


AGLOW[®]

INTERNATIONAL

Every nation touched, every heart changed.



*National
Leaders
Handbook*

Ministry Tools
For Aglow National Leaders

Written by

Global Field Office - International

At Aglow Global Headquarters



Every nation touched, every heart changed.

Revised 4-24-2023

Aglow International

P.O. Box 1749

Edmonds, WA 98020-1749

U.S.A.

Fax: 425-778-9615

Tel: 425-775-7282

E-mail: intlfieldoffice@aglow.org

Website: www.aglow.org

THE PURPOSE OF THIS AGLOW NATIONAL HANDBOOK

To impart unity of one sound and vision

As apostolic national leaders it is imperative to lead those in your nations with the current vision coming from Aglow International Headquarters. Now is the time for one sound to come forth. Today is a day when there can no longer be a disparity or difference between what is seen at the corporate level of Aglow and in Aglow groups around the world.

Jane Hansen Hoyt has said:

Aglow has been on a significant journey and this is reflected in the new vision and mission statements that drive all our forward thinking and planning. Our wineskin has changed. Aglow has become a transformational Kingdom culture with mind sets not of this world.

The purpose of this Aglow National Handbook is to impart this vision more fully to you as leaders. The vision and purpose of Aglow has been confirmed through the years by prophetic words and messages from many different apostolic and prophetic voices, sent through the Holy Spirit to the ministry. God's purposes and intentionality towards Aglow are evident. Throughout these pages you will discover in greater ways that our identity in Him is both individual and corporate. It is a time when we, as leaders, are to take hold of our part in moving the ministry forward in unity of sound and vision.

To provide practical answers and applications

This handbook is a companion piece to *The Aglow International Local Handbook for Women and Men*. The National Handbook provides practical answers and applications for the functioning or “how to” of a national leader. In the following pages you will find guidelines, policies and procedures to help you function in a practical way in your role as national leaders.

Nehemiah set a great example for us to follow. We have a heart and mind to do the work of Aglow in the nations. We also know that in these days, just as Nehemiah, we need to work and build with one hand and war and cast vision with the other. (Nehemiah 4:6 & 17-18)

A New Legacy Begins

The Aglow International Conference in 2011 marked a time when the door to the past had closed and the future was opened to us.

It is a new day in Aglow! At this time in Aglow's history, the ministry has completed one legacy and is now into the next legacy. This is truly amazing and profound.

- Aglow was called to pioneer the first move in 1967 with women. There was a place provided for women to grow in leadership and their walk with the Lord.
- Aglow is pioneering again with both men and women to show the world a new prototype being formed in the earth.
- In doing this Aglow has finished one legacy and we are beginning a new one.
- As Jane has expressed, we have been unplugged from our past and rewired for our future.
- Normally, we are given one legacy to fulfill. Rarely are we afforded the opportunity to live two legacies.

- Aglow has accomplished our first assignment well and now we've been entrusted with our second: building apostolic teams that create an atmosphere around the world that ushers in the return of Christ. Women and men as apostolic teams moving out for the purpose of bringing Jesus back.

It is a period of time in Aglow's history when we are transforming into a culture that is based on God's Kingdom. A Kingdom culture! Jesus came to transform us by the renewing of our minds that we would know there is a Kingdom Culture which breaks old mindsets. We are not changing the way we function, but the speed at which we move.

We have been unplugged from our past and rewired for the future and, with the ending of one legacy, we are in the process of living out an end-time legacy.

Jane Hansen Hoyt

A LETTER FROM AGLOW INTERNATIONAL'S PRESIDENT

Dear National Leaders,

It is an amazing time to be a leader in Aglow! We are living at a point in history where we are arising in power and authority, seeing ourselves fully as God sees us, and bringing the will of Heaven to earth in a way that changes the course of history in the nations of the world.

According to Acts 17:24-26, God looked down through time and planned for you to be a National leader when *all things* point towards the return of Christ. He has stationed you intentionally in the nations of the world. Like Queen Esther, He has called you to serve Him for such a time as this.

Governments are failing. Wars and rumors of wars persist. National disasters turn nations upside down in a matter of minutes. Nevertheless, His Government will never end! You are a Citizen of Heaven positioned on earth for this great day. His favor surrounds you. He has given you Kingdom power and authority to bring Kingdom order in your nation. The Peace you carry will shift the atmosphere. His Grace will go before you and make the path straight. Psalm 65:11 *God has crowned the year with His Goodness and His paths drip with abundance.* You will find provision for the journey.

When Aglow was founded in 1967 with an apostolic, global calling to make God known in the nations of the world, we did not see ourselves fully as He saw us. As our barrenness has been replaced with a richness and fullness not seen since Jesus walked the earth, Aglow women and men are arising as God's giants. We are the people we've been looking for! We are a group of encouragers covering the face of the earth declaring who God is and who He is for us!

In 2008, Graham Cooke gave an incredible prophetic word to this ministry. Part of that word was:

The Father has a dream. His dream is 'on earth as it is in Heaven.' His dream includes millions and millions of people set free. Of people coming together to have amazing encounters with Him.

He has a dream of a Church that is powerful, beautiful, and dreadful to the enemy. He has a dream about a people on earth so radically affected by Him that they are totally vulnerable and susceptible to Heaven - a people who are just like Him - unchangeable, unshakeable, and unstoppable.

He is looking for a people on earth who are a visual aid of what the Kingdom of Heaven is like.

YOU are part of the Father's dream! **YOU** are the visual aid on earth...as it is in Heaven! You are unchangeable! You are unshakeable! You are unstoppable! Believe!

You were born for this!



WHAT IS AGLOW?

Aglow is known as a radiant group of encouragers who continually speak of who God is and who God is in us.

The word *Aglow* is taken from Romans 12:11 in The Amplified Bible: “Never lag in zeal and earnest endeavor; be aglow and burning with the Spirit.”

Aglow began in 1967 as a Christian ministry for women and was opened to women of all denominations. Long before an official announcement was made in 2009 by the International Board of Directors to welcome men in Aglow, men saw what God was doing among women and began forming groups for men in 2003. Today men and women are welcome to participate in all God is doing through Aglow.

Currently, Aglow is mobilizing millions around the world into a company of warriors, champions, and global leaders of significance. In each nation powerful Kingdom communities are being founded on the fullness of Christ where people are empowered to develop resources that enable them to take advantage of all that God is releasing from Heaven.

**Aglow is a Transformational Kingdom Culture
With a Mindset Not of This World.**

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SECTION 1

ESTABLISHING AGLOW IN THE NATIONS

One sound resonating from the nations

Since 2004, Graham Cooke has spoken to Aglow with a growing intensity about our persona. The word persona means “sound” and the “sound” we make comes from our truly knowing our identity. It is about knowing who we are in Christ and who Christ is in us. In 2008 he delivered a profound prophetic message where God was speaking to Aglow from the future and describing to us what is to come.

God told us that an upgrade in our identity is coming and that we would become a prototype on the earth like people had never seen. God told us that the biggest danger to this new move that is coming is the old move that might still be working.

NOTE: This message delivered in 2008 can be found in its entirety on the Aglow website (www.aglow.org) and looking under Resources > Global Leader Development Resources. It is available in French, English and Spanish.

The vision and purpose of Aglow has been confirmed through the years by prophetic words and messages from many different apostolic and prophetic voices, sent through the Holy Spirit to the ministry. Recognized as an apostolic leader by renowned members of the Body of Christ, Jane Hansen Hoyt picks up threads from the various words and messages along with insights she receives through prayer, study, and mediating on the Word. Through conference messages and letters to the field, she paints a picture revealing the leading of the Holy Spirit that has become well defined with each passing year.

This vision is received by Aglow leaders at every level. That vision is spoken into nations by National leaders, into regions by Regional leaders, into areas by Area leaders, and into local communities by Local leaders. With that intentional response and delivery, the plans of God begin to be released on earth in such a way that we deliberately align our realm of influence with Heaven’s purposes.

As Regional and National Leaders, you will hear this sound or see this picture when you attend conferences and regional events. It will be a sound that grows within you as you hear the vision repeated in expanded ways and made into personal revelation. It is a sound or thread that will be woven into your DNA and you will find yourself releasing the same sound as you speak to Local leaders. In that way, the entire ministry of Aglow will speak with one voice, making one sound.

There can no longer be a disparity/difference between Aglow’s corporate identity and individual identity.

Aglow - A Movement With an Apostolic Anointing

Aglow is not the same ministry it was in the 1970s, 1980s, or even 1990s. While our core values and “DNA” have not changed, our vision and call has expanded and grown. We are being defined as a “movement” by leaders in the body of Christ.

|| **Movement is different from ministry.**

Movement speaks of change, a journey, forward motion, and expansion. As God’s Spirit has directed us over the past 45 years, we can see He has continued to move us forward in the unfolding revelation of His heart.

Part of the unfolding revelation for each Aglow leader is the acknowledgement that we, as a movement, have an *apostolic anointing*. Another piece of unfolding revelation is the understanding of what it means to walk in that anointing.

Walking or functioning under a corporate apostolic anointing doesn’t mean that every Aglow leader is an apostle. It does mean that you will exhibit traits of an apostle because of the apostolic anointing that covers the ministry.

Movement:
A group of people
working toward or
favoring a common goal.

What is an apostle?

An apostle is one who is sent by God and given authority to affect the place she or he is sent. An apostle is one who pioneers new moves and stirs people to do more, shakes them from complacency, and motivates them to reach a goal. An apostle is sent to establish the kingdom of God in the hearts of people and often preaches certain revelations that God is releasing to the Church.

Our leader, Jane Hansen Hoyt, has been recognized by leaders in the Body of Christ as an apostle. When Jane was chosen as the International President of Aglow, she brought an ancient revelation from Genesis 1-3 that had been expanding in her heart. It was a message first spoken when God established dominion in the earth and showed for all times what that would look like. Dominion would be both the male and female working together that would fully display God’s glory in the earth.

Under Jane’s leadership, and those who serve with her, the ministry of Aglow has exploded from 21 nations into nearly 170 nations of the world. Under her leadership, three apostolic, end-time mandates were given by God to us.

In 1981, Jane first spoke the male/female reconciliation message. In the summer of 2009, she delivered this powerful message at the Promise Keeper’s 20th Anniversary event in Colorado before thousands of men and their wives. In 1991, a prophetic word was given to Aglow regarding Islam. In 2001, Jane received a public anointing as an Esther that has led us to walk with and support the nation of Israel and the Jewish people.

These three mandates came ten years apart. They were not decided around a board table. They were given by the Holy Spirit to us, IF we would accept them. On our behalf, our leader accepted each mandate and today all three are being spoken in nearly 170 nations of the world, in villages and communities, everywhere groups of Aglow people gather.

Walking in an apostolic anointing may require a new mindset.

Receive that mindset by acknowledging the anointing upon the ministry. Allow the Holy Spirit to begin to shift your mindset. Aglow leaders have been mantled with an apostolic anointing for end-time work. As a leader in this ministry, you have been called by God to serve and to be part of fulfilling the purposes on His heart for the world.

'Walking in an apostolic anointing' means to function under the overall anointing on the ministry of Aglow.

Here are a few of the characteristics of the apostolic anointing:

➤ **Breaks into new territories and pioneers new works**

Aglow has been pioneering new works around the world since its inception. Every time you affiliate a new Local Fellowship, you are functioning under the apostolic anointing on the ministry.

