EVERYTHING COMES FROM NATURE

GATHER

ENGAGE • ENCOURAGE • EQUIP • INSPIRE
gather
The Salvation Army - USA Southern Territory  |  Atlanta, GA

Major Susie Erickson  |  Project Manager
Erin McGourn  |  Administrative Assistant
Erin Wyatt  |  Graphic Design

Special thanks to our Ministry to Women leadership, Commissioner Barbara Howell and Colonel Susan Bukiewicz

THE SALVATION ARMY
Welcome to Gather!

You are joining others from across the USA South who want to engage, encourage, equip, and inspire women to become all God created them to be.

This resource is a guide for women in mission and ministry; designed for those who lead. It is not a traditional manual with step-by-step instructions. Instead, think of it as a toolkit to help you cast vision, realign ministry to mission, develop mission focused ministry, teach, and develop leaders.

The aim of this resource is to:

- Reinforce the purpose of mission and ministry to women.
- Adopt the name “Ministry to Women” to become more culturally relevant and mission focused.
- Supply resources for development of mission focused ministry.
- Supply resources for leadership development.
- Clarify guidelines, accountability, and expectations of Ministry to Women.

The following pages supply resources to help you and your women custom create and tailor your ministry your way, based on the needs of women in your community. We provide you with guidelines, structure, accountability, and resources; but we are not mandating a cookie-cutter ministry. We are, however, mandating you conduct a minimum of 44 mission focused meetings per year. This accountability tool allows flexibility during busy seasons, while ensuring consistency in Ministry to Women throughout the year.

We want to encourage and empower you to try brave, innovative approaches. Give you freedom and flexibility to be relevant in this 21st century. Give you permission to future proof Ministry to Women within The Salvation Army for the next generation and beyond.

Women today need a community of support as much as ever. We are commissioning you to be that support.

We cannot wait to see how you gather women in your community and "bring them to the table!"

Territorial Ministry to Women Team
GATHER
A Call to Mission & Ministry to Women

1 Strategy for Ministry to Women
3 Refocus Needs Assessment
4 Mission Strategy for the 21st Century

OUR TABLE
Salvation Army History of Ministry to Women

5 History of Home League
5 Purpose of Ministry to Women
7 Call to Mission

COME TO THE TABLE
The Meeting Place of Mission & Ministry

9 Engaging Women
10 Mission Realignment
13 Building Community
14 Reaching Women on the Fringes
16 Philosophy of Statistics
THE HEAD TABLE
Practical Advice for Effective Women Leaders

18 Leadership Resources

THE MANUAL
Guidelines for Ministry to Women

22 Guidelines for Ministry to Women
22 Information on Securing Home League Manuals
22 Program Expectations
22 Accountability
22 Record Keeping
23 Planning Procedures
23 Statistical Reporting
24 Territorial Projects
24 Finance Procedures
“Whatever you do, make sure mealtimes are happy times.” This guidance was given to me by my first baby’s pediatrician. We were having some issues with nursing and this new mom felt like a failure - frustrated with our lack of progress. It was during our son, Jon’s, first well-baby check up that I burst into tears and expressed my discouragement to his doctor. The doctor gently told me that Jon was right on target for weight and height and that we were raising a very healthy, happy baby. He then gave me that invaluable counsel about meal time needing to be happy for my child.

When I thought about that, I realized that this is exactly how I grew up. Mealtimes were happy times for me and my four sisters. Our parents were hardworking Salvation Army Officers, but as busy as my family was, we gathered around the table every night for dinner and conversation. Sometimes we had to eat quickly so we could get to activities at the corps, but my Mom and Dad always made sure each of their daughters had an opportunity to talk about our day and to find something positive to say.

God created us with a need to gather. Our culture, however has never been more fractured. **We crave togetherness, to belong to a group of people who accept us, where we can be encouraged and be encouragers.** Gatherings can cost little or nothing, and they can improve our health! When people get together, hormones are released that can counter the stress we feel. Knowing that can happen, we need to ensure that we, as leaders, intentionally create gathering opportunities for women in our community and we don’t lose out on the benefits to our own spirits. Our Heavenly Father longs to feed our souls as we gather with women in our community.

It is a discipline to remember that our Lord’s intention is to pour out blessing upon you as you faithfully serve the women God has given you. When we are committed to this beautiful ministry of gathering, we quickly see that there is more we have in common than we would think. These commonalities connect us to each other and when we celebrate that, God smiles.

**Colonel Susan Bukiecz**
STRATEGY FOR MINISTRY TO WOMEN

Do certain smells stir memories for you? I can still smell the dirt road leading to my grandmother’s house. Every season brought its own fragrance. A crispness mingled with the smell of a distant fire in winter. Spring brought the smell of honeysuckle, and the fragrance of gardenia permeated the summer air. The aroma of harvest beckoned us to eat scuppernong grapes straight from the vine. What a delight to smell fruit cocktail cake fresh from my grandmother’s oven! Yet, the fragrance evoking the fondest memories for me are the aromas from my mother’s kitchen; followed by those sacred words – “come to the table, supper is ready.” Those words were so much more than a call to eat. They were a call to slow down from the demands of life. Gather with loved ones and enjoy a meal around the family table.

Art Smith, native Floridian, and personal chef to Oprah Winfrey writes - “The table has always served as a symbol of congregation, the place where we celebrate our loved ones through the generations-old tradition of sharing a meal.”

