnel and committee members:
 - 1) Maintain a list of non-voting members of Appointed Personnel and committee members.
 - 2) Consult a person's eligibility with the Parliamentarian when necessary.
 - 3) Submit such list of non-voters to the Convention Registrar when requested.
- f. Determine seating assignments:
 - 1) Upon receipt of information from the Certification Form and District Delegate Form, registration information for the district president and

- delegation, and confirmation of attendance of LWML personnel, tabulate the count of:
 - a) district presidents.
 - b) delegates.
 - c) pastoral counselors.
 - d) YWRs.
 - e) H2H District Leaders.
 - f) Board of Directors including appointed officers and Executive Director.
 - g) Appointed personnel.
 - h) Committee chairmen and members.
 - i) Past presidents.
- 2) Make floor seating assignments for the district delegations and LWML personnel and share counts and seating chart with President.
- 6. Secretary's files:
 - a. Store records in an online repository.
 - b. Send records to Concordia Historical Institute and mark to the attention of the LWML Archivist-Historian.

J. DUTIES SPECIFIC TO TREASURER

- 1. General duties:
 - a. Be authorized to sign checks in an emergency.
 - b. Chair the Finance and Operations Committee.
 - c. Review with the Finance and Operations Committee the proposed organizational budget prepared by the Executive Director and/or Treasurer.
 - d. Review with the Finance and Operations Committee the proposed convention budget prepared by the Convention Manager, Executive Director, and/or Treasurer.
 - e. Supervise convention finances.
 - f. Review monthly financial reports, including the budget comparison received monthly from the LWML Office.
 - 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.
 - i. Communicate to the district treasurers any LWML-approved financial procedures that affect the district's interaction with the LWML.
 - j. Review and, if needed, update documents on the LWML website (i.e., Giving Flyer) annually.
 - k. Work with a graphic artist to present mite offerings and progress toward the Mission Goal.
- 2. Finance and Operations Committee Chairman responsibilities:
Finance and Operations Committee shall consist of the Treasurer as chairman plus

- four (4) additional members appointed by the President, with a Pastoral Counselor and the Executive Director as advisers.
- a. Review with the Finance and Operations Committee the proposed organizational budgets prepared by the Executive Director and/or Treasurer, including the mission goal, and monitor said budgets:
 - 1) At the spring meeting one year prior to a convention, recommend to the Board of Directors, on behalf of the Finance and Operations Committee, the estimated convention budgets.
 - 2) At the fall meeting prior to a convention, recommend to the Board of Directors, on behalf of the Finance and Operations Committee, the proposed convention budgets.
 - 3) At the spring Board of Directors meeting in a convention year, recommend, on behalf of the Finance and Operations Committee, the proposed organizational budget for the next biennium.
 - 4) At the pre-convention Presidents Assembly meeting, present for approval the Board of Directors' recommended budget and mission goal for the next biennium.
 - b. Review with the Finance and Operations and Investment Committees (See VII.B), and recommend to the Board of Directors, an investment statement, guidelines of invested ranges, and positions to be maintained.
 - 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 Board of Directors to determine the financial needs of the convention and set the convention budgets:
 - 1) Recommend to the Board of Directors on behalf of the Finance and Operations Committee a proposed convention budget for the Host Committee and the LWML.
 - 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.

- 10) Communicate to Host Committee treasurer that all reimbursable LWML convention receipts and any unused advance monies be returned within sixty (60) days following the convention.
- c. Convention Offering Chairman:
 - 1) Send letter of request for convention offering proposals to district presidents by October 31, the year prior to convention.
 - 2) Request convention offering proposals to be returned by November 30, the year prior to convention.
 - 3) Coordinate convention offering selection through appointed committee.
 - 4) Submit recommendation to Board of Directors and Presidents Assembly.
 - 5) Send letters of selection or regrets to respective organizations or individuals.
 - 6) Submit appropriate reports to Board of Directors and Presidents Assembly.
 - 7) Prepare convention manual report.
 - 8) Request offering report from Host Committee treasurer.
 - 9) Prepare voucher requesting partial checks for convention offering recipients within two (2) months following the close of convention and send to President for approval.
 - 10) Send checks and letters to recipients with copies to pertinent individuals.
 - 11) Upon receipt of supporting documentation from offering recipients, prepare voucher requesting a check for the remainder of the funds and send to President for approval.
 - 12) Maintain file of information on each offering recipient.

K. DUTIES SPECIFIC TO PASTORAL COUNSELOR

1. General responsibilities:
 - a. Serve the LWML in an advisory capacity at Board of Directors, Presidents Assembly, Interdepartmental meetings, Assembly of Leaders training, 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 departmental and special committees as assigned by the President.
 - e. Serve as voting members at the Mission Grants Selection Committee meeting in convention years.
2. Pastoral support responsibilities, materials, and document 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 documents particularly for doctrinal content, edit committee changes, make personal changes, and return all documents to responsible committee chairman, noting "Acceptable" or "Not Acceptable".
 - e. Review for doctrinal content all documents that have been rewritten.
 - f. Complete review process and return to chairman within one week if possible.

- g. Submit copy of the completed document 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.
 - b. Be available to inform and encourage district pastoral counselors.

L. GENERAL REQUIREMENTS SPECIFIC TO APPOINTED OFFICERS
(Meeting Manager, Public Relations Director, and Strategic Plan Facilitator)

- 1. Serve a term of two (2) years or until successor is appointed and be eligible for reappointment.
- 2. Serve as advisory member of the Board of Directors.
- 3. Serve as advisory member of the Presidents Assembly, attending at the request of the President.
- 4. Responsible to the President.

M. DUTIES SPECIFIC TO MEETING MANAGER

- 1. General statement of duties: Develop and administer meeting service support for all LWML events as directed by the President.
- 2. Detailed responsibilities:
 - a. Provide contract administration for lodging, travel, and other meeting arrangements for LWML officers, staff, and members as requested.
 - b. Manage all facility-related aspects of LWML meetings:
 - 1) Develop a facility needs program based on the meeting criteria (in conjunction and cooperation with the LCMS Office):
 - a) Negotiate room and food cost with facility.
 - b) 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.
 - c) Authorize payment of charges by the facility or obtain adjustments where facility has not provided what was specified in the contract.
 - 2) Monitor, with LWML Office, all meeting-site costs (i.e., reimbursed expenses of meeting participants for transportation, meals, etc.).
 - 3) If the airfare is above a predetermined amount, the flight needs to be approved by the President.
 - 4) Prepare master lists for hotels, travel agency, and other necessary service providers.
 - 5) If extenuating circumstances make it necessary to change hotels or other meeting site, make all necessary changes with the approval of the President.
 - c. Gather information to assist LWML personnel in making meeting arrangements (i.e., negotiating rates) for LWML functions.
 - d. Provide communication of direction for all travel needs for each meeting and include informational procedures for the following:
 - 1) Airline and alternate travel.

- 2) Deadline for arrangements.
- 3) Ground transportation.
- 4) Tipping, lodging, and meals.
- 5) Weather conditions and dress code.
- 6) Check-in at hotel.
- 7) Other information as necessary.
- e. Convention responsibilities:
 - 1) Arrange convention housing, travel, and ground transportation for members of the Board of Directors, Presidents Assembly, and LWML committees.
 - 2) Arrangements for meeting rooms and catering services for the Board of Directors and Presidents Assembly meetings are handled by the Convention Manager.
- f. Manage LWML reimbursement for extra costs incurred by the individual (e.g., selected a more expensive flight on a preferred airline, staying an extra night for personal reasons):
 - 1) Receive notification from the LWML travel agency when a flight changes or option results in extra charges to the LWML and the increased amount.
 - 2) Communicate with the person involved and make sure they are aware of the additional cost and how to reimburse LWML.
 - 3) Inform the Executive Director of extra charges individual LWML members are required to reimburse LWML and the reason for the charge (flight, room, meals, etc.).
 - 4) The Executive Director will invoice the LWML member for the charges, stating the reason for the charge and credit the payment to the correct event.
 - 5) The Executive Director prefers reimbursement prior to the event.
- g. Obtain business cards provided by LWML for distribution to LWML-related business contacts and facility management personnel.
- h. Consult with LWML Office on the ordering of name tags for Board of Directors, Presidents Assembly, committee members, and authorized personnel.
3. Qualifications:
 - a. Has knowledge of LWML, history, structure, and purpose.
 - 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, and meals.
 - c. Has held previous position that required working with contracts, vendors, and the public.

N. DUTIES SPECIFIC TO 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 Board of Directors members and Past LWML Presidents.
 - e. Maintain file with Personal Information Forms for Board of Directors and other authorized personnel.
 - f. Oversee all LWML logos and respond to all requests for use of these logos.
 - g. Manage all LWML photos; coordinate photos and photographers for all events.
 - h. Be responsible for group and district photos at LWML conventions, LCMS events, and at LWML meetings.
 - i. Write Home Page articles as requested.
 - j. Coordinate the seminary dinners for seminary students at the request of the LWML President. The Church Workers in Mission Committee will assist in planning the event.
 - k. Serve as chairman of the Public Relations Committee.
2. LWML Communication: Work in cooperation with the Vice President of Communication:
- a. *Lutheran Woman's Quarterly*:
 - 1) Obtain pictures and provide convention publicity copy.
 - 2) Provide LWML committees' group photos, content for back cover of each issue, and product publicity page.
 - 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., *Reporter*, *The Lutheran Witness*, etc.).
 - 4) Produce and send public relations eNews releases as needed.
 - 5) Responsible to ensure that the eNews is shared with LWML and LCMS population.
 - 6) May be responsible for the final approval of eNews, as directed by the President.
 - 7) Coordinate LWML materials for inclusion in district convention registration packets.
3. LWML publicity:
- a. LWML Sunday:
 - 1) Select author of the service with approval of the Board of Directors.
 - 2) Determine types of materials to be available for use by churches/LWML groups to commemorate and recognize LWML.
 - 3) Contact designated author with timeline and requested materials. Mention that an honorarium will be given if not a current LWML Pastoral Counselor.
 - 4) Coordinate the review and approval process.
 - 5) Coordinate the materials design and formatting with the LWML Office.
 - 6) Provide author's biography and photo for publicity.