➤ **Establishes and equips leaders in the new work**

When you provide leadership development, you are functioning under an apostolic anointing. When you encourage Local/Area leaders to seek God for their purpose in their community, you are helping them discover how to bring apostolic leadership into their community as they fulfill the dreams and visions God has given them for their individual town.

Aglow is a global apostolic ministry and we are about advancing the kingdom in the nations.

➤ **Maintains the vision for the local community, while embracing and maintaining a global perspective, a vision beyond the individual group**

Sound familiar? Aglow's vision has grown and expanded on every level of the ministry. While holding an National event, your team continues to minister woman-to-woman, heart-to-heart to those who need to know the healing, restoring love of Jesus Christ. However, we have received a greater awareness of the larger vision of the ministry: Male/Female reconciliation in the Body of Christ, Islam, and Israel.

➤ **Governs, or gives oversight**

As a team, you give oversight and leadership to an area of land and the Local/Area teams within that area. The best leadership comes through relationship. The apostolic is based on relationship. Jane Hansen Hoyt said it this way:

...the strongest purpose of the apostolic call is to see Christ formed in His disciples by leading His people into an ever-deeper experience of the life given to us in Christ. The apostolic is not about stature, position, titles, power, or control. It is more about relationship than it is about government.

➤ **Operates in spiritual authority**

Graham Cooke said this about the power of prayer through Aglow:

Intercession has given Aglow a powerful voice in Heaven. They [Aglow] have now entered a season where their voice will become potent here on the earth.

At the 2009 Conference in Louisville, KY, he said:

Move from petition types of prayer to prayers of proclamation. Proclamation has a different power source. It comes from what God has already said to us.

Your team has the ability to penetrate any defense set up by the powers of darkness. As you walk in the authority God has entrusted to you, your stance against the enemy's power in your family, community, and area, is one of offense, not defense. Jane has said, "Often we think of Satan as our enemy. The truth is, WE ARE HIS ENEMY!"

Leaders in the ministry lead with intentionality to see the prophetic words spoken over the ministry come to pass. You know that every situation has been designed to discover God's presence in a new and greater way. You walk in peace. You believe what God has said will come to pass. You call out for it to be on earth as it is in heaven!

Apostolic Leaders Are Really Spiritual Warriors!

Spiritual warriors are not moved by circumstances. They are moved by the Word of God. They have learned to be at peace and to operate, like Jesus, from a place of rest. Think of Jesus in the boat on the Sea of Galilee. A situation was occurring. All the disciples, the ones He was building relationship with, were in a pickle. The wind was picking up. The waves were getting higher. And what was Jesus doing? Sleeping peacefully in the boat. The *same* boat they were in. He was at peace. Their peace was disturbed.

Every situation has two responses. One response can be found on earth – a storm is raging, freak out! And one response can be found in heaven – speak to the storm from a place of peace and it will obey and turn from rage to calm.

You can lead from a place of peace if you have spent time with God. Know Him and be confident that He is for you, who can be against you? Be convinced that God wants to reveal Himself to your team in greater revelations. That He wants to bring to you new experiences of His grace and power. He wants His radiant love to shine through you into each community. Our goal then, is to become a greater partaker of Christ. Then we can turn and feed a multitude. Like Father. Like Son. Like Spiritual Warrior.

As you align yourself with God's purposes through this ministry, and exercise your spiritual leadership with love and commitment, you will be mantled with warfare strategy to destroy strongholds and to change mind sets that have ruled in your area. You are bringing the Kingdom to the area in which God has placed you.

As you lead, listen as locks unlock over your nation! Knowing who you are, speaking forth the vision that flows from the Worldwide Headquarters, and realizing the size, the power, and the authority God has given to you as a National Leader will enable you to stand firm in your leadership responsibilities. We don't whine. We don't beg. We walk in the Kingdom on earth and see situations change from earthly to heavenly. Exude confidence in the strong apostolic mantel covering your team as you function in the portion of land entrusted to your leadership. You are well able to take the land and bring forth fruit. God believes in you, Spiritual Warrior, and so do we!

How Is Aglow Organized?

Basic Aglow Structure in the International Field of Aglow

Following are the levels of leadership in Aglow relating in these ways:

BOARD OF DIRECTORS

The International Board of Directors is comprised of both women and men and is the governing board of the ministry, responsible for establishing the overall direction and policies for the ministry globally. The Board of Directors meets annually with the President/CEO.

AGLOW GLOBAL HEADQUARTERS

The President/CEO, Executive Directors and others on the headquarters staff work together to care for the Aglow ministry worldwide. The Global Field Office - USA serves Aglow in the United States. The Global Field Office - International serves Aglow in other nations.

REGIONAL COMMITTEES

All across the globe there are Regional Committees which are made up of National Leaders from that region of the world; they relate directly to the Global Field Office – International at Aglow Headquarters.

The goal of the Regional Committees is to help coordinate working relationships among national leaders within a region, each bringing perspective from their nation to strengthen Aglow culturally; to become more united as a group of nations, and to maintain the same heart and vision established by the Aglow International Board of Directors. There are eight regional committees at this time:

Africa Committee
Asia Regional Committee
Caribbean Regional Committee
European Regional Committee
Mexico/Central America/Panama Regional Committee
Middle East Regional Committee
South American Regional Committee
South Pacific Regional Committee

THE NATIONAL BOARD

This level can consist of a combination of at least five women and men who oversee the entire Aglow ministry (including all local and area boards) within their nation. National boards are established at the direction of Global Field Office - International at Aglow Headquarters.

The following serve temporarily until such a time as a national board can be affiliated.

THE NATIONAL COMMITTEE

This group can consist of a combination of at least three women and men who are responsible for overseeing the Aglow ministry within a nation, while continuing to work closely with a National Director, Coordinator, or Board.

NATIONAL DIRECTOR

Approved by the Global Field Office - International at Aglow Headquarters, to care for and give oversight to the local fellowships and the entire Aglow ministry *within a continent or group of nations*, **until such time as national boards may become established.**

NATIONAL COORDINATOR

Approved by the Global Field Office - International to care for and give oversight to the local fellowships and the entire Aglow **ministry within one specific nation until such a time as a national board may become established.**

NATIONAL ASSISTANT

Approved by Global Field Office - International, to work alongside a National Director or Coordinator *when assistance is required* in overseeing the Aglow work

THE AREA BOARD

This level can consist of a combination of three to five women and men. The board cares for and gives oversight to the local fellowships in their geographic area. Area Boards are begun at the direction of the national leadership or Global Field Office - International at Aglow Headquarters.

THE LOCAL BOARD

This level of leadership consists of three to five women who oversee the local fellowship as it reaches out to people in the community or area with the truth of the Kingdom that restores people to a radiant place of relationship with God, bringing freedom and empowerment in their lives and others.

CANDLELIGHT LEADERS

When sufficient leadership cannot be found to make a Local Board, a Candlelight Group may begin. This is a simpler format of Aglow, allowing a Bible Study group, prayer group or a community outreach to become officially affiliated with Aglow International. Candlelight groups can be made up of either women or men. Also, Couples Groups can be affiliated.

Regional Committee Guidelines

The main purpose of a regional committee is to build relationships ...first of all relationships between committee members...so that relationship might be built between the nations...for the God ordained purposes of the region to be realized. Jane Hansen Hoyt

The Regional Committee assists the Global Field Office – International in encouraging and coming alongside the national leadership in the nations of their region.

The Goal of the Regional Committee is:

1. To work with national leaders to create an apostolic dynamic in the nations of that region.
2. To work toward bringing forth a Kingdom movement of warriors, champions and leaders of significance founded on the fullness of Christ in every nation of that region.
3. To maintain the same heart and vision established by the Aglow International Board of Directors.

The Role of the Regional Committee:

To work as a liaison committee on behalf of the Aglow International Headquarters to provide assistance as requested by headquarters.

Members of the Regional Committee:

- Are to help move Aglow forward in its apostolic dynamic.
- Are to encourage and exhort the national leaders in the region to walk in the corporate identity of Aglow International.
- Have delegated authority from Aglow International Headquarters in specific areas and at specific times.
- Are leaders with an apostolic mindset and who are to lift the nations apostolically and move them forward in what God is speaking to the ministry of Aglow.
 - An apostolic leader captures the word being spoken, communicates it clearly, and seeks to see it implemented as Aglow moves corporately to a new level.

The Regional Committee:

- Is made up of 3 to 6 leaders from various nations in the region. The administrative work of the committee is shared among them.
- Communicates openly with the Global Field Office - International regarding needs and situations they recognize within their region of the world.
- Meets one to two times a year to discuss and coordinate the work in the region, and remains in close communication with one another.
- Distributes news and prayer requests from different nations.
- Selects a chairman with Aglow Headquarters Office approval.
- Selects a committee secretary, and a committee treasurer.

The Global Field Office - International is in contact with the regional chairman and/or her committee regularly.

Funding of a Region

- National boards and National Committees in the region send tithes at least every six months to the regional committee. Tithes received by a National Director or Coordinator are kept to supplement her working funds.
- Countries restricted from sending funds outside their nation should set aside their tithes in a special fund to be used within their nation for such expenses as telephone, postage, and travel for outreach. (Leaders in these nations will send an annual financial report to their next level of Aglow leadership.)
- Funds can be raised from offerings, registrations, etc. at Regional Leaders Conferences. These are to be held on national conference years in agreement with national leaders.
- Regional leaders are free to raise support to fund the region, (including funding for national leaders in the region, etc.)
- Administration expenses (phone, postage, etc.) of the committee members will be reimbursed from the committee funds.

Following the Lead of the Regional Committee Chairman:

- The regional committee chairman is asked to coordinate the plan for all the national leaders in your region to be contacted by phone or email once a quarter.
 - The regional committee will assign certain nations/leaders to each of the committee members.
 - Reports from the nations should be sent to the regional committee member with a copy sent to the Global Field Office - International.
 - The purpose is to ensure that every leader is aligned with the current vision of Aglow and has a sense of connection with their regional committee.
- The Regional Committee has delegated authority on specific assignments, problem solving and/or situations you might recognize in your region.
 - This is done by consulting with the International President/CEO and/or the Executive Director—International Field and then mutually agreeing on a plan of action.
 - This change gives delegated authority to partner together with the Global Field Office - International providing help and solutions in matters that arise in the nations.

The Regional Committee will:

- Coordinate regional meetings, plan and hold leaders conferences and regional Aglow conferences, being careful to avoid conflict with scheduled national or international functions.
- Make recommendations to the Executive Director – International Field for appointments of National Directors, Coordinators, and Assistants.
- Make recommendations to the Executive Director – International Field for appointments of new national boards, national board presidents, National Committees. Removal of officers must have approval from the Global Field Office - International.
- Work closely with the committee treasurer to monitor expenses. (Expenses should be agreed upon by the committee.)
- Send a tithe to Aglow International Headquarters.
- Send a yearly financial report to Global Field Office - International.
- Give input on evaluation/reviews of national leaders if requested.

- Be responsible to:
 - Follow all approved guidelines and policies of Aglow International
 - Communicate and send reports to the Global Field Office - International (e.g. reporting information such as current outreach work being accomplished, testimonies, etc.).
- Recognize the following with regard to terms of office:
 - The members will be initially appointed to serve a 3 year term. However they may continue, if approved by International and the Regional Committee members, for additional 3 year terms. (Evaluations will be done every 3 years.)
 - When a vacancy occurs, recommendations may be made by the Regional Committee members, and/or the Global Field Office - International (final approval comes from the Global Field Office - International).