Corrie Ten Boom says this of her family table - “The oval table in our dining room was the gathering place for hopes and dreams, the listening place for prayers and petitions, and the loving place for joy and laughter.”

Throughout history, the table has been the center of relational life. It is a place to go and be yourself. A place to belong. The table reminds us of the joy we find in connection and relationships. It is about hunger, both physical and otherwise, and the connection between the two.

Tim Chester writes in Meals with Jesus, “When Jesus came to seek and save the lost, he came to eat and drink with sinners. Jesus’ mission strategy was a long meal.”
The Gospel of Luke features stories of Jesus eating with people:

Luke 5 - Jesus eats with tax collectors and sinners at the home of Levi.
Luke 7 - Jesus gets anointed at the home of Simon the Pharisee during a meal.
Luke 9 - Jesus feeds the five thousand.
Luke 10 - Jesus eats in the home of Mary and Martha.
Luke 14 - Jesus is at a meal when he urges people to invite the poor to their meals rather than their friends.
Luke 19 - Jesus invites himself to dinner with Zacchaeus.
Luke 24 - The risen Christ has a meal with two disciples in Emmaus, and then later eats fish with the disciples in Jerusalem. [Tim Chester, Meals with Jesus]

Jesus understood the connection with food and human hearts. It connects us with people and cultures. When we gather around a table, we certainly enjoy the food, but what we really savor are the people around the table. They serve as ingredients in a recipe for a rich, full life. A life lived in community.

Life moves at a much faster pace today. Too often the family dinner table takes second place to convenience. We desperately want to slow down and experience the authentic community of the table, but we miss it because the daily demands of life keep us busy and distracted. Busyness has left us hungry. Hungering for connection, belonging, and community. Leonard Sweets writes, “Our culture is hungry for table time”.

**REFOCUS NEEDS ASSESSMENT**

Women throughout the Southern Territory have expressed a hunger for connection, belonging, and community through a needs assessment conducted during a season of refocus. Women want deep relationships. They love words like authentic, transparent, and relevant. They want to sit at a table where people are genuinely loved, meals are shared, stories are told, sins are confessed – a place where brokenness meets grace. They want to sit at tables and laugh together, cry together, and pray together. **Mostly, they want to sit at tables and encounter Jesus – they are hungering for more of Jesus.**

In the devotional book, Savor, Shauna Niequist writes, “We don’t come to the table to fight or defend. We don’t come to prove or to conquer, to draw lines in the sand or stir up trouble. We come to the table because our hunger brings us there. We come with a need, a fragility, with an admission of humanity. The table is the great equalizer, the level playing field many of us have been looking everywhere for. The table is the place where the doing stops, the trying stops, the masks are removed, and we allow ourselves to be nourished, like children. We allow someone else to meet our need. In a world that prides people on not having needs, on going longer and faster, on going without, on powering through, the table is a place of safety and rest and humanity, where we are allowed to be as fragile as we feel. If the home is the body, the table is the heart, the beating center, the sustainer of life and health.” [Shauna Niequist, Savor]

The southern table has traditionally been so much more than a piece of furniture beautifully dressed for holiday meals and special occasions. **It is a place of belonging that speaks the language of love, relationship, and nourishment of every sort.** It is a place where everyone is welcome and well fed. Its offerings keep generations returning year after year for nourishment and comfort, for meals that bring us together, and for celebrations of food shared and life lived around the table.

Women crave the same type of connection found at the southern table as they journey through life. While needs can differ based on seasons of life, the longing is the same. Women want community; table time to connect with other women and with God.

What’s on the menu for table gatherings of women craving community? Kelly King, Women’s Ministry Specialist for LifeWay Christian Resources, compiles an annual Top Ten Trends in Ministry to Women linked [HERE](#) that provides insight into current needs of women in our society. Trends change, and you have permission to stay relevant in the table gatherings offered.
MISSION STRATEGY FOR THE 21ST CENTURY

As we wrestle with how to do Ministry to Women in the 21st century, is it possible the southern table is our mission strategy for a generation starving for connection, belonging and community?

In the book, *Come & Eat*, Bri McKoy writes, “It’s amazing how often the Bible records Jesus showing up at a table to share a meal, and furthermore, how many times Jesus himself extended the invitation to come and eat. **What if there is more power in the simple invitation to come and eat than we can even begin to fathom?** What if, in sharing a meal, in our eating and drinking with others, we truly can proclaim the Good News? What if the most accessible and consistent way we can share the love of Jesus with others is right in our home? Right around our very own common dining room table?”

[Bri McKoy, *Come & Eat*]

**Is reaching the next generation as simple as adding another chair and place setting at the table?** If so, let’s throw wide open the doors of our homes, coffee shops, and Corps buildings, go into the streets, gather as many women as we can, bring them to our table and eat!
HI

STORY OF HOME LEAGUE

Our story began when Florence Booth saw women in her community in need of life skills classes and responded to the need. Mission and ministry to women was birthed in The Salvation Army when she gathered the women and conducted the first Home League meeting in 1907. It has been an area of vibrant activity and witness for the gospel since the launch of the first Home League.

There is a great deal of debate as to whether Home League is still relevant. **Home League came about when someone saw a need and responded.** Her mission was life skill classes; her method was Home League.