- 7) Coordinate formatting and posting of final product with the LWML Office.
- 8) Request honorarium for author upon completion of product and send to author with a thank you letter.
- b. Exhibits/displays:
 - 1) Responsible for LWML exhibits/displays at events of the LCMS upon Board of Directors approval.
 - 2) Make recommendations to the Board of Directors 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 Board of Directors, attend other conferences.
 - 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. Make recommendations for LWML programming on Christian radio.
- d. Coordinate publicity contract negotiations with media sources (i.e., *Reporter*, *The Lutheran Witness*).
4. Coordinator of convention publicity:
 - a. Pre- and post-convention publicity:
 - 1) Be responsible for obtaining design and copy of convention logo.
 - 2) Be responsible for design and copy of convention flyers.
 - 3) Be responsible for convention sketch to be used at district conventions for publicity.
 - 4) Publicize convention in eNews, write convention news release, and distribute to various media with assistance from Host Publicity Chairman.
 - 5) Work closely with the Host Committee convention publicity committee to provide pre-convention news release and cover letter for delegates to appropriate Host Committee chairman for distribution upon approval of President.
 - 6) Coordinate and oversee the invitations to presidents dinners at convention and fill out Properties/Audio Visual/Electrical (PAVE) form.
 - 7) Provide post-convention news release for all convention attendees to Host publicity chairman for distribution upon approval of President.
 - b. Media:
 - 1) Assist Vice President of Communication in operation of the convention media room (see II.E.2.a. and convention guidelines).
 - 2) Obtain Request for Proposals for convention photographer.
 - 3) Coordinate and oversee schedule and communication with convention photographer.
 - 4) If applicable, coordinate and oversee district photos and fill out PAVE

- form for district photo area.
- 5) Obtain bids from various videographers, if possible.
- 6) Provide LWML President with preliminary reviews of all video and PowerPoint Presentation productions prior to release.
- c. Convention dignitaries:
 - 1) Be responsible for all dignitary gifts: choosing, ordering, and distributing them as requested by, and approved by, the President.
- d. 2) Fill out PAVE form for interview room.
- e. Presidents Dinner:
 - 1) At the request of LWML President coordinates items such as place cards and or gifts for the President's dinner.
 - 2) With the Past LWML Presidents coordinates the Past District Presidents dinner.
- 5. Finances:
 - a. Submit a proposed Public Relations Director's budget for the next biennium at the request of the LWML Office and work within the parameters of said budget.
 - b. Maintain record of all expenses.
 - c. Complete expense voucher periodically during biennium.

O. DUTIES SPECIFIC TO 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.
 - 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 and the Presidents Assembly.
 - d. Maintain a record of eligible LWML personnel for potential committee appointments, obtained from districts and Nominating Committee (See V.I.2.b).
 - e. Facilitate the committee selection process.
 - f. Consult with the committees to develop objectives and action plans that affect the committees' purpose statements, the LWML Mission Statement, and primary targets.
 - g. Sign off on all products/programs for final approval for production.
 - h. Develop a method for committees to report progress on their participation in the strategic plan and maintain records of same.

- i. Continually assess the actions of the organization and its committees in relationship to the Mission Statement and primary targets.
 - j. 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 Board of Directors to receive process planning training.
 - 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 Board of Directors product forms.
 - f. Edit and proof all products and programs to ensure that all products and programs (both printed and on the website) conform to the committee's purpose statements, committee action plans, the LWML Mission Statement, and primary targets.
- 5. Interdepartmental meetings
 - a. In conjunction with the Board of Directors, set the goals and objectives for the Interdepartmental meetings.
 - b. Serve as a member of the Interdepartmental meetings planning committee, which sets the agenda to meet Interdepartmental goals and objectives.

III. APPOINTED PERSONNEL

(Archivist-Historian, Convention Manager, Parliamentarian, Resource Editor, and Dropbox Coordinator)

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 (2) 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.
6. Report to the Presidents Assembly, and to the convention.

B. DUTIES SPECIFIC TO 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.
 - 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.
 - 4) Make notations when needed for clarification.
 - c. Keep all files in chronological order.
 - 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.

- 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 CHI 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.
 - 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 CONVENTION MANAGER

1. General statement of duties:
 - a. Serve as liaison between the Convention Programming Committee and Convention Host Committee.
 - b. Assist in the preparation of and review the convention budget with the Executive Director and Treasurer.
2. Principal responsibilities:
 - a. Serve as advisory member of the Convention Programming Committee (CPC).
 - b. Research possible future convention sites.
 - c. Serve as LWML liaison with the Convention Housing Bureau.
 - d. 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).
 - e. In cooperation with the LWML Meeting Manager, submit master list of housing needs to Convention Hotel (includes VIPs and LWML personnel).
 - f. Arrange facility and activity needs for special groups (e.g., YWRs and Heart to Heart).
 - g. Facilitate all convention program needs as directed by CPC (i.e., servant activities, Gifts from the Heart, special program needs).
 - h. In cooperation with the LWML Treasurer, be responsible for convention budget and deposit of convention funds.
 - i. Submit voucher requests for payments for convention contracts in a timely manner.
 - j. Supervise convention registration process.
 - k. Provide convention information to LWML Public Relations Director for convention registration materials.
 - l. Hold membership in a recognized convention manager association at the expense of the LWML and attend one national meeting a year when possible.

D. DUTIES SPECIFIC TO 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.
 - 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*.
 - 3) *Robert’s Rules of Order Newly Revised* (current edition).
 - c. Prepare a parliamentary lesson for the Board of Directors and the Presidents Assembly at the President’s request.
 - d. Answer requests from LWML officers and individual members, including district presidents and district parliamentarians.
 - 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.
 - 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.
 - 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.
- 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.
 - 7) Serve in an advisory capacity to President, officers, committees, and individual members both in and outside of meetings.

E. DUTIES SPECIFIC TO RESOURCE EDITORS

- 1. General requirements:
 - a. Member of the LWML.
 - b. Become familiar with the organizational documents of LWML.
 - c. Appointed by the President to serve a term of two (2) years or until successor is appointed, and eligible for reappointment.
 - d. Responsible to the President.
 - e. Report as directed by the President.
- 2. General duties:
 - a. Assist in proofing documents at the request of the President.
 - b. Work closely with the assigned Board of Directors member to proof documents and resources as requested. Edit and proof products and programs to ensure that all documents and resources (both printed and on electronic) conform to the current approved LWML *Style Guide*.
 - c. Assist in proofing, reviewing, and editing the product/program forms at the beginning of each biennium.
 - d. Assist the Strategic Plan Facilitator in overseeing the writing of grant concept papers for financial assistance for LWML programs such as leadership training.
 - e. Assist the Public Relations Director in writing and editing articles as requested.
 - f. Attend, at the request of the President, the national LWML convention and assist with the writing and editing of the convention newsletter.

F. DUTIES SPECIFIC TO DROPBOX COORDINATOR

1. General requirements:
 - a. Member of the LWML.
 - b. Become familiar with the organizational documents of LWML.
 - c. Proficient in using the Dropbox application.
 - d. Appointed by the President to serve a term of two (2) years or until successor is appointed, and eligible for reappointment.
 - e. Responsible to the President.
 - f. Report as directed by the President.
2. General information:
 - a. LWML maintains a Dropbox Business Advanced account for the purpose of storing and managing files pertinent to the organization. Other cloud document management systems may be explored as technology advances. These may be reviewed each biennium, with possible transfers taking place only once during an LWML president's term.
 - b. The Dropbox Coordinator serves as the administrator of the account. LWML Board of Directors members may also serve as administrators, including the President, Vice President of Communication, and Vice President of Organizational Resources. This is the LWML Dropbox Team.
 - c. Licenses shall be granted to those who need access to the LWML folders/files, per direction of the LWML President. Those granted a license are interchangeably known as members and/or users.
3. General Duties
 - a. Oversee the LWML account plan.
 - 1) Manage licenses, adding to and deleting from the LWML account as requested.
 - 2) Keep the LWML President and the LWML Executive Director apprised of the billing cycle and number of licenses needed. The current cycle is billed annually and due to be renewed in February each year.
 - 3) Be the contact for Dropbox Support as needed.
 - 4) Be alert to security protocols.
 - b. With the LWML Dropbox Team, oversee the account's folder/file structure, using Team Folders and Groups as much as possible. Team Folders and Groups shall be created by the Dropbox Coordinator.
 - c. Serve as a resource person for account members/users who have questions about the LWML folders/files. As such, she shall have permission to sign in as user, as needed.
 - d. Review file-naming protocols with all members and monitor this so LWML can maintain a standard for naming all documents.
 - e. Upon completion of elected and appointed terms served, coordinate the transfer of folders/files from outgoing to incoming personnel.
 - f. It is required that all members include the Dropbox Coordinator as a member of the shared folders they create. This allows for efficiency in managing folders/files.
 - g. Use an external hard drive to sync LWML folders/and files.
 - h. Provide file management protocols for members/users.

IV. DEPARTMENTS AND DEPARTMENTAL 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.

The President shall assign a Pastoral Counselor to each committee. Committees shall be appointed by the President with the approval of the Board of Directors. Committee members shall serve a term of two (2) years or until their successors are appointed and shall be eligible for one (1) reappointment. The exception is the Publications Committee member who shall serve a term of two (2) years or until her successor is appointed and shall be eligible for reappointment. Exceptions may be made at the discretion of the Board of Directors if special expertise is required. 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.