NOTE: If all the nations in the region are represented on the committee, terms of office will not apply. Caribbean: the 4 National Directors will be the Regional Committee members.

The Global Field Office - International will:

- Give general oversight, as the corporate head, to the entire Aglow International field. They will maintain the vision and act as the coordinating agent for all aspects of the ministry around the world.
- Maintain open communication and keep national leaders informed, through letters to the field and other mailings.
- Administer the funds that are sent to the Aglow International Headquarters for the region.
- Keep an accurate mailing list of national leaders for mailings from Aglow International Headquarters. (National leaders will be responsible to make sure their locals receive mailings such as the newsletters, letters from the president, conference information, etc.)
- Handle the affiliation process for each nation in the region.
- Make appointments of National Directors, Coordinators, and Assistants (with recommendations from regional committee).
- Make appointments of new National Boards/Committees and National Board/Committee Presidents (with recommendations from Regional Committee).
- Keep the Regional Committee informed of any national leadership or title changes in the region.
- Give final approval for appointment of each member of the Regional Committee.
- Endeavor to send at least one representative from the Global Field Office - International to annual meetings and stay connected through regular communication.
- Forward inquiries and contacts for starting new fellowships to the national leader.
- Make available:
 - use of Aglow name, and Aglow logo
 - leadership supplies
 - handbooks and training materials
 - overall policy
 - general guidance, including visits at our discretion.
- Share the vision of what is happening on the international field in the Aglow website and with leaders who do extensive speaking.

The National Board

The Role of the National Board is:

To encourage relationship building

As National Leaders, your role is first and foremost about building relationship with Him and those He has placed in your area of influence - the leaders of the Area Boards, Local Fellowships and Candlelight Groups you oversee.

Jane Hansen Hoyt shared the following with a group of leaders:

...if I could pick one thread that runs through Aglow, I would say that it is relationship. There is something that has been knit in our hearts. You can walk into an Aglow anywhere in the world and you will feel instantly "at home." There is an atmosphere about our gatherings. Whatever it is that God has done in us; there is sameness, a safety and a place for us – across the globe. Aren't you amazed?

We have an awesome responsibility as leaders and the people will follow where we lead because of love, trust and relationship. There is a trust level that other national leaders have built within their nations. There is a trust level in relation to those of us here at Headquartersthis is the time for us to walk with the same voice, the same sound and the same message. It is critical. We owe it to our women and men. They are hungry. They are hearing this truth and they are hungry for the unfolding of it. They sense the newness of life in it.

If you are a member of the national board, here are the key things your board is corporately responsible for:

- Building relationship with other members of your national board and your local leaders
- Communicating Aglow's vision and showing your locals how they contribute to that vision
- Overseeing the life and health of local boards and fellowships in your nation
- Mentoring those serving on local boards, giving advice without being controlling
- Being people-developers by nurturing, overseeing and enabling the local leaders in your nation to grow into being capable and mature leaders
- Challenging local fellowships to reach out to the women and men in their communities
- Being vision-keepers by setting and monitoring tangible goals each year
- Appointing and working in relationship with national advisors
- Offering a local leadership development seminar each year
- Exploring new territories to establish new Aglow groups
- Providing retreats or conventions

The Formation of a National Board

Three to five local fellowships should be established before the formation of a national board. (For national leadership in nations with fewer fellowships see Section 4 - [National Director/ Coordinator/ Assistant](#))

A national president is always approved by the International President/CEO. The national president then makes recommendations for the national board members to the Global Field Office - International.

The forms needed to affiliate the national board will be furnished by the Global Field Office - International.

Application for Affiliation

Complete this as soon as the national board officers are appointed and send it to the Global Field Office - International.

Leadership Questionnaire

Each officer should fill out a National Board leadership questionnaire, and each form must be signed by at least two of the three national board advisors, indicating their approval. Send all the completed questionnaires to the Global Field Office - International.

During the affiliation process, the national board may perform all its necessary duties. A national board should be affiliated within one year after the appointment of the national president. A charter will be sent by the Global Field Office - International when the affiliation is completed.

The Focus of the National Board

The national board is made up of a minimum of five officers. Each national board may choose the titles that best fit their culture, but the titles we recommend are:

- President
- Vice President/Leadership Development Coordinator
- Secretary
- Treasurer
- Outreach Coordinator

NOTE: The Vice President/Leadership Development Coordinator is selected as someone who is to serve closely with the National President and is viewed as a member of the national board able to step in as the *interim president if/when the national president is out of the country or ill.*

As the number of local fellowships increases in a nation, the responsibilities of the national board will also increase. As this occurs, additional officers may be added to assist with these responsibilities. Members of the national board should seek the guidance of the Holy Spirit as they add to their number of positions, making sure there are sufficient duties to warrant the additional officer(s).

Suggestions for additional officers are:

- Affiliations Coordinator
- Publications Coordinator
- Conventions and Retreats Coordinator
- Administration Coordinator
- Ministries Coordinator
- National field representative
- Aglow Prayer Coordinator

Positions of responsibility may be combined to provide the most workable leadership structure for your nation.

Global Conferences – Key for National Leadership

Global Council

The Global Council is convened and chaired by the International President/CEO. It meets prior to each global conference.

Members of the Global Council are national presidents, national committee presidents, National Directors, National Coordinators, and National Assistants. Others may be invited to attend sessions of the council, e.g. national board and committee members, international field assistants, representatives from countries where no Global Council member is available. Usually, each nation has just one voice during discussion and sharing time.

The Global Council is not a decision-making body but is designed for the purpose of national leadership gathering together to fellowship and to hear current vision and direction. There are usually opportunities for questions and answers as well as dialoguing of ideas.

Global Conference Messages

Each year, in various ways, we try to provide to the National Leaders a copy of Jane’s conference message. Presenting this message to Local Fellowships and others is an excellent way to make sure you are speaking forth the one sound into your nation. We ask you to:

- Watch or study it, as well as other conference messages you may bring home together with your board/committee.
Go through any discussion questions provided and feel free to tailor them to needs in your nation.
- Show portions of DVD’s at National events. As you do this, many women and men are exposed to what God is doing throughout the world in Aglow.
- Make a date to watch the DVD with your Local Fellowship leaders, especially those who did not attend conference. If Local Fellowship leaders do not recognize the size, the power, and the authority of Aglow, they will not function as God intends them to function.
- In addition, information from the Leadership Development sessions at conference is provided to all the National leaders.
 - Use these materials as you train the Local leaders in your nation.
 - Speak the same message to each Local Fellowship.

Each Aglow Local, Area, National Board or Leader (referring to Director/Coordinator/Assistant) must function from the same understanding of who we are and what God has placed into our hands.

These DVDs are tools to help you train Local leaders.

Global Conference Translations

1. Responsibilities Of National Leaders

- Publicize conference information early to all Aglow leaders and try to project the number of people coming from your nation(s) who do not speak English.
- If you are asked to do so, select qualified simultaneous interpreter(s) to serve during council meeting, leadership development meetings and all conference sessions.
- Work together with your regional committee or the Global Field Office - International regarding interpreters' arrangements and finances. All expenses, including a food allowance, should be paid by Aglow (rather than the interpreter), and the national leaders should try to raise funds as much as possible. (Requests for financial assistance may be made to the Global Field Office - International if necessary.)

2. Responsibilities Of The Global Field Office - International

- Arrange for and finance adequate translation equipment and set-up space for all languages that are reported to be needed during the conference.
- Coordinate all translation needed and the selection of interpreters.
- Respond to requests for financial assistance for interpreters' airfare, hotel and/or food expenses.
- Meet with the interpreters regarding their responsibilities prior to the conference; be available to help them as needed.
- Give interpreters a thank you note and an honorarium at the conference.

3. Expectations Of Aglow Interpreters

- Be a spirit-filled believer and acquainted with Aglow International.
- Be able to do simultaneous interpreting at a very rapid speed.
- Speak clearly with a good tone of voice.
- Have an up-to-date fluency in both languages (including idioms, cultural points, etc.)
- Be available to attend the pre-conference meeting with translations staff at the conference site (for instruction, clarification, materials, etc.)
- Be prompt at each session; two interpreters are suggested for all translation from the sound booths as recordings of each conference session are duplicated and sold.
- Be available for extra needs should they arise; you should be on hand to help the other interpreter when you are not interpreting yourself.
- Work with Aglow national leadership on airfare and hotel arrangements.

Appointment of Leadership

National Boards

- A national board is formed under the guidance of the International President/CEO along with the Global Field Office-International.
- Recommendations for the formation of a national board and the initial first national president may be made to the Global Field Office-International by a National Director or Coordinator.
- The initial national president is appointed by the International President/CEO along with the Global Field Office-International. After their appointment they may recommend for approval names of women or men to serve as members of the first national board. **It is important that they recommend for approval the name of someone to serve as Vice President/Leadership Development Coordinator keeping in mind that this person will be able to serve as *interim president* if needed.**
- The position of national president will continue to require approval by the International President/CEO.

National Director, National Coordinator, National Assistant

- Approval to serve in these positions is made by the International President/CEO along with the Global Field Office – International.
- The need for these positions and recommendations of women or men to serve may be submitted to the Global Field Office – International by a National Director or Coordinator.

Area Boards

- The need for an Area Board should be communicated to the Global Field Office – International.
- Upon approval by Global Field Office - International appointments to the Area Board positions are made by the national board or the National Director or Coordinator.

Local Boards

See *The International Local Handbook for Women and Men in Aglow* for current appointment guidelines.

Candlelight Groups

See *The International Local Handbook Women and Men in Aglow* for current appointment guidelines. Also, see Aglow Candlelight Groups - [Note to National Leadership](#) located in Section 7 of this handbook.

**Also see the complete guidelines for appointment and review found in this handbook
Questions may be directed to the Global Field Office – International**

Qualifications for National Board Officers

A national board member:

- must be a born again believer in the Lord Jesus Christ
 - must be baptized in the Holy Spirit and speak in tongues
 - must agree with Aglow International's Belief Statement
 - must have the agreement of their spouse, if married
 - should be enthusiastic and knowledgeable about Aglow and feel called by God to be a part of it.
 - Understand the difference between the apostolic and pastoral leadership.
 - Walk in an apostolic anointing and knows what it means to function under the overall anointing of the ministry of Aglow.
-
- National board members should represent several different denominations and each should regularly attend one local church. If possible, each should have served previously in Aglow leadership.
 - An officer appointed or selected to a new position should release any previous position within one year. (This does not apply to those asked to serve on the Aglow International Board of Directors.)
 - A national board member should show their support of Aglow by being a Global Partnership member, if membership is offered in the nation. However, national board members should not hold an office on a local board or be involved in the daily functioning of a local board. Their role is that of mentor, and to provide training and guidance to each of the local fellowships in the nation.
 - No more than one member of a family should serve on a national board at the same time.
 - It is helpful (but not mandatory) for national board members to live in the same geographical area to enable them to meet together regularly.
 - A national board member should exhibit leadership ability, live a life that is a good example before others, and daily seek God and read His Word. They should be teachable and willing to work in loving accord with others, with an attitude of humility and a servant's heart.

National Advisors

Each national board should choose three and, if possible, up to five women and men to serve as advisors to the board. National advisors may be consulted by the national board on spiritual, legal and business matters. It is recommended that the advisors live in the same geographical location as the board members. International advisors-at-large may also serve as national advisors. In the event you live in an area where it's impossible to get enough advisors, contact the Global Field Office - International.