We have a wonderful heritage of Ministry to Women in The Salvation Army through the Home League. In many places it still has an extraordinarily strong impact on the lives of women. Likewise, the fourfold aim of WORSHIP, FELLOWSHIP, EDUCATION, and SERVICE has stood the test of time in meeting needs of women for well over 150 years.

**However, when mission and ministry are not effective, you do have freedom to try new methods in coordination with Divisional Headquarters.** As you explore mission and ministry that will bring a sense of renewal and re-creation, be very conscious of what is working.

PURPOSE OF MINISTRY TO WOMEN

Here is our Mission Statement:

- **ENGAGE** women where they are and offer counsel, direction, and encouragement so they can have a deeper understanding of God.

- **ENCOURAGE** women in their full potential in influencing family, friends, and community.

- **EQUIP** women with Christ-centered resources and opportunities for growth to unleash their potential.

- **INSPIRE** women to be who God created them to be, fulfilling His passions and purposes for their lives.
Throughout our history, Ministry to Women has undergone various name changes on an International and Territorial level to encompass the unique ways The Salvation Army enriches the lives of women worldwide. We continually strive to keep Ministry to Women relevant in an ever-changing culture.

In the Southern Territory, “Catch the Joy” was an initiative launched in 2011 giving Corps freedom and flexibility to offer a variety of programs to meet the unique needs of women in their community. Prior to “Catch the Joy”, we traditionally viewed Home League as the primary means of ministering to women in The Salvation Army, but this initiative opened the doorway to a whole new realm of possibilities. It did not replace Home League. It simply gave permission to expand our focus of Ministry to Women.

In 2020, a call for The Salvation Army’s worldwide ministry to women to be fit for purpose for the 21st century was addressed through what has come to be known as the ‘Reimagining’ of Women’s Ministries. Salvationists and friends around the world were challenged to consider what could be done for and alongside women and girls in their own countries and communities. Gather is the response of that call in the USA South.

**CALL TO MISSION**

As we bring mission and ministry into greater clarity, the purpose of Ministry to Women in The Salvation Army is to win women for Jesus and nurture spiritual growth. **Our mission is to engage, encourage, equip, and inspire women to become all God created them to be.**

Ministry to Women is *relational ministry* as we engage in the lives of women where they are and encourage them to journey with Jesus Christ in a lifelong relationship through every season of their lives. It is *missional* too; and missional ministry is messy.

There seems to be tension in our culture between program-focused and relational ministry. **Ministry to Women is so much more than a program.** It is more than a set of rules and guidelines. Those exist to provide a framework and makes sure we do not stray from our primary purpose. While programs can help women navigate the messiness of life, and be a means of bringing them to the table, what transforms a program into ministry is Jesus at the table!

No story helps us understand this concept as clearly as the stories of Jesus feeding the masses. In the Lenten study, *Mosaic: When God Uses All the Pieces*, Shane Stanford writes, “The account of Jesus feeding the masses have become part of our children’s Sunday school lore. Most of us remember the story of the little boy who brings Jesus the fishes and loaves. In one account, Jesus feeds five thousand (Matthew 16; Mark 6; Luke 9; and John 6). In another, he feeds an added
four thousand (Matthew 15 and Mark 8). The numbers, particularly for Jesus’ day, are staggering. Feeding thousands of people is a major event even today, using our food services technology. Put the whole scenario on a Galilean hillside two thousand years ago, and it becomes incredible. But actually, two miracles happen in these passages. The first is that Jesus takes the meager offering of fishes and loaves and does something profound with them. The act of the miracle itself is worth the lesson. But for the second miracle, Jesus teaches the disciples and his followers lessons about the power of offering our resources to God. True to form, we walk along with valuable lessons to use in our lives. The first lesson Jesus taught his followers was to notice the needs of others around them. In both accounts of Jesus feeding the masses, he recognized the people first. He saw their spiritual hunger, but he chose to respond to their physical hunger first. Jesus realized the people were weary and in need. Before he spoke to their souls, he dealt with their stomachs.” [Shane Stanford, Mosaic: When God Uses All the Pieces]

This is the heart of William Booth’s message of “Soup, Soap, and Salvation.” It is the heart of Florence Booth’s desire to supply life skills classes for women. Programs should never be just community-building opportunities. Programs are simply the means of meeting physical need, giving us the opportunity to deepen the participants’ relationship with Jesus Christ. It is our holy duty to ensure a Christ-centered focus is in every gathering. This is what sets us apart as The Salvation Army.

Commissioner Helen Clifton defined Ministry to Women in her celebratory remarks on the 100th Anniversary of The Home League – “The Army is a place where women can shed their tears of spiritual longing, disappointment, repentance, sorrow and joy. Here they can find acceptance, faith for the future, and opportunities for Christian service.”

We have an incredible legacy of Ministry to Women all because Florence Booth saw a need and responded. But our work is not complete, the battle still rages. We must DO SOMETHING to reach women for Christ in this current age. It may not be Home League if it is no longer effective where you are – but it needs to be SOMETHING! Something impactful and transformative.
We long for a place where everyone knows our name - a place of connection, belonging and community. There are women in your community longing for that too. Captain Lorraina Crawford has designed questions to guide you through a process of connecting with women in your Corps and community.

**ENGAGING WOMEN**

Gather your Ministry to Women leaders and work through these questions together. Assess what already exists for women in your Corps and what needs development. If you do not currently have leaders, gather a group of women who are passionate about helping other women.