A. DEPARTMENTAL COMMITTEE CHAIRMEN GENERAL RESPONSIBILITIES

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

1. Meetings:

- a. Serve as a voting member at LWML 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.
- h. Fulfill other duties as assigned by the President.

2. Publication and program:

- a. As assigned by the department coordinator, prepare articles/materials for the *Lutheran Woman's Quarterly (LWQ)*, the official LWML publication, eNews, or the home page.
- b. Complete required product/program forms when developing a new product for the LWML and forward same to the department coordinator.
- c. Submit materials to department coordinator for review.
- d. Solicit from Board of Directors suggestions for future projects, *Quarterly* themes, and articles.
- e. Encourage use of committee material and LWML resources from all departments within the districts at leader training, workshops, rallies, retreats, conventions etc.

3. Communication:

- a. Prepare a written report for each regular meeting of the Board of Directors and Presidents Assembly.
 - b. Prepare an oral presentation for a meeting of the Board of Directors and Presidents Assembly 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 Board of Directors meeting and as requested.
 - 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 committee's section of the *LWML Procedures Manual* as directed by the Board of Directors.
 - 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 expenses incurred, then forward the information to the department coordinator for her approval.
 - d. Review with department coordinator all requests for printing/mailing before submitting the request.
5. Committee files:
 - a. Maintain files for correspondence, finance, products/programs (including production forms), and other pertinent material.
 - b. Keep current *LWML Procedures Manual*, *LWML Handbook*, and *LWML Bylaws*, following proper procedures for updating when official changes are made (e.g., *LWML Bylaws* amendments and *LWML Style Guide*).
 - c. Pass all files (paper and electronic) to department coordinator at end of each biennium.
 - 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 between the committee and the districts.
 - b. Responsible for all actions and materials originating from the committee.
 - c. Serve as an advisory member of the Board of Directors and attend at the request of the President and is at all times accountable to this governing body of the LWML.
 - d. Obtain approval of all planned activities from the Board of Directors (all recommendations are presented to the Board of Directors by the department coordinator).
 - e. Continue to function in office after convention elections until new chairman and committee have been appointed and held its 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 team dynamics.
- e. Good leadership and interpersonal skills.
- f. Computer efficiency.

B. DEPARTMENTAL COMMITTEE MEMBERS GENERAL RESPONSIBILITIES

Become familiar with all sections of the *LWML Handbook* and *LWML Procedures 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 Board of Directors when requested.
- c. Attend the LWML Convention as a non-voting member of the assembly.
- 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 Guide* and the *LCMS Style Book*.
- e. Submit materials to chairman for review.
- f. With committee members, plan and develop ideas for committee booth at LWML Convention and serve in booth when scheduled.
- g. With committee members, prepare training presentations for leadership events as directed by the Board of Directors.
- h. Complete other assignments (articles for the *Quarterly* or website) as requested by chairman, department coordinator, President, or Board of Directors.

3. Reports:

- a. Prepare reports regarding progress of current projects as requested by the committee chairman prior to meetings of the Board of Directors, Presidents Assembly, and the Convention.
- 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.) and review with chairman for approval.
- b. Keep records and receipts for all travel expenses (airline tickets, mileage to/from airport, taxis, meals, tips, etc.).
- 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.
- b. Follow instructions of chairman and department coordinator regarding transfer of files and materials.

C. CHRISTIAN LIFE DEPARTMENT

The Christian Life Department may include the Christian Life Committee and the Christian Resources Editors Committee. The Vice President of Christian Life shall be coordinator of the department.

1. Christian Life Committee:

The Christian Life Committee, consisting of three (3) or more members, shall develop programs and materials to nurture women's spiritual lives.

- a. Responsibilities of chairman:
 - 1) Prepare material for department coordinator to submit to the Board of Directors for approval of new ideas for spiritual growth.
 - 2) Assign each committee member specific areas of responsibility.
 - 3) Maintain a master copy and a timeline of all products throughout the development and production phase.
 - 4) Solicit and arrange for publication of new Christian Life resources which may include, but not limited to, Bible studies, video Bible studies, retreat packages, personal meditations, prayers, coloring pages, crafts, and devotional books.
 - 5) Receive author's submitted materials and update the master copy with suggested edits, then forward to the department coordinator to send through the review process.
 - 6) Request a signed Author Agreement of each new author.
 - 7) Send a thank you letter to the author/artist, informing them of when and in what format their works will be published.
 - 8) Coordinate the distribution and publicity of any Bible studies or devotions shared electronically or on social media.
 - 9) Coordinate the development of any video Bible studies produced by the LWML.
 - 10) Coordinate a biennial review and update current Christian Life resources as needed.
 - 11) Submit promotional copy on each new resource to the department coordinator for use in social media, eNews, the *Lutheran Woman's Quarterly*, and, if applicable, in the LWML Store.
 - 12) Train and encourage new writers.
 - 13) Plan and develop a committee booth at the LWML convention.
 - 14) Prepare a report and submit to the department coordinator, for each regular meeting of the Board of Directors, Presidents Assembly, and for the Convention.
- b. Responsibilities of committee members:
 - 1) Plan inspirational materials for publication that may include, but not be limited to, Bible studies, video Bible studies, retreat packages, personal meditations, prayers, coloring pages, crafts, and devotional books.

- 2) Maintain communication, through the committee chairman, with authors/artists in one's assigned area through completion of project.
- 3) Review and edit documents following the *LWML Style Guide* and submit to the chairman for review.
- 4) Prepare promotional copy for social media, eNews, the *Quarterly*, and, if applicable, the LWML Store.
- 5) Assist the chairman in the development of any video Bible studies produced by the LWML.
- 6) Author LWML home page articles as assigned.
- 7) Participate in the biennial review of current Christian Life resources, then edit and update materials as needed.
- 8) Participate in the training of new writers.
- 9) Assist with convention responsibilities as assigned.

2. Christian Resources Editors Committee:

The Christian Resources Editors Committee, consisting of three (3) or more members, shall solicit, edit, and provide for publication a variety of resources suitable for individual members and for use at women's activities and events.

a. Responsibilities of chairman:

- 1) Prepare material for department coordinator to submit to the Board of Directors for approval of new ideas for providing tools or implementing existing materials for spiritual growth.
- 2) Assign each committee member specific areas of responsibility.
- 3) Maintain a master copy and timeline of all products through the development and production phase.
- 4) Solicit and arrange for publication of new devotions suitable for daily *Mustard Seed Devotions* or *LWML on the Go* podcasts.
- 5) Receive author's submitted materials and update the master copy with suggested edits, then forward to the department coordinator to send through the review process.
- 6) Request a signed Author Agreement of each new author.
- 7) Send a thank you letter to the author informing them of when and in what format their works will be published.
- 8) Coordinate the creation of a list of suggested monthly resources for groups.
- 9) Coordinate the LWML Prayer Service review and promotion.
- 10) Coordinate a biennial review of Program Resources and any revisions pertaining to the Christian Resources Editors Committee.
- 11) Recommend resources for use on *LWML on the Go* podcasts and revise as needed.
- 12) Train and encourage new writers.
- 13) Plan and develop a committee booth at the LWML convention.
- 14) Prepare a report and submit to department coordinator for each regular meeting of the Board of Directors, Presidents Assembly, and for the Convention.

b. Responsibilities of committee members:

- 1) Recommend to the chairman devotions for possible publication as

Mustard Seed Devotions or *LWML on the Go* podcasts.

- 2) Evaluate new materials submitted for possible publication.
- 3) Review and edit documents following the *LWML Style Guide* and submit to the chairman for review.
- 4) Participate in the biennial review and revisions of current Program Resources as needed.
- 5) Participate in the creation of a list of suggested monthly resources for groups.
- 6) Participate in the review and editing of the LWML Prayer Service.
- 7) Prepare promotional copy for social media, eNews, and the *Lutheran Woman's Quarterly* as requested.
- 8) Author LWML home page articles as assigned.
- 9) Participate in the training of new writers.
- 10) Assist with convention responsibilities as requested.

D. COMMUNICATION DEPARTMENT

The Communication Department may include the Communication Committee, the District Technology Support Committee, and the Publications Committee. The Vice President of Communication shall be coordinator of the department.

1. Communication Committee:

The Communication Committee, consisting of three (3) or more members, shall be a liaison between national LWML and LWML participants, communicating with the districts, zones, and congregations. This committee is an advocate for our members and fosters communication between all levels.

a. Responsibilities of chairman:

- 1) Oversee the creation and maintenance of methods for communicating with districts including communication with district news editors.
- 2) Communicate the promotion of existing and new LWML products and resources to districts and share how other districts are using existing and new LWML products and resources.
- 3) Coordinate and supervise reminder process of assigned informative articles for the website, home page articles, and 2-Minute Tuesday articles as requested by the department coordinator.
- 4) Oversee and coordinate assistance to the Public Relations Director for local help with exhibits.
- 5) Coordinate and oversee committee event activities, including, but not limited to, annual Interdepartmental meetings and biennial conventions.
- 6) Assist Public Relations Director in disseminating LWML news as requested by the department coordinator.
- 7) Attend LWML Board of Directors and Presidents Assembly meetings, if requested by the President.
- 8) Compile all master documents, images, and resources received for permanent archives as per LWML Document Retention Policy.
- 9) Prepare a report for each regular meeting of the Board of Directors, Presidents Assembly, and for the Convention.

b. Responsibilities of committee members.