Qualifications for Advisors

National Advisors

- must be born-again believers in the Lord Jesus Christ
- must be baptized in the Holy Spirit and speak in tongues
- must be in agreement with Aglow's belief statement
- feel called of the Lord to serve in this capacity
- should represent different denominational backgrounds, if possible
- should be women and men who are well-respected in the community
- should be willing to give advice to the national board without being controlling
- should not be a family member of anyone serving on the national board where they serve, whenever possible
- should serve only one Aglow board at any given time (with the exception of international advisor-at-large)
- should be asked to serve on a yearly basis. (At the end of each year every advisor should be sent a letter of appreciation for their service to Aglow and released or extended an invitation to serve for another year.)

Duties of National Advisors

National Advisors

- should be available to the national board on a consistent basis
- interview and approve prospective candidates for national board (The signatures of at least two advisors are required.)
- give counsel to the national board on such concerns as:
 - how to judge prophecy, tongues and interpretation of tongues
 - how to discern what is of the Spirit and what is of the flesh
 - how to prevent an unauthorized person from taking control of a meeting
 - how to handle disturbances that might arise during a meeting

Duties of the National Board (to the national advisors)

The national board should

- keep in frequent touch with all advisors, meeting with them at least two or three times a year, quarterly if possible
- consult the advisors for their corporate advice, although they may not be of the same opinion on every issue
- send a copy of the approved minutes to all advisors following each monthly meeting of the national board
- assure advisors that they are welcome to attend all meetings, retreats, conventions, etc.
- extend a personal invitation to at least one advisor and their spouse to attend each convention and retreat, as guests of the national board.

Aglow International Advisors-At-Large

An international advisor-at-large is appointed by the International President/CEO and does not relate in an advisory capacity to the national, area or local boards of the nation in which they live, unless they are serving simultaneously as an advisor to one of these boards. However, the national board is encouraged to occasionally contact them informally, to invite them to national conventions, and to send them copies of Aglow brochures or publications printed in your nation.

Guidelines for National Board Policies

The Global Field Office - International helps establish Aglow in the various countries throughout the world. It is our desire with the help of the Regional Committees to come alongside the National Board in any way possible. However, nations may begin to operate more on their own as they grow in the number of members, local fellowships and Area Boards. Also, they can assume greater responsibilities as spiritually mature and responsible leadership develops, and as they become financially and administratively able to do so. It is important that the national boards in each nation stand on their own as much as possible, as long as there is no conflict with the overall aims and objectives of Aglow.

We trust the following national guidelines clearly outline the areas in which consistency is required, those in which flexibility is allowed and those in which a national board may assume the responsibility of governing the Aglow ministry within their nations(s).

Basic Policies of Aglow - Consistency Required

Items in this category are basic to Aglow and ones in which we require consistency: (Any exceptions allowed are noted.)

- Purpose
- Belief Statement
 - Exception:** Item #5 may have the following alternate wording. "We believe in the baptism in the Holy Spirit, in speaking with tongues as the Spirit of God gives utterance, that..."
- Aglow International name and logo
- Basic policies and procedures (tithing, affiliations, selection of officers, etc.)
- Basic qualifications of officers (i.e. born-again believer, baptized in the Holy Spirit, etc.)
- Terms of office for national and area officers
 - Each national board officer and Area Board officer is initially appointed for three years. However, they may continue in office as long as they are performing duties well and feels called to continue in that position.
- Global Partnership offered in all local fellowships
 - Exception:** In countries where it is legally or culturally prohibited.
- Content of affiliation forms
- Method of accumulating funds
- Annual financial reports sent to the Global Field Office - International.
- Leadership development materials available from Aglow Global Headquarters offices and by **logging into the Aglow web site www.Aglow.org and clicking on *MyAglow*.**

General Guidelines - Flexibility Allowed With Prior Approval

Items in this category have definite guidelines which are set by the Aglow Global Field Office - International. However, some flexibility is possible, but approval must be obtained from the Aglow Global Field Office - International before implementation within your country.

- The Global Field Office - International must give approval for:
 - national constitution and by-laws
 - translating, revising or reprinting of any Aglow materials produced by the Global Field Office - Internationals
 - producing Aglow accessory items (i.e. Aglow pins or badges, shirts, tote bags, luggage tags, spoons, etc.)
- The Global Field Office - International must give approval before implementing any exceptions regarding:
 - basic structure levels (i.e. local, area, & national), with advisors for each level
 - basic positions and titles of leadership (i.e. president, vice-president, secretary, treasurer)
 - supplementary qualifications of officers (i.e. diversity of denominational backgrounds, family members on same board, etc.)
 - general guidelines (i.e. guidelines for choosing advisors and speakers, guidelines for fellowship meetings, etc.).

The Global Field Office – International Is To Be Kept Informed Of Guidelines That May Be Set By the National Board

Items in this category include those areas in which a national board may set its own guidelines and proceed without prior approval from the Global Field Office - International. However, the Global Field Office - International should be kept informed of decisions regarding the following:

- Details regarding structure, positions, policies and procedures
- Procedures such as legal regulations (to comply with governmental regulations)
- Fiscal year
- Salaries and/or remunerations of national officers and office assistance from national funds
- Printing and distribution of routine materials (i.e. national convention brochures and "give aways", membership cards, Aglow directories)
- Generations, etc.
- Involvement with other ministries similar to Aglow, in keeping with our policy of not promoting other ministries (non-financial participation)
- National conventions or conventions involving more than one nation
- Invitation for Headquarters Office representative at national conventions and how that representation will be financed
- Leadership development conferences and seminars
- Term of office for local officers
- Global Partnership fees and distribution

Government Registration

In order for Aglow to function in certain nations, it is necessary to register with the government of the country. Sometimes, national law requires this, or it may provide special advantages.

If this is true in your nation, find out the requirements necessary to meet your government's specifications.

Suggestions:

- It is often necessary to submit a constitution.
- When registering as an organization within your nation, it may be required to name a person or a board as the nation's Aglow representative. To allow for future changes in Aglow leadership, the names registered should not carry any permanent legal authority over Aglow.
- In some situations it is preferable to register as a foreign corporation based in the U.S. and having outreach within your nation. In this case the Aglow International Constitution is submitted, and the International Board of Directors is listed as the top leadership along with the name of one or more Aglow leaders who are residing within your nation.

National Constitutions

When preparing a constitution for Aglow in your nation, please follow these guidelines.

- Find out the requirements necessary to meet your government's specifications.
- Notify the Global Field Office - International before proceeding with the development of a constitution.
- When possible, the Aglow International Constitution should be used. Deviations necessary to meet your nation's requirements may be included in the by-laws.
- Where it is not possible for the Aglow International Constitution to be used, your national constitution and by-laws should be patterned after those from the Headquarters Office. A sample constitution adapted for national use may be obtained from the Global Field Office - International.
- Submit your national constitution to the Global Field Office - International for approval before registering it with your nation's government.

NOTE: When a major change is made in the Aglow International Constitution, the national constitution and by-laws should also be amended.

SECTION 2

NATIONAL BOARD POSITIONS

President

As the national president, it is important to understand and walk in an apostolic mindset; to know the difference between apostolic and pastoral with the ability to use both in your leadership style.

You are serving as the mouthpiece and the most visible model for Aglow in your nation.

You are the spokesman for the board and the moderator at the board meetings. Both the national and local boards will tend to reflect your leadership tone and style. As God moves through your unique persona, you will have an influence on all of Aglow in your nation.

You are a leadership catalyst, discovering giftings and encouraging the other officers to reach their full potential as they discover their identity in Christ.

You encourage your fellow officers to rise in their area of responsibility and decision-making, freeing them to succeed and to make mistakes. You help them develop a healthy sense of ownership for their portion of the ministry. You encourage their involvement, respect their differences, value their perspective, and help them come into their best as leaders and as board members.

You are an initiator, stirring the board to action, and overseeing your board and nation.

You initiate by asking for input from your national board members and putting appropriate items on your board meeting agendas. You take the lead in guiding the board to rejoice and grow in the Lord together. You show your locals how they contribute to the vision. You oversee the life and health of the local Aglows, challenge the fellowships to reach out to the women and men in their communities and provide retreats and leadership training. You set tangible goals and establish new Aglows as the national board works together in a team effort. As the president, you get things started, and you keep the momentum going.

If you are the president, you also

- preside at board meetings and set the pace. You prepare the agenda, keep the meeting moving along, encourage everyone's involvement and see that motions are made and seconded on items requiring a vote. You also share with your board all reports or correspondence from the Aglow Global Headquarters offices, Aglow Global prayer Coordinator, etc., and see that pertinent information is copied and sent to all the locals.
- make sure that each board member has easy access to a copy of *The Local Handbook* and *The National Handbook* for national leaders or her own copy.
- preside at retreats/conventions. This does not mean you have to do it all. It is important for other officers, ministry chairmen or local Aglow attendees to be involved. But you give oversight to the convention/retreat, helping it fit together in a cohesive way.

- The national president:
 - is an ex-officio (automatic) member of all sub-committees of the national board
 - is a member of Global Council, serving as spokesperson for their national board
 - and corresponds regularly with their Regional Committee liaison and the Global Field Office – International.
 - attends the State of the Ministry meeting at the Global Conference as a representative from their nation (along with other members of their board)
 - fulfills responsibilities in the [Appointment of National Executive Officers](#) (Section 2) and [Evaluating National Board Effectiveness](#) review process (Section 3)
 - sees that national board members are available to the local fellowships and Area Boards on a consistent basis

NOTE: Should a national president need to be away from their nation or become ill, it is important that the Vice President *and* Leadership Development board member be available to step in as interim president in the national president’s absence.

Whenever the national president is away from the nation, the Global Field Office – International should be notified as far in advance as possible; include the dates and address where contact can be made and the method chosen for handling responsibilities during the absence.

In the event that all national board members need to be away from the nation, the national president should direct the work to the Global Field Office - Global Field Office - International by:

- notifying local fellowships and Area Boards of their absence
- instructing them to send communications to their Regional Committee and the Global Field Office – International during the specified period of time.

When leaving office, the national president gives all files, the national charter, records and handbooks to the incoming president.

Vice-President/Leadership Development Coordinator

As Vice-President/Leadership Development Coordinator, you have an effect on future leadership of Aglow. Along with your board, you have the privilege of influencing those who have chosen to step beyond meeting Jesus into being involved as leaders in God's work through Aglow. It is important that you work closely with the president understanding the responsibilities of this position as you *may be called upon to serve as interim president* in the event the national president needs to be out of the country or is ill.

As we rejoice in our salvation experience, it is important to understand and to impart to those you lead that they have been saved for a greater purpose. There is an individual and a corporate identity which we walk in as God calls us higher in Him. As Vice President/Leadership Development Coordinator you have a great opportunity to develop leaders in the area of their identity, God's favor, Aglow's Global Prophetic and Apostolic call to the nations, etc. You have been mantled to inspire women and men to put the Gospel into action and to joyfully bring the love of Jesus to their communities. We have been saved for more!

If you are the Vice-President/Leadership Development Coordinator, your responsibility is to coordinate the national arrangements for local leadership development and spiritual enrichment teaching.

Local Leadership Development Seminar

- Once a year as required (or as soon as possibly with newly formed groups), Local Leadership Development is to be held using *The International Local Handbook for Women and Men in Aglow* as a basis to impart the vision and mission of Aglow as well as train the basics of how an Aglow fellowship functions.
- The handbook is also used to train local Aglow leaders in the basic responsibilities of their respective offices and teach them how to effectively carry them out.
- Separate workshops for each officer and ministry chairman (presidents, treasurers, ministry chairmen, etc.) are also very helpful.