*What ministry does your Corps offer for women? Who are the women that come? What are their interests? Why do they come? What needs do you meet for them?*

*Who are the women that do not come anymore? Is there anyone in the Corps that still has contact with them? Has anyone visited them or sent them an invitation to a Ministry to Women meeting?*

*Who are the women that come to other Corps activities that are not involved in Ministry to Women? Be honest, why do they not come? What unmet needs do they have?*

*Who are the women that surround The Salvation Army in your community? Is there a shelter, an apartment complex nearby with moms, or older adults? What are the unmet needs of female clients that visit our Social Services? Who are the moms of the kids that come to youth activities? What are their needs?*

*What are the age demographics of your city? Is it primarily retirees, young people, working moms?*

[Captain Lorraina Crawford]
Are you reaching everyone represented? Surveys are one way to receive input from a representative sample of the women you are trying to reach. If you only ask women already involved in your programs, you will likely gain no information that indicates any changes need to be made. Yet when you ask women not involved in your programs, you will begin to see gaps in what you are offering and will be able to move forward to make some changes – to reach more women and impact their lives for Jesus.

**Surveys are available at sawomensministries.org.**

Be intentional about engaging in the lives of women. Start noticing them as you pass by in your daily living; really notice them. They are everywhere you go: work, school, social events, Corps activities, social service office, family store, shelter, grocery store, coffee shop, carpool line, soccer field – the list is endless. Life is busy, we get that. But, stop and talk to them. Be friendly. Take time to listen to their stories and build relationships. As you do, listen for the need in their voice, the vulnerability. Be careful not to miss it because this is the precise moment when mission and ministry come together. **The moment when identifying a physical need in the life of a woman unlocks the passage to her heart, opening the door for ministry.**

When the door opens invite her to come and sit at your table, to be part of your community.

When you invite women into community:

- Be intentional in connecting and getting to know them.
- Pray a lot behind the scenes for the women God has brought into your life.
- Ask questions. Listen. Ask more questions. Listen more intently.
- Make each woman feel like she matters.
- Give them a purpose in the community.
MISSION REALIGNMENT

Make a list of everything currently available for women in your Corps. Include studies, programs, events, fund raisers, service projects, retreats, and so on. Make sure everything you are doing aligns to mission: Does it serve the purpose to win women for Jesus and nurture spiritual growth - to engage, encourage, equip, and inspire them to become all God created them to be?

Sometimes we keep old programs alive only because “we’ve always done them”, but every ministry needs critical evaluation on an annual basis. Even the best of ministries can become dated and no longer effective.

And, sometimes an old program just needs a fresh approach that realigns it to mission. One Officer shares insight on this common challenge in reflections from her first appointment.
“My Ministry to Women did not look anything like what I had ever seen growing up, nor anything like who I thought I would be ministering to in my first appointment. Home League met during the mornings. The group included a quite different group of women who faced various life challenges. Sometimes twelve of them showed up, sometimes it was four. Sometimes there was bickering. Sometimes just awkward silence when I would ask questions and try to receive input. Planning meetings were so hard to carry out. The women were all older than me and we had little in common for planning activities. I had to pick them all up each week because no one drove, and I dreaded the drive. I wanted to just disband the Home League group and start over fresh with all new women who would be ready and willing to engage the kind of Ministry to Women I had envisioned - women who were engaged in God’s Word and fighting sin in their communities. I began to plan how Ministry to Women in this Corps needed to look and was convinced success was not going to come out of this group. Success to me was an increase in number, an increase in women wanting God’s word, women who would fight for justice, and women who wanted to engage in fun, trendy, relevant issues.

I spent the first year struggling. I lost confidence in my ability to do anything worthwhile for this group. I was a novice and I was trying to grow Ministry to Women the way I thought, not the way God wanted me to grow. It took a new way of thinking to turn things around.

What did I learn from my failure the first year in my first appointment? I learned the ministry was not about me. **My job was to reach as many people for Jesus as possible and that included the women God had already given me.**

So, here is what I did. I continued to have the daytime Home League to meet the needs of the women God had given me. I changed my outlook. As I changed and loved them, their attitudes changed. As their attitudes changed, they started inviting other women.

I added Community Care after our Home League meetings so my drive to pick them up and take them home felt more worthwhile. I also realized, though many could not read or write well, they loved to take care of others. For three weeks the Community Care group did things for our shelter, social services, or shut ins. The fourth week was for nursing homes and senior living visitation. I worked in their strengths and took care of who the Lord gave me.

We divided up the year differently than a normal Home League so we could go more in depth and I could get better participation out of the women. We did the fourfold program quarterly, rather than weekly.
Worship - We completed several meaningful Bible studies and prayer walks focused on worship during the quarter.

Service - We conducted service projects during one of the quarters that included harvest festival projects, Christmas projects, kettles, and Corps cleaning projects because we did not have a janitor.

Fellowship - We dedicated the Summer months to fellowship and fun outings away from the Corps.

Education - We focused on learning new things during one of the quarters. The ladies loved to cook, so this is where I was able to get a few of them to lead a program.

I also recognized other women in our community needed support. We had a shelter that housed men and families. The families were usually single mothers. This ministry varied depending on who was in the shelter. It would never be more than five women because we only had five family apartments. The case manager, who was a soldier, and I ministered to these women based on what we saw as their need. Sometimes it might be lunch, other times a trip for a haircut, to a job interview, or to help with their apartment they were moving into.