- 1) Create and maintain communication with district counterparts by direct contact with each district on a bi-monthly basis. Share district best practices on using LWML products and resources with committee chairman and department coordinator.
 - 2) Provide basic promotion of LWML products and resources.
 - 3) Communicate with district eNews editors and provide them with essential information to share on their websites, newsletters, and other communication tools.
 - 4) Assist with reminder process of assigned informative articles for the website, home page articles, and 2-Minute Tuesday articles.
 - 5) Assist the Public Relations Director in finding local people to help with exhibits as requested.
 - 6) Develop plans for committee booth at LWML convention and staff as scheduled.
 - 7) Assist with convention responsibilities as assigned.
- 2. District Technology Support Committee (DTSC):**
 The Information Technology Committee, consisting of three (3) or more members, shall encourage use of the LWML website and social media platforms, and assist with other technical needs of the organization.
- a. Responsibilities of committee chairman:
 - 1) Lead the team of DTSC volunteers to employ their gifts to serve the purposes established by the Board of Directors.
 - 2) Monitor district technical assistance.
 - 3) Monitor the development of how-to-videos.
 - 4) Coordinate and oversee committee event activities, including, but not limited to, annual Interdepartmental meetings and biennial conventions.
 - 5) Assist with technical support and education.
 - 6) Assist Public Relations Director in disseminating LWML news as requested by the department coordinator.
 - 7) Attend and prepare a report for each LWML Board of Directors and Presidents Assembly meeting, if requested by the President.
 - 8) Assist with media duties at Convention as requested by the department coordinator.
 - 9) Compile all master documents, images, and resources received for permanent archives as per LWML Document Retention Policy.
 - 10) Prepare a report for each regular meeting of the Board of Directors, Presidents Assembly, and for the Convention.
 - b. Responsibilities of committee members:
 - 1) Assist in monitoring the LWML website and social media platforms.
 - 2) Assist with technology needs of all LWML personnel and members by providing advice, training, and/or guidelines.
 - 3) Provide technical support to districts.
 - 4) Create, when needed, the development of technical documentation, videos, or other resources to assist districts with technical support.
 - 5) Develop plans for committee booth at LWML convention and staff as scheduled.

- 6) Assist with convention responsibilities as assigned.

3. Publications Committee:

The Publications Committee shall consist of the Editor-in-Chief and additional editors as needs of the publication and organization may determine. The Editor-in-Chief shall be the chairman. The Staff shall edit and produce the official LWML publication. This committee is also responsible for the LWML convention newspaper.

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: October 1.
 - ii) Summer: January 1.
 - iii) Fall: April 1.
 - iv) Winter: July 1.
 - b) Send to printer:
 - i) Spring: February 1.
 - ii) Summer: May 1.
 - iii) Fall: August 1.
 - iv) Winter: November 1.
 - c) Mailing Schedule:
 - i) Spring: March 1
 - ii) Summer: June 1.
 - iii) Fall: September 1.
 - iv) Winter: December 1
- 2) The *Lutheran Woman's Quarterly* (*Quarterly*) is a 32-page 8½" x 11" magazine including cover. Additional pages or size adjustments may be allowed for special issues by authorization of the Board of Directors.
- 3) eQuarterly (electronic version of the printed *Quarterly*) is available by subscription.
- 4) Printed in four-color throughout, including cover.
- 5) Inside front cover (preferred placement: Editor-in-Chief's comments, table of contents, and online website information, as space allows).
- 6) Opening pages: subscription and postal information (required by US Postal Service), listing of *Quarterly* staff, and LWML Board of Directors members.
- 7) Devotional pages set theme of issue (preferred placement on page 1).
- 8) Features occupy 8–11 pages, (preferred placement) at front of magazine.
- 9) Special ongoing features are included at discretion of Editor-in-Chief as approved by the Board of Directors.
- 10) Bible studies: three (3) per issue with one (1) translated into Spanish.
- 11) News reflects the theme of the issue as noted in the News section of each issue. 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. Preferred placement: inside back cover, except for the call to convention issue (winter issue prior to

- convention) when it is placed on page 1.
- 13) LWML Mission Grants article is in every issue. The Mission Editor may be assigned to author 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) 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 Convention Programming Committee Chairman and Convention Chairman).
 - 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 Committee Chairman).
 - e) Fall, odd-numbered years: convention reporting and photo montage (should be complete enough for delegates to glean for reports to zones and groups).
 - 15) Product promotion pages are provided by the Public Relations Director.
 - a) Back cover of each Winter and Spring issues (unless otherwise directed by the President, Public Relations Director, and/or Board of Directors): LWML Prayer Service.
 - b) Back cover of each Summer and Fall issue (unless otherwise directed by the President, Public Relations Director, and/or Board of Directors): LWML Sunday promotion.
 - 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. Submitted articles are not returned to the original author for editing.
 - 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 and grammatically (sentence structure and correct punctuation and spelling) and to edit copy and proofread print.
 - 4) Experience in the LWML and knowledge of its program.
 - 5) Appointment: The President and/or Board of Directors make the appointments of the Publications Committee. The President may request information and consultation from the Editor-in-Chief before appointments are made.
 - 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 and the Board of Directors.
- b) Editorial staff and the Board of Directors may suggest articles, topics, and possible contributors for each issue of the biennium. Since the *Quarterly* staff is responsible for the Summer and Fall issues immediately following the close of the biennium, and, in order to make the transfer to the *Quarterly* staff for the following biennium, Spring and Summer themes are also chosen for a total of four (4) additional themes.
 - c) Report above to the department coordinator for review and approval by the Board of Directors.
- 3) Plan contents of each issue.
 - a) Write column for the Editor-in-Chief's comments and the notice for future issues appear on the inside front cover.
 - b) Write or solicit additional features, articles, or other copy, when needed.
 - c) Make a first round edit and add/edit headlines to articles before sending to Doctrinal Review.
 - d) Make the final edits of all copy.
 - 4) Send copy of all text (with author's name and bio removed) to *Quarterly* appointed doctrinal reviewer for doctrinal review. After items have returned from Doctrinal Review, send all items to the Graphics Editor, President, *Quarterly* appointed doctrinal reviewer, and Vice President of Communication.
 - 5) Communicate frequently with staff and regular contributors regarding assignments, plans, ideas for coming issues, and decisions of the Board of Directors and Presidents Assembly affecting their responsibilities.
 - 6) Oversee the layout of pages, working with the LWML *Quarterly* Graphic Editor. 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) Arrange for editorial staff, *Quarterly* appointed doctrinal reviewer, President, Vice President of Communication, and LWML Office to receive proofs.
 - a) All *Quarterly* staff will proofread each issue.
 - i) Each editor is required to proofread the sections for which she is responsible.
 - ii) Each editor is requested to proofread the entire issue.
 - b) Additional personnel, as needed, may be chosen for the proofing team.
 - 8) Set a deadline for proofs to be returned.
 - 9) After corrections are made, and edited copy is received by the Editor-in-Chief:
 - a) Send to LWML office for any additional corrections.
 - b) Correct copy and send to President for final approval.
 - 10) Proofread final proofs of each issue.
 - 11) Send complimentary copies of the *Quarterly* to contributors and authors, if

- more (other than those sent by the editor responsible) are requested.
- 12) Acknowledge all articles and photos submitted to the Editor-in-Chief.
 - 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.
 - b) If a grievous complaint is received, direct the letter to the LWML President.
 - 15) When directed by the President, assign an editor from the *Quarterly* staff who shall be in charge of the biennial LWML convention newspaper.
 - a) Assign an editor-in-chief for the convention news from the *Quarterly* staff.
 - b) Prior to convention, assist the convention editor:
 - i) to work out the layout of the paper for each day of convention.
 - ii) to obtain information and news from the President, Convention Manager, Convention Programming Committee, and Host Committee for articles to be written, proofed, and inserted into the proper issues.
 - c) Obtain information from the Vice President of Communication regarding space and equipment (e.g., computers, printers, etc.) in the convention's media room (See II.E.2.c.).
 - d) Work with the Public Relations Director to make a list of needed photos/coordinate photo shoots with the convention photographer for convention issues and the photo needed for the next issue (Fall).
 - 16) When requested, plan an editors' workshop for a pre-convention seminar or for district editors (to be held during quadrennial leader training events).
 - 17) Be directly responsible to the Vice President of Communication.
 - 18) Attend all meetings of the Presidents Assembly at the request of the President. provide a written report for Presidents Assembly meetings and for convention manual.
 - 19) Prepare a report for each regular meeting of the Board of Directors, Presidents Assembly, and for the Convention.
 - 20) Grant permission for items to be copied by individuals under the following condition: Anything copied for use by LWML districts, zones, or groups must:
 - a) be copied exactly as it is printed in the *Quarterly*.
 - b) give written credit to the *Quarterly* on the document/flyer/poster/newsletter in which it appears.
 - d. An Assistant/Associate Editor may be assigned by the Editor-in-Chief with the approval of the Board of Directors:
 - 1) The Assistant/Associate Editor shall assist the Editor-in-Chief as requested.
 - 2) In the absence of the Editor-in-Chief, the Assistant/Associate Editor may

- attend meetings of the Presidents Assembly at the request of the President.
- e. General responsibilities of *Quarterly* Editorial Staff.
 - 1) Participate in editing each complete issue before it goes to print.
 - 2) Stay alert for photos, feature possibilities, Bible studies, devotions, and/or news suitable for the cover of the *Quarterly*.
 - 3) Assist with editors' workshop and other events at request of Editor-in-Chief.
 - 4) 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) Submit preliminary topics and/or outline of the Bible study to the Editor-in-Chief.
 - 3) Responsible for submitting three (3) 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. When possible, they should follow the issue's theme.
 - 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.
 - e) Each Bible study may fill two (2) pages of the magazine, including suggestions for devotions and enrichment, follow-up activities, and listing of resources.
 - f) Each Bible study submitted must be accompanied by a Leader Guide and a short (two-three sentence) biography.
 - g) One study per issue may be obtained from previously printed LWML 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 preliminary topics, ideas, and/or outline of the possible devotional materials to the Editor-in-Chief.
 - 3) Submit devotional material for each issue of the *Quarterly*, related to the theme:
 - a) Author may write about personal experiences.
 - b) Material should challenge readers to a greater commitment and increased vision for living life in the Lord.
 - 4) Write additional articles, especially those with a Christian lifestyle theme,