Spiritual Enrichment Teaching

- Once a year (or combined with Local Leadership Development) Spiritual Enrichment is provided using blogs written by the International President/CEO, DVD of Aglow Global Conference Messages, and materials found in **My Aglow** on the Aglow website.

If there is an existing Area Board, they may be given responsibility for the following procedures:

- Make arrangements for all training seminars (date, teaching team, contacting of local fellowships, etc.) after receiving approval from the national (or area) board
- Local Leadership Development is to be held using *The International Local Handbook for Women and Men in Aglow* as a basis to impart the vision and mission of Aglow as well as train the basics of how an Aglow fellowship functions
- The handbook is also used to train local Aglow leaders in the basic responsibilities of their respective offices and teach them how to effectively carry them out.
- Separate workshops for each officer and ministry chairman (presidents, treasurers, ministry chairman, etc.) are also very helpful.
- Make arrangements for a registration fee or freewill offering to be collected to cover expenses incurred by members of the national (or area) board (i.e. rental of meeting room, transportation, meals, etc.)

Outreach Coordinator

As the Outreach Coordinator, you promote interest in Aglow within your nation. Your special focus is establishing new Aglows, so you make sure Aglow is known in your cities and communities. You are ready to respond to interest in Aglow; you take the initiative to create interest. In cities and communities where Aglow is not yet established, you find creative ways to begin Aglow.

As the Outreach Coordinator, you:

- meet the qualifications listed under "Qualifications for National Board Officers"
- respond to and work with those interested in starting Aglow in their community
- target unreached communities and begin to introduce Aglow there, even if no interest has yet been expressed. (Don't wait for them to come to you!)
- Identify on a map the major cities or communities in your nation where Aglow is and where it is yet to be established.
- Work with your board to target (or select) two to three cities or communities per year. **Take the initiative to introduce and establish Aglow there. Some suggestions are:**
 - **Pray for new Aglows.** Pray with your board and on your own, asking for the Lord's help in the communities you target. Ask your Aglow Prayer Coordinator (if you have one) or the local pastors for any specific insights they may have about spiritual strongholds in the community.
 - **Do a little investigating.** Is the community mostly working women? Is it inner-city? Rural? Find out what the community is like, get a feel for it. If possible, plan a personal visit.
 - **Look for and reach out to contacts.** For example, find out if your national board or local boards have friends or relatives in that community who are interested in Aglow.
 - **Publicize.** Don't wait for interest to happen; help create it.
 - **Be where the people gather.** Help introduce Aglow by taking part in community events.
 - **Build support with community pastors.** Introduce Aglow and talk with them about the needs Aglow can help meet.
 - **Hold a sample Aglow meeting.** Show those interested what Aglow is like.
 - **Work with your ministries chairperson.** Maybe a Bible study or a support group would be a good first step toward creating interest in a new Aglow fellowship.
 - **Expect surprises.** Your efforts to start Aglow in one community, might create opportunities for Aglow to begin somewhere you did not plan.
- See the following page for [Stages to Beginning a New Aglow](#)
 - Be open to starting a Candlelight Group when the traditional Aglow Fellowship is not the best choice, but a group of women or men still want to be officially affiliated with Aglow. (See *The International Local Handbook for Women and Men in Aglow* for Candlelight Group guidelines.)
 - Be open to respond to requests for starting Generation Groups, Men of Issachar Groups or Couple's Aglow. As Aglow leaders, we want to be open to whatever God wants to do in a community. For additional help or information, contact the Global Field Office - International.
 - Be alert to whether there is a need for more than one Aglow in a community and initiate a second group if needed. (For example, an evening or Saturday Aglow in the same neighborhood where a daytime chapter exists.)

Return to the national board all Aglow property when you leave office.

Stages to Beginning a New Aglow

Interest

In this stage, interest in Aglow is beginning to happen because of publicizing Aglow and holding a sample Aglow meeting. Or perhaps someone has contacted you and asked about starting Aglow in their community.

Begin by offering anyone interested a copy of **Section One – The Foundations of the Ministry** located in *The International Local Handbook for Women and Men in Aglow*. If possible, do this in person in order to begin building relationship and sharing what Aglow means in your life.

- When you hear again from those interested, offer them a packet of information containing **Section 2 – Establishing Aglow in your Community** which is also located in *The International Local Handbook for Women and Men in Aglow*.

If you **have not** heard from them in a week or two, do not hesitate to follow-up with a call or brief note asking if they have any further questions about Aglow or to invite them to attend an Aglow outreach meeting in their area.

NOTE: If anyone interested in starting an Aglow fellowship contacts the Global Field Office – International, a reply email letter is sent right away, including the name of the national leader to contact. The national leader is also notified of the new interest.

Intent

This may be the most important stage, the time when your regular contact makes all the difference. If the women or men look over the packet of information you gave them and are still interested, encourage them to begin praying together and contacting others who might be interested.

Depending on the size and nature of your area, these interested people may be miles away. Your contact may be in person, by phone, email or FAX. It is important that you follow up with consistent communication.

Involvement

In this stage, if there is enough sustained interest to start a new Aglow, set a time for your board to meet with the interested people. During this time, you will want to:

- pray together
- get to know each other
- share about Aglow's history and purpose, the qualifications and role of officers and how to choose advisors
- explore possible leadership positions they may feel to serve in by providing them with **Section Three – What is Means to be an Aglow Leader and Section Four Executive Board Positions/Local Aglow Advisors** from *The International Local Handbook for Women and Men in Aglow*:

*When the local group becomes affiliated, give them a complete copy of *The International Local Handbook for Women and Men in Aglow* in English, Spanish, French or Portuguese. If other languages are spoken in your nation, please provide each local group with a copy of the Local Handbook translated in your language. Every member of the Local Board should have their own copy. If the group is a Candlelight Group, give them a copy of the guidelines and leadership form. Both are found in *The International Local Handbook for Women and Men in Aglow*.

Secretary

As the secretary, you serve as the main “scribe” for the National Board by taking minutes and capturing on paper the actions and direction of the board.

You are also the chief personal correspondent for the board. Your notes, letters, meeting flyers, and forms may be sent to speakers, members, leaders, and the Global Field Office - Internationals.

If you are the secretary, you

- record the minutes, a brief summary of all board meetings. (The minutes are then read and approved at the next meeting.)
- are diplomatic about what you record, since some issues discussed could be embarrassing to those involved if made public. If you are unsure, just ask the board, "Do you think I should include this?"
- include in the minutes such things as the date; who is in attendance; income, expense and balance figures from the treasurer; all motions; highlights of upcoming plans and activities.
- send copies of your minutes to your national advisors and national board members as soon as possible. Copies can be sent to the Global Field Office - International and your Regional Committee if you choose to do so.)
- keep a file of minutes for the last three years and throw away those that are older.
- Promote and handle records of Global Partnership and paperwork for affiliation. (If there is an Affiliations Coordinator, they will be responsible for the affiliations paperwork.)
- handle a wide variety of correspondence for your board. When corresponding with the Global Field Office - International, eliminate confusion by including the name of your national board and your identification number on everything.
- send a "Change of Information" form to promptly notify us at the Global Office – International of any changes in your officers, e-mail addresses, mailing addresses, phone numbers, advisors, etc.

The secretary returns to the national board all Aglow property when leaving office.

Treasurer

As the treasurer, you oversee the financial matters for the National Board and for Aglow in your nation.

You view the treasury as God resourcing the national board's identity to carry out Spirit-led goals and to touch lives for Jesus. As you watch over the flow of funds, you are able to see first-hand how God comes through with His provision again and again. This enables you to encourage your board and all of Aglow in your nation to be active, faithful stewards of all God gives.

If you are the treasurer, you:

- Are responsible for handling the funds of the national board and maintaining accurate records of all financial transactions. You should pay all bills for the national board, after getting approval from the board for all expenditures. (Decisions to spend money should be made at the national board meetings and noted in the minutes.)
- Prepare financial reports for the national board, and send an annual financial report to the Global Field Office - International as soon after the close of the year as possible. (The necessary financial forms are located in the following pages.) At the end of each year they should have the national board appoint someone with knowledge of financial record keeping (not a board member) to review the books.
- Meet the qualifications listed under "Qualifications for National Board Officers."

NOTE: If your national board receives working funds from the Global Field Office - International, a quarterly financial report may also be sent showing all income and expenses for each quarter.

- Instruct local and area treasurers regarding their duties, including the procedures for financial reports. You receive and evaluate financial reports from local and Area Boards.
- Are responsible for sending a tithe (a symbol of commitment and dedication) of 10% or more to your Regional Committee (unless legally prohibited from sending money out of the country).
- Find opportunities to train the local boards in the importance of sending a tithe of 10% of their income to the national board. This money is added to the Aglow national treasury to help support the work of your national board.
- Contact the government of your country to learn of the financial regulations and laws that the board may need to comply with.

Return to the national board all Aglow property when you leave office.

Other Helps for Treasurers

Record Keeping

An income and expense journal should be used to show distribution of income (cash receipts) and expenses (cash payments).

Bank Account

Depending on the laws of your nation, a bank account should be set up under the name of Aglow International – (of your nation). The account should list two or three signatures, but only one signature shall be required on the checks that are written.

Sending Funds to Aglow International

Do not send checks (or cash) in your own currency. Please send money in U.S. funds.

Annual Audit

The treasurer should have someone, other than a board member, who is knowledgeable of financial record keeping, review the books annually. This person should sign a statement that this has been done. Each national treasurer should keep the original statement in the files and send a copy to the Global Field Office – International, along with the annual financial report.

Use of Aglow Funds

Article VI of the Articles of Incorporation of Aglow International states, "None of the funds of this corporation are to be used to subsidize personal enterprise or personal ministries." Aglow funds are to be used only for Aglow related activities and outreach.

Where a national board is established, at the discretion of the national leadership, they may give donations/gifts to other organizations. This should be the exception rather than the rule. (Nov. 1999 meeting of the International Board of Directors)

Explanation of Income

Tithes, Offerings, And Donations: Money received from the boards under your leadership as a 10% tithe, offerings received at your national convention, area retreats or other meetings; money given above a tithe from a board or gifts from individuals or Aglow International.

Aglow Literature: Money received from the sale of any Aglow materials, whether published at Aglow International or by your board. This would also include subscriptions to Aglow magazines produced in your nation.

Convention/Retreat Registrations: The total fee received from delegates attending your national conventions or area retreats.

Global Partnership: Partnership fees received from locals or collected at local fellowships for individual membership. (Please note at the bottom of the page the number of members represented.)

Miscellaneous/Other Income: One-time income or small amounts received which do not require a separate accounting, or categories not listed above.

Explanation of Expenses

Tithes/Offerings: Money sent to the level of Aglow to which your board pays a 10% tithe of income, offerings and gifts. Offerings given to another Aglow board in addition to your tithe.

Aglow Literature: Money paid to Aglow International for publications or to a translator or publisher in your country and/or language to cover the costs to produce Aglow publications.

Convention/Retreat Expenses: All expenses directly related to a convention or area retreat, except love gifts and travel.

Love Gifts: Money given to convention speakers, workshop teachers or others for their participation in the Aglow ministry.

Travel Expenses: Aglow-related travel costs; board members, speakers, etc.

Rent/Utilities: Costs related to maintaining office facilities (when necessary) for a national board.

Postage/Phone: Costs related to communications by telephone, mail, etc.

Supplies/Printing: Routine supplies and printing for maintaining records and communications.