I started monthly Ladies’ Night Out events that included babysitters for the moms of the kids that came to youth activities or in our shelter.

We grew a little in number, but more importantly the ladies and I grew spiritually. I invested in them as God directed me. Not me directing Him!”

If a program truly is ineffective you can stop the program or change it with support from Divisional Headquarters.

When you stop something, be sure to acknowledge the women who have served in the past, assuring them of their worthwhile service and inviting them to continue to use their gifts and talents in refreshing ways.

Also, have an action and evaluation plan in place for the new method of mission and ministry before you stop doing the old program.
Planning and evaluation are the balanced components of effective management. Planning is deciding in advance what to do, how to do it, when to do it, and who is to do it. It bridges the gap from where we are to where we want to go. Evaluation is simply deciding if where we’ve gone is, in fact, where we intended to go.

BUILDING COMMUNITY
As previously said, women want a place of connection, belonging, and community. What if, what we traditionally think of as a “program” is actually just a community. A table gathering where women come together and find just what they need for life - connection, belonging, and community.

With this thought in mind, what would table gatherings look like if you focused on building community around needs, interests, or seasons of life?

- Bible Journaling
- Bible Study
- Book Club
- Crafting
- Exercise Classes
- Foodies
- Hobbies
- Literature and Lattes
- Online Bible Study
- Recovery Group
- Supper Club
- Gardening
- Healthy Living Classes
- Hiking Club
- Skill Classes
- Support Group
- Yoga

Below are some communities that are thriving throughout the Southern Territory.

- Bible Study and Journaling
- Book Club
- DIY Saturdays
- Embrace
- Exercise Groups
- Home League
- Pinterest Parties
- Scrapbooking
The common ingredient in these communities is shared interest. Shared interest is certainly something to celebrate as we wrestle with challenges of intergenerational ministry. Grandmothers and granddaughters may not find common interest at Home League, but some are developing rich relationships at scrapbooking tables. Younger women are finding connection with older women as they share life skills together.

Kimberly Erickson of *Love My Word* writes, “Women do things together. We shop together, have lunch together and even go to the restroom together! What if we could leverage this natural instinct to do things together into a search and rescue mission for the lost? What if we equipped the women in our churches to use their normal 'girl stuff' activities as outreach?” [Kimberly Erickson]

Building small, need-based communities – table gatherings – may be more effective than trying to meet everyone’s needs at one large community table.

Small communities have purpose:
- To provide shared-interest groups for women to connect with each other and God.
- To provide a safe place for women to belong.
- To provide a place where friendships can begin and grow.
- To provide more intimate settings for women to share.
- To provide a place where women can reach their full potential.
- To give women opportunities to serve and give back to the community.

Since some communities will happen outside the Corps building, you will want to create opportunities in the life of the Corps for everyone to come to the same table for fellowship. Community celebrations can include events such as:

- Annual Meetings
- Bi-annual Meetings
- Crafting and DIY Weekends
- Grace Day or Women’s Rallies
- Quarterly Fellowships
- Women’s Sunday

**REACHING WOMEN ON THE FRINGES**

There are reasons women are not engaged in Ministry to Women. They want a place to belong, but life is demanding; and “one size fits all meetings” leave women on the fringes.

Seasons of life matter. Captain Lorraina Crawford created a list of things to keep in mind when ministering to women throughout various season of their lives. Seasons of life naturally bring women together with common needs and interest. What if you worked with the seasons of life to create mission focused ministry?
MINISTRY IN EVERY SEASON

TEENAGE GIRLS need to be brought alongside women of the Corps to special events. While they are still involved with youth ministry, they need to be involved with women who can mentor them and lovingly walk with them through the transition as they grow into womanhood.

YOUNG ADULT WOMEN are often busy with college, careers, marriage, and raising children. It is especially important for this age group to have a community of people their age. If they do not have people they can relate to, they will leave and find somewhere to go - or go nowhere at all since they have many commitments. Many are not interested in “frilly programs”. They have time constraints on their schedules. So, they want ministry to be substantive with real Bible study and practical application to life. If they are going to take the time to come to something, it needs to really serve a purpose for them.

MOMS AND CAREGIVERS are a unique group with unique needs. Their life centers around caring for their people – spouses, children, aging parents, and family members. Caring for people is exhausting, so they have limited time and energy. They will not attend functions because they don’t have a babysitter or because their kids have activities to attend, homework to do, or there is a lot of housework to do. Many women in this group might attend an occasional activity but need to really understand the importance of self-care.

OLDER WOMEN may not all have extra time to come to activities. They are often helping support their adult children by watching grandkids – statistics reveal an increase in the number of grandparents who are raising their grandchildren. Many are still working so they still can’t make it to a daytime Ministry to Women group or event unless it is on a weekend.

HOMEBOUND WOMEN would love to come, but their health prevents them from coming to the meetings. They would love cards of encouragement, care packages, regular phone calls, and visits. [Captain Lorraina Crawford]

Consider offering both day and evening groups, both weekly and every-other-week groups, and monthly groups. Consider offering meetings in various locations.

Women are busy. Realistically, some women may use their busy schedules as the excuse for not getting involved. But for some, seeing your desire to meet their needs in their season of life may be just the nudge they need to get involved.
PHILOSOPHY OF STATISTICS
Ministry to Women starts with relationship. Relationship starts with connection. Connection leads to community.