- as planned by the staff or requested by Editor-in-Chief.
- 5) Send the author copy/copies of the issue that contains his/her work, unless it is a previously printed LWML product.
- 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.
 - c) Address current issues.
 - 2) Submit preliminary topics, ideas, and/or outline of the possible feature items to the Editor-in-Chief.
 - 3) Contact authors for articles and photos that will adequately cover the theme chosen for each issue. Send photos to Graphics Editor and Editor-in-Chief. Prepare/adapt/edit 8–11 pages of copy (three or more articles) for each issue.
 - 4) Send copy/copies of the issue in which the feature article appears to the appropriate people.
- 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, groups, 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.
 - c) Suggest ideas for adapting projects for individuals and groups.
 - 2) Work with the Editor-in-Chief to have district newsletters sent to newsletter@lwml.org.
 - 3) Prepare/adapt/edit at least two (2) pages of copy for each issue.
 - 4) Write additional features when requested by Editor-in-Chief, especially stories gleaned from news received from districts, groups, and individuals.
 - 5) Include photographs to accompany news articles when possible. Request that digital photos be transmitted electronically. Send photos to Graphics Editor and Editor-in-Chief.
 - 6) Create a “future issues” ad for the news section which includes themes, deadlines, and addresses (email and U.S. Post).
- j. Duties specific to Mission Editor:
- 1) Responsible for providing copy for the Grants@Work section (two pages in each issue).
 - a) 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.
 - b) Solicit a feature article and photographs about an LWML Mission Grant for each issue:
 - i) Inform the Editor-in-Chief of the grant to be featured.

- ii) 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.
- iii) Work with the Vice President of Gospel Outreach or request the grant contact person to submit either an article for publication (500 words or less) or information about the grant so an article can be written.
- iv) Obtain photos for the mission grant article (must be of high resolution) from the grant contact person or Vice President of Gospel Outreach.
- c) 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.
- 2) After receiving the article or information:
 - a) Draft copy and send article to Editor-in-Chief for further editing (if necessary) and approval for publication.
 - b) Send photos to the Editor-in-Chief and the Graphics Editor for photo selection for the issue, based on quality and available space.
- 3) Send copy/copies of the issue in which the grant is featured to the grant recipient.

E. GOSPEL OUTREACH DEPARTMENT

The Gospel Outreach Department may include the Gospel Outreach Committee, and the Mission Grants Committee. The Vice President of Gospel Outreach shall be coordinator of the department.

1. Gospel Outreach Committee:

The Gospel Outreach Committee, consisting of three (3) or more members, shall encourage and equip women to share the Gospel with all people and provide materials that will help Christians proclaim the Good News. This committee shall also encourage sensitivity in women toward those who are hurting and in need, and provide resources and encouragement to enable knowledgeable and Biblical comfort to themselves and others.

- 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 and have them go through the LWML resource approval process.
- b) After needed editing is completed, forward the final product to the President for approval for publication or posting on the website.
- 8) With department coordinator and by approval of the Board of Directors, determine needs for Gifts from the Heart (GFTH) for each LWML Convention, Interdepartmental, and Assembly of Leaders meetings:
 - a) Prepare flyers to publicize GFTH for the convention and special meetings as listed above.
 - b) With Pastoral Counselor(s), plan ceremony for dedication of GFTH at the convention as authorized by the Board of Directors.
 - c) Arrange for packing, delivery, shipping, etc., of gifts at end of each meeting or Convention.
- 9) Prepare a report for each regular meeting of the Board of Directors, Presidents Assembly, and for the Convention.
- 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.
 - b) Suggest ideas for taking advantage of opportunities to witness.
 - 2) Produce resource materials that develop witnessing skills of Christians.
 - 3) Write articles for LWML publications or website as requested.
 - 4) Create programs and materials to promote mite offering giving.
 - 5) Alert LWML members to opportunities and challenges for mission service in the church, community, and world:
 - a) Develop and promote 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.
 - c) Provide updates about Mission Servant opportunities for use by districts, zones, and groups.
 - 6) With other committee members, plan and oversee GFTH ingatherings for the convention and special meetings as listed in Section E.1.9.

2. Mission Grants Committee:

The Mission Grants Committee, consisting of three (3) or more members, shall promote mission awareness, participation, and support, especially for LWML mission grants. Evaluate and select proposed mission grants for the national convention ballot (see Bylaws Article XVII, Section 2b). Compile a list of worthy grant proposals from which districts may make selections for their convention ballots.

- a. Responsibilities of chairman:
 - 1) Serve as a member of the Mission Grants Selection Committee. Assist the Vice President of Gospel Outreach, as requested.
 - 2) Populate the mission grant evaluation grid as submitted proposals are

- confirmed as accurate and approved. Ensure that the mission grant evaluation grid template is saved to Dropbox for the next chairman.
- 3) 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., using the Resume style guide and formatting information provided in Dropbox.
 - b) When updates are completed, submit to the department coordinator for review and posting on the website.
 - 4) Prepare a statistical report of district mission grants:
 - a) Make report form available to district presidents for their completion following district conventions. The form should be made available to them via the website prior to the Presidents Assembly meeting in even-numbered years.
 - b) After receiving completed forms from districts, compile data and prepare the data for posting on the website.
 - 5) Compile a list of worthy grant proposals for the Mission Grants Bank from which districts may make selections for district grant ballots; the Mission Grants Bank may include:
 - a) Grant proposals on the ballot that are not selected at the national convention.
 - b) Any other grant proposals that the Mission Grants Selection Committee recommend during the grant selection process.
 - 6) Prepare a report for each regular meeting of the Board of Directors, Presidents Assembly, and for the Convention.
 - b. Responsibilities of committee members:
 - 1) Promote mission awareness among the women of the LCMS and encourage active participation in mission ministry:
 - a) Develop resources to highlight current LWML mission grants and to raise awareness of the mission work of each grant recipient selected.
 - b) Provide materials and suggestions to women of the LCMS to develop greater mission vision.
 - 2) Serve as a member of the Mission Grants Selection Committee.
 - 3) Write articles for LWML publication (in print or on the website) as requested.

F. ORGANIZATIONAL RESOURCES DEPARTMENT

The Organizational Resources Department may include the Church Workers in Mission Committee, the Group Development Committee, the Leader Development Committee, and the Structure Committee. The Vice President of Organizational Resources shall be coordinator of the department.

1. Church Workers in Mission Committee:

The Church Workers in Mission Committee, consisting of three (3) or more members, shall intentionally identify opportunities to connect with LCMS church workers, helping them to learn about the mission of the LWML; encourage

district presidents to ensure the LWML presence at their LCMS district conventions; help district presidents identify and connect with church workers in their districts and seek opportunities for involving them in the LWML; and help districts develop an awareness of and share with their church workers LWML resources that can be useful to church workers; and participate in seminary event planning.

a. Responsibilities of chairman:

- 1) Help district presidents identify and connect with new church workers in their district.
- 2) Encourage and equip pastors and other church workers to assist and support LWML groups at all levels in their district.
- 3) Encourage female church workers involvement in the LWML.
- 4) Seek opportunities to network with seminary students and their spouses.
- 5) Ensure the promotion of doctrinally reviewed LWML resources that are available for use by church workers.
- 6) Prepare a report for each regular meeting of the Board of Directors, Presidents Assembly, and for Convention.

b. Responsibilities of committee members:

- 1) Create and share resources to assist and encourage church workers.
 - a) Network with all church workers to support LWML groups at all levels.
 - b) Encourage, support, and share LWML resources with students and their spouses.
 - i. Determine key contacts at the seminaries and Concordia Universities.
 - ii. Reach out to LWML districts of those seminaries and Concordia Universities and encourage them to reach out to the key contacts and establish a relationship to determine how best to share what LWML resources and knowledge of LWML with the students.
- c) Develop communication and evaluation tools to stay in contact with church workers.
- d) Develop ways of outreach to church workers with LWML and non-active LWML groups.
- e) Provide talking points for new and continuing resources to be posted on social media, eNews, and the *Lutheran Woman's Quarterly*.
- 2) Send regular correspondence of support and encouragement to church workers.
- 3) Create plan for communicating with new pastors and deaconesses at seminaries and all church work students at synodical colleges.
- 4) At the national convention:
 - a) Confirm with the President that she will recognize all church workers in attendance at the convention.
 - b) Consider including other church workers in attendance at the convention in the activities developed for pastors.

- c) Host an exhibit at the convention which will continue to develop a collaborative relationship with all LCMS rostered workers, thanking them for their involvement and support of the work of the LWML.
- d) As directed by the Convention Programming Committee, host a dinner for teens with an LWML and church worker emphasis.

2. Group Development Committee:

The Group Development Committee, consisting of three (3) or more members, shall promote programs and resources to help develop new LWML groups and develop resources and training to assist existing groups.