Equipment: Payments for desks, chairs, files, tables, etc. for setting up an office at the national level.

Publicity: Cost related to newspaper, radio or TV ads announcing Aglow events or publications.

Miscellaneous / Other Expenses: One time or small amounts paid out which do not require separate accounting, or categories not listed above.

Please Note:

- Refunds should be taken off the original source of income, reducing the current balance.
- When you are reimbursed for an expense, the amount repaid should reduce the current balance of that expense.
- Checks written for petty cash should be distributed to the expense category for which they were paid. (The original petty cash check written would not be shown as an expense, but left in the bank balance.)

Conventions and Retreats Coordinator

Retreats

As Conventions and Retreats Coordinator, you are a special-event designer and coordinator for your board. You plan unique times for today's busy people to be refreshed, both in spirit and body. Along with your board, you think of ways to help women and men attending your convention/ retreats experience the nearness of God and the hope of biblical truth, as well as the joy and fun of being with others who love Jesus. You know that behind every successful event lie lots of practical details. Your leadership in overseeing and coordinating these details helps to make each retreat an experience to remember.

Responsibility of National Leadership to bring the one “Sound”

Because there are many Local Fellowship leaders who have never attended a global conference, it is vital you bring the “sound” of conference and the DNA of the ministry to your women and men. As a National Board or leader, it is one of your main responsibilities. Take time at each event where Local or Area leaders are gathered to expand their vision, not only for the ministry worldwide, but for their individual communities as well. Local Fellowships should be impacting their communities with tangible results that show transformation is occurring.

The responsibilities of the National Leadership are extremely important. While the Local Fellowship is the face of Aglow to the community and the place of hands-on ministry, it takes the leadership of the National Board/Committee, Director or Coordinator to ensure that the vision of the ministry is being cast in every community. Build strong relationships with Local Fellowship leaders. Be a leader who sets a good example by serving and keeping open communications. Make sure your leadership is more about relationship than rules.

Responsibilities of the Conventions and Retreats Coordinator/retreats:

At least two years prior to the national Aglow conference

- present your recommendations and suggestions for convention or retreat plans to your board.
 - Take into consideration such matters as:
 - Is there a strong local Aglow base of women and men who are able to serve in all the necessary ways to facilitate the conference plans?
 - Ease of transportation into the city of the convention venue?
 - Adequate and affordable housing accommodations?
 - Adequate and affordable conference venue?
 - Transportation in the city between hotels/housing and the conference venue?
 - Safety issues in the city/state/nation?
 - Other matters...

8 to 12 months before the date of the National Aglow Conference

- The National Board will discuss and make decisions for the following:
 - Conference theme
 - Main conference speakers
 - The main speakers should be chosen from among the National Board members, Regional Committee Member or the Aglow Headquarters leaders, so that the current word for Aglow can be brought forth.
 - Other speakers
 - The National Board may invite other speakers who can draw attendees, have a heart for Aglow, and who they know will bring a current word to this Aglow event.
 - Honorarium for each speaker
 - Conference brochure preparation

4 to 5 months before the conference

- The National Board prepares and sends a detailed letter to the local leaders in the nation.
- In that letter give details regarding:
 - Date of the conference
 - Location of the conference
 - Theme of the conference
 - Registration fee and information
 - Registration for the conference is to be handled by the National Board
 - Registration forms from individual attendees are sent to the National Board Secretary – give name/email and post address
 - Registration fees are due in full upon arrival at the national conference site
 - Housing information
 - (referred to below as “hotel” although the housing might be at places other than hotels)
 - Hotel information as supplied by the national board
 - Names and addresses of hotels being used
 - Prices per night for single/double/triple rooms (or per person)
 - Hotel reservations - coordinated between the National Board and the hotels. Payment for hotel is made directly to the hotels.
 - Information regarding transport from airport to hotel(s)
 - Food costs?
 - Estimate how much money each person will need daily, so everyone can come prepared to cover their own expenses.

1 to 2 months before the conference

- The National Board prepares a final letter to all those invited or registered to attend.
 - Any final, “last minute” information
 - Where and when registration and payment begins on site
 - Time and location of any additional meetings planned (leadership training, prayer coordinators meeting, etc.)

Assignment of responsibilities during National Conference

- Emcee at conference sessions – National President and Board (decide how each will be involved.)
- Offerings –
 - National Board decides who will take each offering.
 - All monies from registration and offering will be the property of the National Board.
 - The National Board will pay all bills for the conference out of the conference profits, before leaving the host city after the conference.
 - The National Board will decide how any profits will be disbursed.
 - **NOTE:** After other conference bills are paid, part of the profits can also be used for such things as:
 - To reimburse travel expenses for the National Board members
 - To pay honorariums
 - To give a love gift to the hosting board
 - Any balance of profits will be put into the national Aglow fund.

Ministries Coordinator

As Ministries Coordinator, you help Local Aglow groups develop ministries that reach outward into their communities. You know that drawing people to come to Aglow is only half the task, Aglow must also go to them. You work with the local vice-presidents to get new ministries started and to keep current ministries steadily on course. From hostesses to prayer counselors, from prison ministry workers to support group leaders, it is the ministry chairperson and their committees who touch the lives of women and men most directly.

NOTE: When Area Boards are formed, they will be responsible for the local ministries. Therefore, when all local fellowships in a nation are under the care of Area Boards, this position is no longer necessary on the national level.

If you are the Ministries Coordinator, you:

- have a working understanding of how local Aglow ministries function.
- inspire local vice-presidents, ministry chairpersons and ministry workers to see how their ministry for Jesus makes a difference in others' lives. Their contribution counts!
- keep abreast of local ministry. Be in touch with vice-presidents to see how things are going and make yourself available to them for ongoing advice and support. Be alert to the ministry chairperson reports and ministry activity in the local board meeting minutes.
- be an enthusiastic spokeswoman and trainer for local ministry positions at leadership training, at special seminars, and with individuals.
- know the Aglow ministry tools and publications that are available. (A helpful, relevant book or brochure can make ministry come alive.) To be able to point vice-presidents to the materials they need by directing them to MyAglow on the Aglow website, be familiar with the Aglow on-line store and ordering procedures.
- work alongside each local board that does not yet have outreach ministries reaching out into their community. Help each board develop at least:
 - a monthly outreach meeting designed to reach non-Christians as well as to encourage Christian women or men.
 - a prayer chairperson and a prayer group
 - a Bible study, support group or outreach ministry
 - work with the Outreach Coordinator in communities where Aglow is not yet established to see if an outreach ministry (i.e. support group, Bible study, etc.) or Candlelight Group would be a good first step toward creating interest in a new Aglow fellowship.
 - return to the national board all Aglow property when you leave office.

Beginning New Ministries

We would like to offer the following suggestions for starting Aglow ministries. Such ministries demonstrate the life of the Aglow fellowship and its impact on the community.

Some ministries support the monthly outreach meeting. These include prayer ministry, DVD/CD ministry, and even decorations for the room. This type of ministry helps to meet the immediate needs of those attending the outreach meeting.

There are also other Aglow ministries happening throughout the month. From support groups and Bible studies to Generations or teen Aglows, these ministries focus on meeting the ongoing needs for nurturing, growth and involvement in the things of the Lord.

As the Ministries Coordinator, here are a few ways you can help begin new ministries:

- Encourage your local boards to find out what ministries would best meet the needs in their community (rather than guessing what might be needed). Encourage them to develop an understanding of their community through prayer and a simple "needs analysis".
- Encourage your local boards to help ministry rise from their Aglow fellowship by:
 - discovering the abilities/gifts of women and men in their own Aglow
 - helping interested women and men find a place in Aglow ministry to use those abilities/gifts.

What are the strengths of the individuals in their Aglow? Would they like to use that ability for the Lord? What would they like to do? Sometimes ministry doesn't happen or there is a shortage of workers, just because willing people never get "matched up" to their area of interest.

- Sometimes ministry doesn't happen because we think of it only in pre-conceived categories. Encourage boards to explore with their members new or unconventional ministries based on the needs in their community and the abilities/gifts/interests of their Aglow members. (For example, someone may not like the thought of being a treasurer or a praise and worship leader, but would be absolutely delighted at the thought of taking meals to those who are ill or elderly.)
- Come alongside those who are interested in beginning a new ministry. For example, if an Aglow is interested in nursing home ministry, one of the things you could do to help them begin is put them in contact with another successful nursing home ministry in your area.
- Refer to Section 6 of *The International Local Handbook for Women and Men in Aglow* for details of the qualifications and appointment of ministry coordinators and helpers.
- Be sure your local vice-presidents are aware of all the ministry tools each new ministry coordinator or helper have available to them. Two good questions to ask the vice-presidents when a new ministry begins are:
 - Do the new ministry coordinators and helpers have their job descriptions or guidelines?
 - Do they know about any other Aglow materials that could help them in their area of ministry? (See the Aglow on-line store for a complete list of what is available.)

Administrations Coordinator

When the number of local fellowships within the nation has increased sufficiently to warrant the need for office space outside of a private home, an Administrations Coordinator may be needed to provide oversight of the national office. As Administration Coordinator, you will coordinate the activities within your Aglow National Office, encouraging an efficient and organized work flow.

Your responsibilities consist of overseeing the many details involved in creating and maintaining your work environment in order for the Aglow office to operate smoothly and efficiently, as well as to be inviting to your national board members, workers, and visitors.

If you are the Administration Coordinator, you:

- supervise the maintenance of the office space
- supervise the purchase of equipment and supplies
- coordinate the scheduling of office hours and work flow

When leaving office, give all Aglow property pertaining to your position to the incoming Administration Coordinator.

Publications Coordinator

As the Publications Coordinator, you can be an inspiration to the Aglow leaders in your area, by stimulating their interest in new publications and Aglow materials. You become familiar with and handle the Christian reading material that is so important to your women's spiritual growth and their Christian walk.

You are a resource person to help meet needs for current literature and accessories, and you continually challenge them to make use of the large variety of excellent publications that are available today. You also are available to answer questions (relating to publications) that might arise on the field.

If you are Publications Coordinator, you:

- handle the advertising and promotion of Aglow publications within the nation
- supervise the ordering of all Aglow materials from the Aglow Headquarters Office
- oversee the translation and/or reprinting of Aglow materials, keeping in close contact with and following the guidelines (See Section 5 – [Some Practical Matters](#))
- oversee production of Aglow accessory items

When leaving office, give all Aglow property pertaining to your position to the incoming Publications Coordinator.

Affiliations Coordinator

The Affiliations Coordinator provides assistance to the local officers prior to affiliation of the local fellowship, thus aiding in the growth of the ministry of Aglow. If you hold this position, you may feel like the "Official Keeper of the Papers". You are that, and much more. You are a fore-runner in the ministry in that you go before and pave the way for each local fellowship to become established. You are the first person to work with many of the new local fellowships that are waiting to be born into the ministry of Aglow.

In that sense, you help the Aglow fellowships in your area. You encourage them to complete the necessary paperwork so that they can officially affiliate as an Aglow fellowship. Your care and discernment are needed with all affiliation papers, so that each fellowship is healthy and strong from the time they are birthed. It is your approval on all this paperwork that the Global Field Office - International considers before affiliating a fellowship.

If you are the Affiliations Coordinator, you:

- Carry out the affiliation procedures. (See [Beginning New Ministries](#) in Section 2.)
- Check all leadership papers carefully to be sure they are complete (check for signatures, and that all questions are properly answered)
- Keep the Global Field Office – Global Field Office - International and your liaison to the Regional Committee informed as to the progress of affiliations
- Are prompt and accurate in completing the affiliation process.