When does Ministry to Women begin? Our statistical methods teach us it begins when someone enters the door of the Corps building and attends their first one-hour meeting.

Ministry to Women happens long before a woman ever enters the doors of the Corps building. It happens at the first point of connection, when a relationship buds and starts to grow. We want to capture ALL Ministry to Women in our statistical reporting.

So, what exactly can you count statistically? Here is an easy rule of thumb – if you are connecting with a woman individually, that is pastoral care. If you are connecting with a group of women, however small, that is Ministry to Women. It does not matter if the connection happens in a coffee shop, restaurant, nail salon, shelter, Corps building, etc. - IT ALL COUNTS! Just remember, gatherings must be one hour in length to count as a meeting.

For example, if you have a Bible study in a coffee shop with three women, that is Ministry to Women. And, if you have a coffee date in a coffee shop with three women that is Ministry to Women too.

We marvel at the story of Jesus feeding the masses. In these stories, the statistics are as much a part of the story as the five loaves, two fish, and twelve baskets of leftovers. Each support the miracle Jesus did on the hillside across the Sea of Galilee.

You have two tools of accountability that work together. The quarterly narrative, a written description of ministry, and statistics tell the story of what Jesus is doing in the lives of women in the community.

We should look at statistics as a starting point in our ministry as they are not just numbers. They are people, and people matter.
One of the greatest challenges facing Corps is the need for leaders. There are multitudes of books written on leadership how-to’s from both secular and Christian authors.

This section offers resources and information for women in leadership, particularly women leading women in the local Corps. In the links provided, you will find general leadership helps, connections to leadership events, and content designed specifically for you as a woman in leadership.

Once you find individuals with leadership potential, Amy Nappa offers seven successful steps to develop leaders, which we have linked HERE.

**LEADERSHIP SELF EVALUATION**
Julia Bettencourt has developed resources in leadership roles for women’s ministries, more information on that can be found on her website.

**LEADERSHIP TRENDS IN MINISTRY TO WOMEN**
As you develop leaders, keep your gaze on the future. Too often we address the urgent without giving thought to future succession plans. Kelly King is the Women’s Ministry Specialist for LifeWay Christian Resources and she has shared current leadership trends we can expect as Millennials and Generation Z move to fill leadership positions. Click HERE to learn more.
LEADERSHIP RESOURCES
It is important to continually sharpen your skills as a leader. Below are resources for Christian women in leadership.

Be Leaderly: Offers workshops, webinars, and coaching programs for emerging women leaders, consulting, and research to elevate women’s voices at work, and keynotes by Jo Miller and Selena Rezvani. Click [HERE](#) to learn more.

Bianca Otthoff: Bianca inspires today’s generation to discover meaning and purpose in Jesus. Click [HERE](#) to learn more.
**Carolyn Custis James:** Carolyn is the author of Half the Church and Malestrom. On her blog, Carolyn writes about gender issues, leadership, and current events. Her perspective is grounded in Scripture and propelled by a desire to help others amid our confusing culture. Click [HERE](#) to learn more.

**Christianity Today:** Designed to equip, encourage, challenge, and unite women who exercise leadership gifts in church ministry. Click [HERE](#) to learn more.

**Elisa Morgan:** After serving as the CEO of Mothers of PreSchoolers for 20 years, Elisa knows how to lead and serve. She has gathered a group of ministry-minded women to contribute to her blog, and what they have to say is incredible. Click [HERE](#) to learn more.

**Gindi Vincent:** Gindi is an attorney and mother who lends her informed voice to the discussion of leadership, fashion, and faith. Click [HERE](#) to learn more.

**IF: EQUIP:** IF: EQUIP provides studies and resources to know God and share him with others. Click [HERE](#) to learn more.

**Jenni Catron:** Jenni is a leadership expert focused on helping others lead from their “extraordinary best.” Her blog is chock-full of well-founded advice on leadership and issues of faith. Click [HERE](#) to learn more.

**Jo Saxton:** Jo provides resources to equip women to lead. Click [HERE](#) to learn more.

**Julia Bettencourt:** Find articles and tips for women’s ministry leaders. Julia’s blog is a mix of homemaking and women’s ministry.

**Just Between Us:** An online publication and blog from inspirational speaker and author Jill Briscoe. Features resources and tips for women in ministry, including topics such as balancing ministry and family, managing stress, and lessons from other ministry leaders. Click [HERE](#) to learn more.

**Kelly King:** Kelly is the Women’s Ministries Specialist for Life-Way Christian Resources where she coordinates training and equipping events for women in leadership.

**Leading & Loving It:** A blog dedicated to women in ministry positions and pastors’ wives, written by a variety of voices. Click [HERE](#) to learn more.
Lynette Lewis: Lynette has experience climbing the corporate ladder, pastoring a church with her husband and (more recently) being a mother. Her experience of waiting to get married until she was 40, coupled with her strong gift of leadership, makes her an authority on fulfilling your calling whatever your life circumstances may be. Click [HERE](#) to learn more.

Propel Women: Christine Caine is the founder of the A21 campaign and an avid supporter of women in leadership. Her blog features a refreshing mix of voices geared toward anyone looking to hone their leadership skills. Click [HERE](#) to learn more.