- a. Responsibilities of chairman:
 - 1) Work with district counterparts in evaluating effectiveness of groups within the district on a regular basis. This includes providing support and ideas for groups who are struggling.
 - 2) Work with district counterparts in finding ways to interest more LCMS women in becoming a part of LWML.
 - 3) Assist districts in implementing new types of groups that meet the needs of today's women.
 - 4) Publicize and encourage frequent use of LWML resources and other LWML materials in the districts (rallies, retreats, and conventions, etc.).
 - 5) Evaluate (or designate committee member to evaluate) district reports and provide suggestions or materials for future use.
 - 6) Delegate task to other committee members as appropriate.
 - 7) Prepare a report for each regular meeting of the Board of Directors, Presidents Assembly, and for the Convention.
- 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. This may include creating a video on how LWML has changed and is evolving to meet the needs of the women in the congregation.
 - c) Produce materials to familiarize groups, zones, and districts with various structural models for use in starting new or revitalizing existing groups. This may include a video focusing on the mission and vision of the LWML that is focused on Christ, being in the Word, supporting missions, and service.
 - d) Communicate ideas, techniques, and resources and the means and methods to access them.
 - 2) 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) Assist women in developing and using their gifts and talents to serve in various ways.

- 3) Responsible for assisting districts by producing:
 - a) Guidelines for evaluating an organization's effectiveness and providing helps, resources, and implementation techniques.
 - b) Materials that will be helpful in attracting LCMS women to participate in the mission of LWML.
- 4) Provide talking points for new and continuing resources to be posted on social media, eNews, and *Lutheran Woman's Quarterly*.
- 5) Develop podcasts highlighting groups who are structured in diverse ways to meet the needs of the women in the congregation.

3. Leader Development Committee:

The Leader Development Committee, consisting of three (3) or more members, shall identify women with special abilities and talents to serve in leadership positions in the LWML and create and develop ideas, techniques, and resources that will equip and encourage women to serve in leadership positions where God has placed them.

- a. Responsibilities of chairman:
 - 1) Publicize and encourage frequent use of LWML resources and other LWML materials in the districts (rallies, retreats, and conventions, etc.).
 - 2) Network with districts to identify women with special abilities and talents to serve in leadership positions.
 - 3) Assist district leaders in setting up mentoring programs.
 - 4) Help district leaders identify obstacles and perceptions that prevent women from realizing their full potential as leaders.
 - 5) Encourage LWML women in leadership positions to share their expertise to support development and participation of future leaders.
 - 6) Encourage district counterparts to forward reports of district leader development activities.
 - 7) Evaluate (or designate committee member to evaluate) district reports and provide suggestions or materials for future use.
 - 8) Delegate task to other committee members as appropriate.
 - 9) Prepare a report for each regular meeting of the Board of Directors, Presidents Assembly, and for the Convention.
- b. Responsibilities of committee members:
 - 1) Produce resources and materials that:
 - c) Nurture women to harmoniously accomplish God's purpose for their lives, providing direction to determine one's individual skills, talents, and gifts.
 - d) Assist women in developing and using their gifts and talents to serve in various ways.
 - e) Help LCMS women discover their servant leadership potential.
 - f) Provide information about mentoring one-on-one and in other ways.
 - g) 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.

- b) Utilize biblical models to challenge women of all ages to servant leadership.
 - 3) Provide talking points for new and continuing resources to be posted on social media, eNews, and *Lutheran Woman's Quarterly*.
 - 4) Develop training videos on leadership and mentoring with new resources or using existing resources.
 - 5) Develop podcasts interviewing leaders and how they started and continue to serve.
 - 6) If applicable, be involved in the planning and participate in Assembly of Leaders.
- 4. Structure Committee:**
- The Structure Committee, consisting of three (3) or more members, the Parliamentarian as ex officio member, and the Recording Secretary as an advisory member, shall examine and evaluate the Bylaws of the LWML; submit to the Board of Directors for consideration and to the Presidents Assembly for approval such amendments as it deems advisable; submit approved proposed amendments to the convention; receive and examine district bylaws and proposed amendments and approve those not in conflict with the Bylaws of the LWML; and be responsible for keeping the LWML *Handbook* current (manual is available in sections on the LWML website).
- a. Responsibilities of chairman:

Prepare a report for each regular meeting of the Board of Directors, Presidents Assembly, and for the Convention.

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 Presidents Assembly for consideration and approval such amendments as have been approved by the Board of Directors.
 - 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.
 - 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.

- 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 Board of Directors for approval.
 - 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 Board of Directors.
 - 5) Review and make changes to the LWML *Handbook* when directed by chairman, department coordinator, or Board of Directors.

G. SPECIAL FOCUS MINISTRIES DEPARTMENT

The Special Focus Ministries Department may include the Committee on Young Women, the Heart to Heart Committee, and the Special Ministries Committee. The Vice President of Special Focus Ministries shall be coordinator of the department.

1. Committee on Young Women:

The Committee on Young Women, consisting of three (3) or more members, shall intentionally identify, encourage, and provide opportunities for young women to affirm their faith and develop their gifts in service to the Lord through learning about and participating in the mission of LWML at every level; seek, develop, and support young women leaders in the LWML; and direct and promote the Young Woman Representative (YWR) program.

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.
- 5) Encourage district leaders to fill every YWR opening for both district and national conventions by working with zones in filling the openings.
- 6) Prepare a report for each regular meeting of the Board of Directors, Presidents Assembly, and for the Convention.

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.
 - c) Help district leaders seek, develop, and support young women leaders in the LWML.
- 2) Develop resources to aid local groups incorporate and involve young women in all aspects of LWML involvement, encouraging them to use their gifts and talents in service.
- 3) Create training experience(s) for young women encouraging them to use their gifts to serve now or in the future.
- 4) Create talking points for new resources to be posted on social media, eNews, and the *Lutheran Woman's Quarterly*.
- 5) Coordinate programming for Young Woman Representatives (YWR) at national LWML conventions, sharing insights and resources with districts to use at their district LWML 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.
 - 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 Committee:

The Heart to Heart Committee, consisting of three (3) or more members, shall identify, develop, support, and encourage women leaders in multicultural ministries, thus celebrating the gifts God has given the church; be intentional about giving these women, through networking, training, support, and resources the opportunity to learn about and participate in the mission of LWML at every level — local group, zone, district, national; and identify and encourage cross-cultural opportunities within LWML, thus emphasizing the church's rich diversity.

- a. Responsibilities of chairman:
 - 1) Take the lead in identifying multicultural women and other women with welcoming spirits who love to build relationships with women from another ethnic background for involvement in LWML programs.
 - 2) Encourage district leaders to develop H2H — Sisters of All Nations programs in the districts.
 - 3) Help district leaders intentionally identify multicultural women for involvement in the mission of LWML at all levels.
 - 4) Encourage women in the H2H — Sisters of All Nations program to submit the Personnel Resource Profile forms for possible appointment to national LWML committees.
 - 5) Advise districts of the registration process for women attending the H2H — Sisters of All Nations District Leaders training held prior to the LWML convention.

- 6) Prepare a report for each regular meeting of the Board of Directors, Presidents Assembly, and for the Convention.
- b. Responsibilities of committee members:
 - 1) Produce materials and resources that:
 - a) Motivate, equip, and open opportunities for multicultural women to serve the Lord and His church.
 - b) Identify and encourage cross-cultural opportunities within LWML, thus emphasizing the church's rich ethnic diversity.
 - c) Guide districts in setting up Heart to Heart committees within districts and zones.
 - 2) Provide training activities:
 - a) Develop resources to aid districts, zones, and local groups to be welcoming of women from varying cultural backgrounds, focusing specifically on developing friendships and learning from each other.
 - b) Develop resources to aid local groups incorporate and involve multicultural women in all aspects of service through LWML.
 - 3) Create talking points for new resources to be posted on social media, eNews, and the *Lutheran Woman's Quarterly*.
 - 4) Facilitate the H2H — Sisters of All Nations pre-convention training:
 - a) Provide training for H2H District Leaders, equipping them to establish district programs focused on inviting multicultural women to participate in the LWML.
 - b) Provide information to H2H District Leaders to reach participants and encourage the development of meaningful connections with other LWML members.
 - c) Provide information to H2H District Leaders that will help them coordinate spiritually uplifting activities for the participants while showcasing the joys of being active members of the LWML.
- 3. Special Ministries Committee:**

The Special Ministries Committee, consisting of three (3) or more members, shall intentionally identify, support, and encourage our sisters who are Deaf and Hard of Hearing, Blind and Visually Challenged, and Intellectually and Developmentally Challenged, in celebrating the gifts God has given them and inviting their participation in the mission of the LWML at every level — local, group, district, and national. Responsibilities of chairman:

 - a. Take the lead in identifying LCMS congregations who involve women who are deaf and hard of hearing, blind and visually challenged, or intellectually and developmentally challenged so relationships can be built and the women encouraged to be involved in all LWML programs.
 - b. Identify district leaders to intentionally encourage involvement on all levels of LWML service by women with special needs.
 - c. Help districts recognize ways they can make district events more accommodating to those with special needs.

- d. Encourage women with varying special needs to submit the Personnel Resource Profile forms for possible appointment to national LWML committees.
 - e. Prepare a report for each regular meeting of the Board of Directors, Presidents Assembly, and for the Convention.
- b. Responsibilities of committee members:
 - 1) Train district leaders to be proactive in involving women of differing abilities.
 - 2) Oversee and update the LWML webpages specific to Deaf and Hard of Hearing, Blind and Visually Challenged, and Intellectually and Developmentally Challenged ministries.
 - 3) Promote resources available through LCMS RSOs working in the areas of Deaf and Hard of Hearing, Blind and Visually Challenged, and Intellectually and Developmentally Challenged ministries.
 - 4) Develop resources to aid local groups to welcome women with varying abilities and accommodate their needs.
 - 5) Encourage LWML districts to appoint a Special Ministries Task Force/Committee or specific liaison to inform the women of different opportunities for service and fellowship with Deaf and Hard Hearing, Blind and Visually Challenged, and Intellectually and Developmentally Challenged people.
 - 6) Communicate with district liaisons providing encouragement to help LWML groups welcome all women into their fellowship.
 - 7) Host an exhibit at LWML conventions highlighting the work of each of the Special Ministry Liaisons.
 - 8) Create talking points for new resources to be posted on social media, eNews, and the *Lutheran Woman's Quarterly*.