When leaving office, give all Aglow property and records pertaining to your position to the incoming Affiliations Coordinator.

Affiliation Information

When affiliating local fellowships and Area Boards, the following policies must be upheld:

- A local or Area Board must have a minimum of three officers.
- Each local or Area Board must have a minimum of two advisors.
- Officers serving on the same board should not all attend the same church.
- All Aglow officers must meet the qualification for leadership as listed in *The International Local Handbook for Women and Men in Aglow* and area handbooks.
- Leadership questionnaires are required from all officers before a new fellowship can be affiliated. In checking the leadership questionnaire for a prospective officer be especially alert for the following:
 - a genuine salvation experience and baptism in the Holy Spirit with the evidence of speaking in tongues
 - the agreement of their spouse, if married
 - regular attendance at one church or Christian fellowship (This must be a fellowship recognized as an established body of believers by other pastors and leaders in the community.)
 - a definite renouncing and rejection of all occult involvement.

Affiliation Procedures

All national boards are involved in the affiliation of their local fellowships and Area Boards. In some nations the national board handles all affiliation responsibilities and in others the Global Field Office - International is responsible.

The Global Field Office - International will work with each national board individually regarding affiliation responsibilities. Details of the local and Area Board responsibilities are found in the local and area handbooks.

When Affiliation is Handled by the Global Field Office - International:

The Affiliations Coordinator on the national board should:

- obtain an application for affiliation, making certain all information is complete.
- obtain a leadership questionnaire from each officer on the local or Area Board. (Every question must be answered and each leadership questionnaire must be signed by their advisors.)
- carefully review all leadership papers and follow-up on any points in question.
- The National Board President should sign the completed papers indicating national board approval.
- send the application for affiliation and all completed leadership questionnaires to the Global Field Office - International, keeping a copy for the national files. (Any change from policy should be explained in a cover letter.)

If there is an existing Area Board, they may assist the national board with the above procedures in relation to local fellowships under their care. In this case, the Area Board sends all leadership papers to the national board, retaining a copy for the area files. The national board then forwards the appropriate paperwork to the Global Field Office - International.

After final approval is received, the Global Field Office - International will:

- send a welcome letter, official charter and packet of information to the new local fellowship. This packet of information includes:
 - charter
 - Global Partnership information, policies, and procedures
 - membership form and package of 25 Global Partnership cards

Where previous arrangements have been made, the charter is sent to the national board (or Area Board) for presentation to the newly affiliated fellowship.

NOTE: If the affiliation papers are completed in a language other than English, the national board has permission to carefully read each leadership questionnaire and give approval by the national president's signature on each. The papers should then be forwarded to the Global Field Office - International as usual. The national president's signature will be accepted as approval for the leadership questionnaire.

When Affiliation is Handled by a National Board:

An affiliated National Board may be given permission by the Global Field Office - International to affiliate local fellowships and Area Boards in their nation(s).

The national board should:

- obtain an application for affiliation, making sure all information is complete. (The application should be copied for the national files and the original sent to the Global Field Office - International.)
- obtain a leadership questionnaire from each officer.
- read each leadership questionnaire very carefully, making sure all questions are completed appropriately (See the Leadership Questionnaire in Section 2 of *The International Local Handbook for Women and Men in Aglow*). The questionnaire must be signed by all their advisors.
- submit an application for affiliation and leadership questionnaires to the entire national board for approval.
- retain all leadership questionnaires and a copy of the application for affiliation for national board files. Send a copy to the Global Field Office - International.
- notify the Global Field Office - International and the Regional Committee liaison when the affiliation process is complete. (A welcome letter including the Aglow identification number will be sent to the new local board with a copy to the national board.)
- present an Aglow charter, signed by the national president, to the newly affiliated local fellowship or a letter of welcome to a newly affiliated Area Board, upon the final approval of the national board. (Charters should be requested from the Global Field Office - International and a supply kept on hand.)

If there is an existing Area Board, they may assist the national board with above procedures in relation to local fellowships under their care. In this case, the Area Board sends all leadership papers to the national board, retaining a copy for the area files. The national board would then forward the application for affiliation to the Global Field Office - International and retain the leadership questionnaires in the national file.

Aglow National Prayer Coordinator

Purpose

- To bring forth prayer in the nation, working in cooperation with the national leadership
- To work alongside the national leadership to carry out the prayer vision of the Aglow leadership within the nation

Qualifications

The Aglow Prayer Coordinator needs to be:

- A person of prayer, with an anointing to inspire others to pray.
- Submissive to spiritual authority with a heart for unity, willing and able to relate to and work under the direction of national leadership.
- Confidential and trustworthy, being careful not to listen to, participate in, nor encourage gossip in the name of prayer and intercession.
- Able to work with basic ministry, organizational, and relationship skills.
- An Aglow member in nations where Global Partnership is offered.

Role

The Aglow Prayer Coordinator:

- Is invited to serve by the national board, National Director, or National Coordinator and relates to the national leadership. (In nations where there is no national leadership, they relate to the Global Field Office - International.)
- May serve as a member of the national board. (This decision is made by each national board.)
- Receives direction from the national leadership.
- Carries out the prayer vision set by the national leadership or the Aglow Global Headquarters offices, particularly the Prayer Office. Promotes prayer in the capital city as outlined in the Capital Prayer vision.

Responsibilities

The Aglow Prayer Coordinator needs to:

- Work at the direction of the national leadership and keep them fully informed of all activities.
- Be alert to prayer needs and prayer activity within nation.
- Coordinate, encourage, and maintain contact with each Aglow prayer group within the nation.
- Help the local fellowships to establish Aglow prayer groups in cooperation with what God has placed on the heart of the national leadership.
- Set up a way to communicate prayer insights and needs to local prayer groups within the nation. The National Prayer Coordinator also encourages each Local Prayer Coordinator to organize a way for communicating prayer insights and concerns within the local community.

This includes prayer focuses from the national leadership or the Aglow Headquarters Office.

- Attend national Aglow events, such as conferences, retreats, and leadership training. These are a good opportunity to meet with local prayer coordinators and broaden their perspective of what God is doing in the nation.

- Stay current in the vision and teachings of Aglow national leadership or the Aglow Global Headquarters office.
- Provide opportunity for growth in understanding and practice all types of prayer, encouraging all Aglow women and men to become actively involved in prayer.

Terms

Unless they serve on a national board, the Aglow prayer coordinator does not have a term of office.

They serve as long as:

- It is mutually agreeable between them and the national leadership who appointed them.
- Has a heart to serve.
- The anointing for this avenue of service continues to rest upon them.

Responsibilities of the National Leadership

1. Choose a Spirit filled woman or man to serve as Aglow prayer coordinator for your nation, one who possesses the qualifications for [Aglow Prayer Coordinator](#) as stated in Section 2.
2. Work with the Aglow Prayer Coordinator to give general direction and guidance for implementing the prayer vision for Aglow International within your nation.
3. Tell the Aglow Prayer Coordinator how you see the role functioning to strengthen Aglow in your nation.
4. Work out details regarding financial support for the Aglow Prayer Coordinator. We expect expenses related to this role to be minimal (phone, postage, mileage).
5. Waive the Aglow Prayer Coordinator's registration fee at national functions. If at all possible, provide housing and allow a time to meet with local prayer coordinators.

National Field Representative

When a national executive board feels the need for further input and assistance in other parts of the nation(s), they may choose to have national field representatives.

If you are one of these "reps", you are the extended arms of the ministry in your country. Since you are physically closer to one part of the Aglow field, you can touch those in your territory in a more personal way than others on the national board can. You serve as liaison between the Aglow's in your area and their national board. You bring the vision that is on the national board's heart to those you come in contact with.

You communicate to the national leadership what you see, hear, and feel on the field. You give the national leaders a glimpse of the exciting ministries taking place as well as problems and potential concerns that you are aware of.

As national field representative, you:

- are an addition or extension of the national executive board (not another level of Aglow)
- bring to the executive board perspective from another part of the nation
- live in the territory that you are representing
- meet at least quarterly with the national board
- work at the direction of the national board, keeping the board fully informed of all your Aglow activity
- assist in strengthening established local fellowships and promoting the formation of new fellowships.

Each national executive board may decide whether or not the national field representatives are to be voting members of the executive board.

- When they are voting members of the national board,
 - the maximum number of field representatives on a national board will be one less than the number of other national board members
 - field representatives will be included in the evaluation process with the other national officers
 - each field representative must submit a completed leadership questionnaire to the Global Field Office - International
- When they are not voting members of the national board,
 - the national board may appoint as many field representatives as they feel are needed
 - field representatives are not required to submit leadership questionnaires to the Global Field Office - International. Field representatives are voting delegates (electors) at national business meetings, but may not vote at international business meetings.

When leaving office, give all Aglow property pertaining to your position to the national board.

Appointment of National Executive Officers

When to Make Appointments

The appointment process is necessary **only when there is a vacancy on your national executive board**. An officer is initially approved for three years, however they may continue in office as long as they are performing their duties well and feel called to continue in that position. If not, the vacant position may be filled in one of the following ways:

One of the other national officers may fill the vacant position.

- Appointment process is not necessary when a current officer fills a vacancy, other than that of national president.
- The position of national president must always be approved by the International President/CEO.
- Contact the Global Field Office-International with your recommendation of the new national president and they will follow through with the International President/CEO.
- You will be contacted by headquarters when final approval by the International President/CEO has been given.

The vacant position may be filled by someone new to the national board.

- Follow steps below to appoint an officer.

How to appoint a new National President

- The Regional Committee needs to be involved in this process.

How to appoint new national board officers (other than president)

National executive board will:

- act as a search committee to nominate prospective new officers.
(National president serves as chairman, unless otherwise delegated.)
- **announce vacant positions to area and local executive board**, inviting them to submit names for nomination by a specific date. (National officers may also submit names.)
- review the "Qualifications for Officers" in *The National Handbook*
- **fast and pray for Holy Spirit guidance** as they consider the qualifications of each woman or man suggested for the position.
- **select one person for each position** (members of board should pray together until unanimous decisions are reached)
- secure approval from the Global Field Office - International for position of president.
- contact each officer selected to see if she or he is willing to serve, if approved.
(Have them complete a leadership questionnaire.)
- arrange a time for national advisors to interview each prospective officer.
(Have all advisors sign leadership questionnaires.)
- send completed leadership questionnaires to Global Field Office - International.
(You will be notified when final approval is given.)
- notify new officer of the appointment after approval is complete
- announce appointment to local and Area Boards.

SECTION 3

EVALUATING NATIONAL BOARD EFFECTIVENESS

(Instructions for National Board)

National Executive Officers' Review should be conducted during September.

Purposes for the Review

- build up, encourage, and strengthen the individual officer
- evaluate and confirm the officer's effectiveness, anointing, and working relationships
- evaluate the officer's performance as a working team member
- evaluate the officer's job performance regarding her ministry position

Steps for Review

1. Each national board officer will be reviewed once every three years

Regardless of when they take office, the officers should be reviewed according to the following suggested schedule:

First year

President
Outreach Coordinator
Conventions and Retreats Coordinator
Ministries Coordinator
Secretary
Half of the National Field Representatives (if voting members of board)

Second year

Vice-president/Leadership Training Coordinator
Administration Coordinator
Publications Coordinator
Affiliations Coordinator
Treasurer
Half of the National Field Representatives (if voting members of board)

Third year

No reviews conducted

The review cycle is then repeated with first set of officers being reviewed the next (or fourth) year.