She Rises: She Rises is more than a conference. It is a gathering and community of everyday women living life together on the faith journey. Click [HERE](#) to learn more.

She Leads: She Leads is dedicated to equipping and mentoring people to lead in the church and to promote women in leadership. Click [HERE](#) to learn more.

YOU Lead – LifeWay: YOU Lead is a one-day leadership training event for ministry to women. Click [HERE](#) to learn more.

SPIRITUAL GIFTS
God has gifted each believer for service. It is important for all believers to know their spiritual gifts and how God has equipped them to serve.

*Discovering Your Spiritual Gifts - A Personal Inventory Method, Kenneth C. Kinghorn (Author)*

*Discovering Your Spiritual Gifts*: A Personal Inventory Method is designed to help Christians identify the specific gifts God has given them. While no Christian possesses every gift of the Spirit, every Christian does have some of God’s wonderful gifts. And to be effective in ministry, Christians must find and use these gifts. This volume features an “inventory” of spiritual gifts designed to be taken either in a group or privately. This book will help clear up certain misconceptions about spiritual gifts and assist Christians in discovering the gifts God has within them.
GUIDELINES FOR MINISTRY TO WOMEN
We have streamlined the guidelines for Ministry to Women, with only five basic requirements:

- Conduct a minimum of 44 meetings annually
- Complete monthly statistics
- Complete a quarterly narrative report
- Complete an annual review with a representative from Divisional Headquarters
- Participate in the Territorial Mexico Children’s Home Project

Home League Manuals can be downloaded from ministrytoolkit.org.

MINISTRY EXPECTATIONS
Each Corps will conduct a minimum of 44 meetings per year for women, ages 16 and above, that meet various local needs and interest. Each group should offer missional programs that engage, encourage, equip, and inspire women to become all God created them to be.

RECORD KEEPING
The only Ministry to Women group with “membership” is the Home League. Requirements for membership is outlined in the Home League Manual. All other Ministry to Women groups will be listed as having “participants”.

In the Corps Management System, there is a Ministry to Women Roll which is the unduplicated count for all members and participants involved in any Ministry to Women program in your Corps. This roll contains all the contact information for each person. In addition to this, there is a roll for each individual group (Home League, Scrapbooking, Zumba, etc.) The roll for each group also has the attendance and dues records. Names may be added to these rolls any time during the year.

PLANNING PROCEDURES
Planning Meetings for all Ministry to Women groups should be held regularly. Meeting frequencies are at the discretion of each group and their leadership.
ACCOUNTABILITY

A minimum of 44 meetings are required per year. However, there is no maximum number of meetings. This includes planning meetings, annual meetings, committee meetings, service projects, and small gatherings of women that take place outside the Corps building.

- A meeting is defined as a program event (gathering) that lasts at least one hour and must have a minimum two people in attendance.
- A single outing that lasts several hours should be counted as one meeting (i.e. shopping, movie, picnic, amusement park, coffee date).
- An all day event or conference that has multiple sessions may be counted as separate meetings (i.e., Scrapbooking Weekend, Grace Day, etc.).

To ensure ministry accountability, the following must be sent as indicated:

- Monthly Statistics
- Ministry to Women Quarterly Reports to DHQ
- Updates and Revisions of Ministry to Women Records
- Annual Review by Divisional Headquarters

Ministry to Women Statistical Line

National Statistical reporting has a single line for Ministry to Women statistics, which is NSS Line 3001.

NSS Line 3001 should reflect the total number of ALL meetings and attendances for all Ministry to Women. Line 3001 should also reflect the total unduplicated number of Home League members and Ministry to Women participants.
Adding to Line 3001
Ministry to Women groups will keep a participant list and update their roll each month with any new participants. Each month, new program participants are added in the “add” column.

New Home League Members are also included in this line (per Home League guidelines for membership). This will ensure an unduplicated cumulative total of the women to which your Corps has ministered during the year.

Removing from Line 3001
Removals occur once a year except in the case of Promotion to Glory. In addition, Home League members may be removed upon transferring to another Corps at any time during the year.

Although a person is removed from the roll, their name and contact information will remain in the Corps Management System. In October, all rolls will be updated and/or new rolls created for each ministry. All unduplicated count changes will take place at that time.

Recording Ministry to Women meetings that take place in The Salvation Army shelter programs:
In order to properly take credit for Ministry to Women meetings that take place in Social Services programs, answer the question, “Who is leading the activity/program?” not, “Who is the beneficiary of the program?” or “Where is the activity/program taking place?” If a Corps Ministry to Women leader is leading the activity/program, it is counted under Ministry to Women.

TERRITORIAL PROJECT
The Southern Territory Ministry to Women team is committed to supporting The Salvation Army’s children in the Mexico Territory. Each Corps takes part annually in financial support of this project.

FINANCE PROCEDURES
Let’s be honest, God has given us a BIG vision for reaching women, but our budget rarely matches our dream. We may even feel limited in our ministry efforts by our finances.
Here are some important things to keep in mind from Girlfriends Unlimited.

**God owns it all.** Everything we have is from him. So, every spending decision is a spiritual decision.

**There will never be “enough” money.** So, don’t waste time and energy focusing on what you don’t have. Focus on making the best use of what you do have.

**Be faithful in the little things.** How you budget, track and spend ministry money for the little things (pens...napkins....chocolate!) is just as important as how you spend on the “bigger” things.