V. NOMINATING COMMITTEE (ELECTED)

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

A. SCOPE OF COMMITTEE

1. The Nominating Committee, consisting of five (5) members, is elected by the convention body from a field of nine (9) candidates and works independently of any department, committee, or officer.
2. An LWML counselor will be appointed by the President as an ex officio member.
3. Of the five (5) candidates elected to the committee, the one receiving the highest number of votes shall be the chairman.
4. Any vacancy on the committee will be filled by the candidate receiving the next highest number of votes from the original field of nine (9).

B. CHAIRMAN'S RESPONSIBILITIES

For 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 Presidents Assembly, including qualifications for nominees to the various positions to be filled:
 - a. Form should include request that a photograph of each nominee be included with completed form.
 - b. After committee members review forms and letter, edit same and arrange for distribution to Board of Directors and Presidents Assembly.
 - c. Provide digital forms to the LWML Office for placement on the LWML website.
2. Attend the Presidents Assembly 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 Board of Directors 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.
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.
10. Prepare a report for each regular meeting of the Board of Directors, Presidents Assembly, and for the Convention.

For 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 Presidents Assembly, 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.
 - 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. Contact LCMS President or his liaison requesting a review of all the Pastoral Counselor nominees immediately following October 31 deadline.

- 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 to the Board of Directors and the Presidents Assembly at the Presidents Assembly meeting in even-numbered years and consult with the LWML President on the voting process:
 - a. If there are six (6) or fewer nominees, present the names and resumes to the Presidents Assembly and voting is not necessary.
 - b. If there are more than six (6) nominees, prepare ballot and arrange for printing of ballots and resumes and distribution of same to Board members and Presidents Assembly by the date and manner specified by the LWML President:
 - 1) Print names of nominees on ballot in alphabetical order.
 - 2) Presidents Assembly and voting Board members select six nominees for the Nominating Committee's consideration [more than one (1) vote may be required for selection of the six (6) nominees].
- 6. Send a letter to all nominees informing them of the six (6) pastors to be considered by the Nominating Committee for the convention ballot and request a picture.

For the working meeting of the Nominating Committee, in the fall of even-numbered years, the chairman shall:

- 1. Consult with committee members and Pastoral Counselor to determine a date when all members can attend the biennial committee meeting.
- 2. 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.
- 3. Prepare agenda for meeting and preside over same.

For Convention responsibilities, the chairman shall:

- 1. Prepare a written report of committee activities for the convention manual.
- 2. Prepare resumes and photographs for publication in alphabetical order in the convention manual.
- 3. 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.
- 4. 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 conferencing 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.
- 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.
- 6. Prepare nominee resumes and other reports as directed by chairman.
- 7. Participate in the candidate selection process.
- 8. Perform additional committee duties as assigned by the chairman.
- 9. Transfer committee member files to successor within 30 days of her election at convention as directed by the chairman.

D. WORKING MEETING OF COMMITTEE

(Fall of even-numbered years) The committee shall compile the slate of officers as follows:

- 1. Select at least two (2) candidates for each office to be filled.
- 2. Select nine (9) candidates for the next Nominating Committee from nine (9) different LWML districts.
- 3. Select at least six (6) Pastoral Counselor nominees approved by Synod president. Select two (2) from the six (6) Pastor Counselor nominees selected by the voting members of the Board of Directors and Presidents Assembly.
- 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, appointed personnel, or committee members.
 - 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.
 - 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.
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 Presidents Assembly 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 photographs of all candidates to the Editor-in-Chief for publication in alphabetical order in the *Quarterly*.
3. Submit resumes with photographs of all candidates to the LWML Office for posting in alphabetical order on the LWML website.
4. Prepare resumes and photographs 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 regarding presentation of candidates to convention prior to balloting.
4. Instruct candidates on procedure to be followed in introducing candidates to the convention.

VI. SPECIAL COMMITTEES

(Finance and Operations, and Mission Grants Selection)

- A. Become familiar with all sections of the LWML *Bylaws*, LWML *Handbook*, and LWML *Procedures Manual* relating to the specific committee. **FINANCE AND OPERATIONS COMMITTEE**

The Finance and Operations Committee, consisting of the Treasurer as chairman and three (3) or more additional members appointed by the President with a Pastoral Counselor and the Executive Director as advisers, shall:

1. Review and evaluate the financial practices of LWML:
 - a. Regularly review the monthly mite receipt reports.
 - b. Present recommended changes in financial practices to the Board of Directors and Presidents Assembly.
 - c. Establish a schedule for all required financial actions.
 - d. Prepare and recommend to the Board of Directors an investment statement, guidelines of investment ranges, and positions to be maintained.

- e. Review annual reports of the Investment Manager(s) and report on same to Board of Directors.
2. Review and recommend the proposed organizational budgets:
 - a. In the spring prior to an LWML convention, review and recommend to the Board of Directors 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 Executive Director and Treasurer.
 - c. Present proposed budget to the Board of Directors for approval.
 - d. Incorporate any changes suggested by the Board of Directors and present the proposed budget to the Presidents Assembly for approval.
 - e. Work with the Executive Director to monitor the budget.
 - f. Keep persons responsible for areas of the budget informed of budget status, making recommendations as necessary.
 - g. Review and present a budget report prepared by the Executive Director for each meeting of the Board of Directors and Presidents Assembly.
3. Recommend a Mission Goal as part of the LWML organizational budget and take into consideration the following factors:
 - a. Current mission grant goal.
 - b. Average percentage of mite offerings needed per month achieved during the current biennium.
 - c. Economic state of the country and LWML districts.
 - d. Composition of the LWML membership.
 - e. Total amount of mission grant proposals submitted for review.
 - f. LWML goals and objectives.
4. Review and recommend the proposed convention budget as prepared by the Convention Manager, Executive Director, and/or Treasurer:
 - a. In cooperation with the Executive Director and the Convention Manager, recommend to the Board of Directors 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.
 - c. With the Executive Director and the Convention Manager, track progress of convention budget.
 - d. Review LWML financial policies as required.
 - e. Review salary and benefits recommendations from the Executive Director and recommend to the Board of Directors.
5. Review and recommend job description changes of the LWML Office staff to the Board of Directors for approval.
6. Perform other financial functions as necessary or required:
 - a. Assist in financial projections of grant proposals when requested.
 - b. Work closely with the Executive Director to stay informed of the financial health of LWML.
 - c. Alert the Board of Directors of budget anomalies such as unexpected windfall or income less than anticipated.

B. 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 (2) Pastoral Counselors, and the President, shall:

1. Select the mission grant proposals, which will appear on the convention ballot subsequent to approval by the Board of Directors and the Presidents Assembly.
 - a. The responsibilities of the chairman are covered under “Duties Specific to Vice President of Gospel Outreach” in Section II.
 - b. Responsibilities of members:
 - 1) Evaluate and comment on mission grants as instructed by Mission Grants Committee chairman and department coordinator:
 - a) Receive all proposed mission grants from department coordinator at least two (2) months before the Mission Grants Selection Committee meeting.
 - b) Read, evaluate, and rate each proposal according to instructions, and bring completed evaluation forms to the Mission Grants Selection Committee meeting.
 - 2) Attend the Mission Grants Selection Committee meeting as called by the chairman.
 - 3) Work with other committee members in the proposal selection process as guided by the chairman.
 - 4) Write ballot grant summary descriptions, using information from the Detailed Information Pages submitted online by grant submitter, for inclusion in the convention manual and the mission grant video.
2. LCMS officers are invited to attend a portion of the meeting to give input on the proposed mission grants.
3. Provide qualified mission grant proposals to be placed on the ballot that total approximately 150% of the mission grant goal for that biennium.
4. Determine the number of mission grant proposals a voting member can select on the convention ballot. Considerations to include when deciding are the mission grant goal and the total amount of grants to be on the ballot. As a guide, the following may be used: Eight votes if less than 34 proposals on the ballot, nine votes if 34–39 proposals are on the ballot, and ten votes if over 40 proposals are on the ballot.

VII. SPECIAL COMMITTEES OF THE BOARD OF DIRECTORS

The Board of Directors may have any of the following special committees, teams, or task forces, appointed by the President: Assembly of Leaders, Convention Programming, Governance, Interdepartmental, Investment, and Planned Giving Committee

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

A. ASSEMBLY OF LEADERS COMMITTEE

The Assembly of Leaders (AOL) Committee, consisting of members of the Board of Directors appointed by the President, with the President and a Pastoral Counselor as advisers, shall:

1. Complete tasks as assigned by President, which may include, but not be limited to:
 - a. Choose a theme, Scripture reference, guest speakers, Gifts from the Heart, training session topics and presenters, and suggestions for who and how many participants to invite from each district, with the assistance and approval of the Board. (The dates for the training event are chosen by the Board of Directors.)
 - b. Determine responsibility of costs with assistance and approval of the Board. It has been customary that the districts pay transportation costs for their participants (national would pay travel expenses for the district presidents) and national cover the cost of room/meals/sessions.
 - c. Develop a training schedule, planning strategies for district use, correspond with LWML Vice Presidents on the sessions pertaining to their departments. correspond with district presidents as needed.
 - d. Develop all necessary forms: this may include a registration form, an accountability form, an initial plan of action form, an event form, and an evaluation form. These can be in electronic formats.
 - e. Consider a gift for participants, a photo opportunity during the sessions, what should go into folders or be available on the website for use in training events at the district level.
2. The chairman shall:
 - a. Schedule meetings, write agendas and make meeting appointments, preside over meetings, and follow up on decisions made. Chairman will also serve as the emcee at AOL.
 - b. Write and send letters of introduction, encouragement, information, and instruction to districts.
 - c. Correspond with guest speakers and videographer (if applicable); assign prayers and introductions to Board of Directors members; invite song leader and pianist; consider how to introduce the Board of Directors in a fun way.
 - d. Choose a registrar from the committee members and set guidelines for follow-up.

- e. Coordinate with the Strategic Plan Facilitator on keeping the districts accountable as they hold events in their districts and zones. Districts are usually asked to complete all training within a year to a year and a half.
- 3. Report to the Board of Directors:
 - a. Prepare reports and bring committee recommendations to the Board of Directors for discussion and action.
 - b. After approval by Board of Directors, report to the Presidents Assembly as requested, sharing follow up information on AOL so they may gain ideas for their districts.
 - c. Keep a file of correspondence, forms, and materials. transfer files at end of biennium as directed by the President.

B. CONVENTION PROGRAMMING COMMITTEE

The Convention Programming Committee, consisting of members of the Board of Directors appointed by the President, with the President and the Convention Manager, and Convention Production Director as advisers, shall:

1. Assist the Board of Directors in handling its responsibility to plan and supervise the program of convention, with all actions subject to final approval by the Board of Directors:
 - a. Work with Strategic Plan Facilitator 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. inform Bible study leaders and other convention presenters of the deadline to submit material for the manual.
 - h. Work with Meeting Manager and President to see that guest services are arranged.
 - i. Work with Treasurer, Finance and Operations Committee, Convention Manager, and President regarding budget needs.
 - j. Recommend to the Board of Directors necessary honoraria to presenters and convention program participants outside of the compensation guidelines in the LWML Convention Guidelines.
 - 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 Procedures Manual* each biennium regarding the Convention Programming Committee responsibilities.
- b. Forward completed review and changes to the Vice President of Organizational Resources at end of each biennium as requested.

C. GOVERNANCE COMMITTEE

The Governance Committee, consisting of Recording Secretary as chairman and two (2) appointed members by the President, with a Pastoral Counselor as Adviser, shall:

1. Review the Board of Directors Operating Policies and LWML Standing Policies each biennium.
 - a. Revise and submit to the Board of Directors for approval the Board of Directors Operating Policies.
 - b. Revise and submit to the Presidents Assembly for approval the LWML Standing Policies.
2. Review the Code of Ethics and Work Product Agreement and the Conflict of Interest and Confidentiality Agreement each biennium.
3. Revise and submit to the Board of Directors for approval.
4. Review the Policy Review Tracker.
 - a. The chairman shall assess policies for review and inform the applicable chairman.
 - b. The chairman shall update the tracker with the revised policy approval dates.
 - c. The chairman shall review that the revised policy has been updated in LWML Dropbox and on the LWML website.

D. INTERDEPARTMENTAL COMMITTEE

The Interdepartmental (ID) Committee, consisting of members of the Board of Directors appointed by the President, with the President and a Pastoral Counselor as advisers, shall:

1. Complete tasks as assigned by President and agreed upon by the Committee, which may include, but not be limited to:
 - a. Work through all details necessary for the Interdepartmental Meeting in the fall of odd-numbered years for the purpose of developing a cohesive biennial strategic plan carried out by each committee, team, or task force.
 - b. Determine, in conjunction with the President and Convention Programming Committee Chairman, if a second in-person or virtual meeting to discuss convention related activities should be held in the fall of even-numbered years. This meeting would also encourage continued work for the biennium.
 - c. Work with the LWML Strategic Plan Facilitator to set the goals and objectives for the ID meeting.
 - d. Work with the committee to set the theme for the ID meeting.
 - e. Work with the LWML Meeting Manager on dates and facility needs for the meeting.
 - f. Correspond with and invite all elected and appointed officers and departmental committee members and convey expectations for attendance at the entire three to four-day meeting.

- g. Appointed personnel and special committee and task force members attend by invitation of the President, and if invited, send same correspondence/invitation.
 - h. ID activities may include worship, Bible study, devotions, singing (with a song leader/accompanist), group interactions, training exercises, and individual committee sessions.
 - i. Committee decision should be reached after discussions to determine if the tasks listed above may be filled by committee members or ID attendees, or if additional personnel may be needed.
 2. Report to the Board of Directors:
 - a. Prepare reports and bring committee recommendations to the Board of Directors for discussion and action.
 - b. After approval by Board of Directors, report any relevant decisions to the Presidents Assembly as requested.
 - c. Prepare after event summary report and responses to survey/evaluation from attendees.
 - d. Keep a file of forms and materials in Dropbox and transfer files at end of biennium as directed by the President.

E. 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 Executive Director 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. Ensure provisions of the investment policy are followed.
 - b. Review the investment policy at least annually and recommend updates.
 - c. Review all endowment fund policies on an annual basis and recommend any changes.
 - d. Monitor the investments and activities of the investment adviser/manager on a quarterly basis.
 - e. Solicit and review proposals for investment advisers/managers every five years, utilizing the Request for Proposal process and recommend to the Board of Directors an investment adviser/manager.
 - f. Report and make recommendations to the Board of Directors for further clarification, discussion, and action.
2. Chairman's responsibilities:
 - a. Prepare reports for each Board of Directors and Presidents Assembly meeting.
 - b. Keep a file of correspondence, forms, and materials.
 - c. Transfer files to the next Investment Committee Chairman at the end of the biennium according to the discretion of the President.

E. PLANNED GIVING COMMITTEE

The Planned Giving Committee will support, pray, and plan for the Gifts of Love (GOL) mission and ministry and serve as a liaison between the Board of Directors and the LWML Gift Planning Counselors, shall:

1. Receive GOL reports and share with the BOD.
2. Review and recommend proposed GOL budgets to the BOD.
3. Provide interface/coordination for marketing, promotion, and resources to educate about gift planning and the GOL ministry.
4. Allow collaboration between Office and LCMS Foundation marketing for Gracious Giver, social media, etc.

VIII. LWML OFFICE AND EXECUTIVE DIRECTOR

A. EXECUTIVE DIRECTOR

1. Is an employee of the LWML.
2. Reports to the President.
3. Prepares monthly reports for the President and submit reports to the Board of Directors and the Presidents Assembly at each of their called meetings.
4. Prepares the budgets of the organization, with assistance from the Treasurer, Convention Manager, and Finance and Operations Committee.
5. Responsible for operation of the LWML Office and overseeing the Office Staff, 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.
6. Produce all eNews with approval of Pastoral Counselor and President.
7. Attends meetings of the Board of Directors and Presidents Assembly 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 and Presidents Assembly.
2. LWML committees.
3. LWML District Presidents.
4. District committee chairmen.
5. *Lutheran Woman's Quarterly* individual and bulk mailing addresses.
6. Past members of the Board of Directors, Presidents Assembly, 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. Consult with LWML Office on the ordering and distribution of business cards for Board of Directors and other authorized personnel.
4. Is responsible for the designs of email templates, schedules, and sends bulk email communications.

5. 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, approved by the Board of Directors, to assist all local groups and individual members (available online), 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.
9. Officer and committee guidelines as needed.

E. LUTHERAN WOMAN'S QUARTERLY

1. The LWML Office will coordinate with the Vice President of Communication on all communications related to the *Quarterly*.
2. Subscription lists: The LWML Office is responsible for maintaining the subscription list, billing, and mailing of the *Quarterly*.
3. Mailing process: Subscription lists are maintained on Concordia Publishing House's computer and mailing is processed in the CPH mail room.
4. Individual subscriptions are available directly through the LWML.
5. Bulk subscriptions are paid by the districts for their groups, and monies may be paid from mites, assessments, or offerings from the groups at the discretion of the district.
6. Subscription costs: Changes in cost of bulk and individual subscriptions are reviewed by the Board of Directors and approved by the Presidents Assembly.

F. ASSISTS WITH PRODUCT MARKETING

1. Receive all document requests for development for forwarding to the Graphics Request system.
2. Monitor and approve all requests for work done by the Graphics and Digital Design Coordinator.

G. WEBSITE

1. The LWML Office is responsible for maintaining the LWML website.
2. New content will be approved by the appropriate department coordinator and the President.
3. The Vice President of Communication serves as a resource and may offer suggestions for updates and improvements to the LWML website. (See II.E.1.d.2. and IV.D.2.a. and b.)

H. CONTACT INFORMATION

Lutheran Women's Missionary League
801 Seminary Place, Suite L010
St. Louis, Missouri 63105

Toll Free 800-252-LWML (5965)
Telephone 314-505-7500
Fax 314-505-7506
Email lwml@lwml.org
Website www.lwml.org

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).
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.
 - 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 Presidents Assembly.

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.
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.

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.
 - f. District biennial historical summary following district convention.

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

X. CRISIS MANAGEMENT

A crisis management plan shall be part of the planning process for Board of Directors and Presidents Assembly meetings and all other LWML events, including but not limited to, meetings, seminars, Interdepartmental meetings, and leadership training events.

A. TEAM

1. The crisis management team shall be appointed by the President for all events except the LWML convention.
2. The crisis management team shall consist of the President, Meeting Manager, a Vice President, and a Pastoral Counselor.
3. The crisis management team shall be listed on the agenda of the event.

B. PLAN FOR LWML CONVENTION

1. The crisis management plan shall be maintained by the Convention Manager.

C. PLAN FOR OTHER LWML EVENTS

1. The crisis management plan shall be maintained by the Meeting Manager.
2. The crisis management plan shall be shared with the Board of Directors prior to the August meeting after the LWML Convention.

REVISION HISTORY

Date	Revision Summary
01-25-2024	Added Planned Giving Committee