**Do the right thing.** Make a ministry budget. Set up an accounting system, track and plan for your expenses, prioritize your expenditures, and make sure your ministry budget reflects your ministry vision.

The Salvation Army has well established policies and procedures for finances. You already have resources for budgeting, accounting, tracking, planning, and prioritizing expenditures at your fingertips.

The Corps Officer and Ministry Leader are together responsible for following financial policies of The Salvation Army. The following information summarizes the National and Territorial accounting requirements for Ministry to Women.

**Banking**
All Salvation Army accounts require two signatures. The Power of Attorney is designated as the principal agent for the unit operating account. The designee for the Power of Attorney is the Home League Treasurer. In the absence of a commissioned treasurer, some other person will be designated as the Power of Attorney upon approval by the supervising headquarters. No unit checking account can be opened or supported without a duly designated countersignature.

The designated countersigner is an appointed Corps Officer or Corps Administrator and cannot be related by birth or by marriage to the officer who has been designated as Power of Attorney. Requests for Powers of Attorney or any change in signatures for all bank accounts must be submitted on official forms provided by the supervising headquarters for approval.
Cash
All funds given to, or received by, Ministry to Women must be promptly and fully deposited in a properly authorized bank account. All check endorsements must clearly indicate “for deposit only to The Salvation Army account”. Each week’s income is to be promptly deposited in the bank.

All income must be deposited in the exact form in which it is received. Coins should not be changed into bills, or vice versa; nor should any checks be cashed out of income before it is deposited. Income waiting to be deposited must not be used for petty cash purposes. Receipts should be issued as soon as possible for all cash donations. The required information is to be recorded for all income received. Receipts must be accounted for in numerical sequence. If a receipt is erroneously written or not used, it must be marked “canceled” or “void” and recorded in the cash receipts journal. The Corps Officer, or other responsible personnel, must take all necessary precautions to protect unused receipts against theft, forgery or other misuse.

A duplicate or carbon copy of the bank deposit slip must be completed, stamped by the teller and attached to the bank statement. All deposited checks must be listed on the deposit slip or some other supporting document.

Disbursements
All expenditures must have supporting documentation. This would normally be in the form of an invoice or bill. These vouchers must be filed in numerical order, using the officially recognized voucher system of the Territory for this purpose. Purchases of any type must be supported by original invoices or sales slips issued by the seller, clearly detailing quantities, type of goods bought, or services rendered and the amounts. Monthly statements, if submitted to The Salvation Army, are not acceptable as supporting documentation. Invoices rendered by creditors for sales made to The Salvation Army or for services rendered to The Salvation Army, need not be returned to be receipted when paid by check. The invoice should be retained for filing with the canceled check.
Disbursements (cont.)
Checks must be issued and accounted for in consecutive, numerical and chronological sequence and promptly released to the payee upon issuance. It is not permitted to draw checks and withhold them from release because of low balances, in order to permit later check payments to be made that may be considered more urgent. It is equally irregular to release checks in anticipation of income. Overdrawn bank accounts discredit The Salvation Army and the Corps Officer. All checks should be completely filled out, indicating the name of the payee and the correct amount, before being signed by the Power of Attorney and the counter-signer. Departure from this procedure is in violation of good accounting standards and practices. Checks should always be made payable to a specific person or organization, not to “cash”, “petty cash”, etc.

Erasures or alterations should not appear on completed checks. If an error is made or the check is otherwise spoiled in some manner, it should be marked “void” so that there will be no possibility of it being used inadvertently or intentionally by someone else.

Petty cash (or reimbursement) items must be supported by original receipted sales slips or vouchers secured at the time the expense is incurred. Personal expense vouchers reimbursed from petty cash for traveling, official meals, etc., are to be fully described on the approved voucher forms. When official guests are entertained, their name should be provided, the date of the visit, the reason for the visit, as well as the nature of the expense.

Audit
All books and documents dealing with cash and accounts are periodically audited by Territorial or Divisional Headquarters.

Grants
No grant for any purpose may be made from The Home League / Ministry to Women to Corps funds without full consultation of the Ministry to Women Coordinator or Home League Secretary and Home League Treasurer, consent of the Corps Officer and endorsement of the Divisional Director of Women’s Ministries.


Erickson, Kimberly, *Love My Work*, page 20


Girlfriends Unlimited, pages 15, 19, 20

Kingdon, Kenneth C., *Discovering Your Spiritual Gifts – A Personal Inventory Method*, page 33

McKoy, Bri, *Come & Eat*, page 9

Niequists, Shauna (2015) *Savor*, page 3

Smith, Art (2001) *Back to the Table: The Reunion of Food and Family*, page 1

Stanford, Shane, *Mosaic: When God Uses All the Pieces*, page 13
VISIT MINISTRY TO WOMEN USA SOUTH
Web // sawomensministries.org
Facebook // facebook.com/sawomensministries
Instagram // @saWomensMinistries
Pinterest // pinterest.com/sawomensmin
MTK // ministrytoolkit.org

VISIT OUR PARTNERS IN MINISTRY TO WOMEN
Central Territory // uscwomensministries.com
Eastern Territory // saconnects.org/category/ministries/womens-ministries
Western Territory // usw-womensministries.org

NATIONAL HEADQUARTERS RESOURCES
wmresources.org

INTERNATIONAL HEADQUARTERS RESOURCES
salvationarmy.org/women