Appointment of the National Review Committee

2. National Executive Board appoints the national review committee – composed of the following members:

- National board president who serves as committee chairman (President is reviewed last during review year. This enables her or him to serve as chairman until time for the review. Advisor will serve as chairman for president's review.)
- Two national board officers not being reviewed (one serves as Review Committee Secretary)
- One national board advisor
- One national field representative who is not being reviewed (if field representatives are part of your national board)

Actions needed prior to the review committee meeting

3. Actions needed prior to the review committee meeting

- Review committee secretary should provide each member of the committee with a copy of these guidelines. (Committee members should carefully read all the materials.)
- When the president is to be reviewed, review committee secretary should contact the Global Field Office - International for input.
- Review committee secretary will give an "Officer Self-Evaluation Form" to each officer being reviewed.

Include date by which it should be returned to secretary.

The committee secretary gives copies of completed form to each member of the review committee before interviews are conducted.

- Review Committee Secretary schedules interview appointments with the Review Committee for all officers being reviewed.

The Review Interview

4. The Review Interview (Committee meets with each officer being reviewed.)

- Use the "Suggested Interview Questions for National Review Committee" to guide your discussion.
- Review Committee Chairman should lead discussion.
- Keep to scheduled time for interview.
- Review Committee Secretary should take notes.
- Be alert for the possibility of needed adjustments.

Following the Interview

5. Following the interview, the Review Committee corporately completes one review form for each officer being reviewed.

It is important to capture the Review Committee's consensus, not simply the opinions of an individual member.

The Review Committee Chairman

- leads the committee in open and honest evaluation
- leads the discussion of what information to include on review form
- goes over each section of the form, receiving input from each committee member.

The Review Committee Secretary

- takes notes during the discussion
- summarizes notes of the discussion
- reads summary aloud to make certain committee is in agreement with what will be written on review form
- attaches suggestions for needed adjustments to the review form.

Following the Review Committee Meeting

6. Following the Review Committee Meeting

- If the committee is not in agreement as to whether an officer should be recommended to continue in office, the Global Field Office - International should be contacted for input.
- If a National board is experiencing relationship issues, refer them to **Problems=Promises=Provision=Upgrade** located in Section 5 of *The International Local Handbook for Women and Men in Aglow*.
- If an officer needs to be removed from office, contact the Global Field Office - International before any action is taken.
- Review committee chairman and one advisor should meet with each officer being reviewed, giving the results. This should include affirming them in the position as well as offering constructive suggestions for growth in their leadership.
- Review committee secretary should send completed review forms to the Global Field Office - International within one week after interviews.

Suggested Interview Questions for National Review Committee

Instructions: Use the National Board Self-Evaluation form questions when interviewing individual national officers during the review procedure.

They are designed to assist the review committee in evaluating each officer in the four major areas noted. (Input will also come from personal knowledge of the officer being reviewed, and from the self-evaluation form.)

Anointing/Call/Commitment

1. What do you sense God is saying to you regarding:
 - a. Aglow as a whole, now and in the future?
 - b. Your national board, now and in the future?
 - c. Your commitment to the ministry of Aglow, now and in the future?
2. How do you see Aglow fitting into the Body of Christ?
3. How do you see your board and yourself fitting into what God is doing through Aglow?
4. Do you feel called to serve in this ministry?

Relationships

1. Describe the working and/or personal relationships you have with other board members.
2. If other board members were to describe you, what do you think they would say?
3. If those serving under your leadership were to describe you, what do you think they would say?
4. What do you do for fun - by yourself? With your spouse? With your children? With your friends?
5. How do you handle conflicts between members on your board?

Dissolving a National Board

Please contact the Global Field Office – International as well as the Regional Committee liaison should a national board need be dissolved for any reason. All outstanding debts must be paid from the Aglow national treasury, with oversight by the Global Field Office - International.

The balance of funds should be forwarded to the Global Field Office - International.

SECTION 4

NATIONAL COMMITTEES/ DIRECTORS/COORDINATORS & ASSISTANTS

Guidelines for National Committees

When the Aglow ministry in a nation grows sufficiently in numbers of fellowships and availability of mature local leadership, the Regional Committee along with the National Director, Coordinator, or assistant for the nation may suggest to the International Field Director that a National Committee be formed.

A national committee consists of at least three people (women or men) who are willing to be responsible for overseeing the ministry of Aglow within their nation. They will continue to work closely with the national leader assisting them and will receive training from them. Each person on the National Committee must be qualified to serve on a national board. (See [Qualifications of a National Board](#) in Section 1 for a list of qualifications.)

A National Committee is not another level of leadership, but is a group of people in transition to becoming a national board. Upon their formation they should complete as much information as possible on an Application for Affiliation of a National Board/Committee. As the 4th and 5th board members are added, and three national advisors are found, that information will be added to the affiliation form.

Each National Committee member should also complete a leadership questionnaire and send it to the national leader overseeing them. A copy should also be sent to the Global Field Office – International.

A National Committee should plan to complete their affiliation as a national board within a period of time to be decided by the Global Field Office - International, in communication with the National Committee and the national leader assisting them.

Responsibilities of the National Leader Assisting the Committee

The National Leader

- recognizes when there is sufficient need and leadership for a National Committee and communicates this to the Global Field Office - International for approval to proceed.
- informs the regional committee after approval is received.
- appoints three women or men to serve on the National Committee. Each one must be qualified to serve on a national board. (See "[Qualifications for a National Board Member](#)")
- helps them to divide the responsibilities of the committee. (See "[Responsibilities of the National Committee](#).")
- writes to each existing local fellowship in the nation telling them of the National Committee and instructing them to begin sending a tithe of their offerings and a portion of the Global Partnership fees to the National Committee to begin building their treasury to cover ministry expenses within their nation. (A copy of this letter should be sent to the Global Field Office – International and to the Regional Committee chairman.
- Prepares them for national board leadership by
 - including them in Aglow travel within the nation to meet with interested groups of women or men and to help begin Aglow fellowships.

- using them to help new fellowships complete their affiliation paperwork.
 - teaching them how to conduct the local leadership training and having them assist with training sessions.
 - helping them to plan and hold a national retreat or conference.
 - (if applicable) training them in procedures for the translating and printing of Aglow literature. (Make sure they are familiar with the translation guidelines and that they understand the importance of being in touch with the Global Field Office-International before any translation work is done).
- remains in close communication with the members of the National Committee to offer helpful suggestions and to help solve problems as needed.
 - helps to select at least two more people to become trained for national leadership.
 - helps to find the necessary advisors to the national board.
 - helps the committee to complete affiliation as national board.

When the national board affiliation is complete, the national leader who assisted them should write to each local fellowship in the nation, informing them of this and reminding them to be in close communication with their national board. (A copy of this letter should be sent to the Global Field Office - International and to the Regional Committee chairman.)

At such time as the national board is affiliated, they should begin relating to the Regional Committee and the Global Field Office - International. The national leader who assisted them may continue to mentor the national board as needed.

NOTE: A National Coordinator or National Assistant may become part of the National Committee (board). In this case, it will be important to be able to work with the others on the board. The former position as coordinator or assistant would not automatically place them in the position of national board president.

Responsibilities of the National Committee

Responsibilities of the National Committee with guidance of National Leader assisting them

The National Committee should:

- Designate who will serve as the committee leader, who will be in charge of finances, and who will fulfill the secretarial duties.
- Divide other main responsibilities between yourselves (The whole committee will be involved in carrying out the following responsibilities, making sure each of the areas is covered.)
 - Extending the ministry - Respond to inquiries of interest, follow up on all leads and give available helps and information to newly forming groups.
 - Leadership training - Make sure each newly formed board receives training and information, and provide annual training for each established group.
 - Retreats - Lead in the planning and coordinating of a retreat for Aglow in the nation.

Responsibilities of the Global Field Office - International

When a new National Committee is formed the Global Field Office - International will:

- Write to them detailing their responsibilities and sending them an Application for Affiliation for National Boards/Committees.
- Send leadership supplies to the new National Committee, as needed.
- Send a copy of that letter to the national leader who is assisting them.
- Be available to the national leader in any ways needed as the National Committee is being trained.

Flow of Funds

- Local fellowships and Area Boards send a tithe of their offerings and a portion of their Global Partnership fees to the National Committee to help cover their ministry expenses within their nation.
- National Committees and affiliated national boards tithe to the Regional Committee.

Appointment of a National Director or Coordinator

- **A National Director** is an Aglow representative for a group of nations
- **A National Coordinator** is an Aglow representative for one nation where there is no national board.

They are approved to serve by the International President/CEO together with the Global Field Office - International. The appointment is initially for one year with a review at the end of that time. They may be reappointed to serve as long as needed. After being approved they should release any previous board position within one year. When a national board is established, the National Director or Coordinator may continue to mentor as needed.

Responsibilities of the National Director or Coordinator

The National Director or Coordinator

- is directly responsible to the Global Field Office – International with close communication also with their Regional Committee liaison.
- serves as a member of the Global Council (see [Global Council](#) in Section 1)
- communicates with the Global Field Office - International on a regular basis, by means of reports and correspondence.
- presents any projected travel plans to the Global Field Office - International for approval before finalizing
- may choose at least one pastor or layman to act as advisor

The National Director or Coordinator may be assisted in the following responsibilities by National Assistants and/or Area Boards. In nations where it seems likely that a national board will develop, the National Director or Coordinator may recommend to the Global Field Office - International that a National Committee first be formed. A National Director or Coordinator works closely with a National Committee, training and preparing them to become an affiliated national board. If you feel this is a consideration for a nation in your area, contact the Global Field Office - International.

Responsibilities Where There is No Established Aglow Activity

The National Director or Coordinator

- promotes Aglow and works to extend this ministry by telling women and men about it and explaining what Aglow can do for them wherever there is an opportunity.
- actively pursues all interest in establishing [new local Aglow fellowships](#).
- works to bring understanding to pastors in the communities.
- follows [Outreach Procedures](#) for a National Director or Coordinator.
- instructs newly appointed officers regarding the [affiliation process](#).
- teaches leadership training to newly formed local boards using the Local Handbook and other current Aglow materials.

Responsibilities to Established Local Aglow Fellowships

The National Director or Coordinator

- is knowledgeable of all their activities by
 - receiving copies of the minutes of board meetings
 - communicating with them regularly
 - visiting local fellowship meetings periodically
 - meeting with local officers, giving them opportunity to express themselves and to share what is on their hearts
- encourages them by
 - being available to them and communicating frequently
 - offering helpful suggestions
 - helping to solve problems as needed
 - keeping before them the purpose and vision of Aglow
 - sharing with them the vision and direction received from the Aglow Global Headquarters offices, through international conferences, correspondence, and other news from the Aglow Global Headquarters offices
 - seeing that local leaders have the appropriate leadership helps and available materials
 - promoting the use of Aglow literature in the local fellowships
- teaches leadership training
- plans retreats (Area Boards are responsible for retreats only in their area)
- explains and initiates appointment of officers when vacancies occur, seeing that the proper paperwork is completed (change of officer forms and leadership questionnaires)
- initiates and follows up local board evaluations
- requests and receives any necessary reports, in order to collect information for sending to the Global Field Office - International
- initiates and oversees the translation of Aglow literature when needed

Responsibilities to National Assistants

The National Director or Coordinator

- delegates the assistant's specific duties
- gives oversight to the National Assistant's activities
- keeps in close contact with the assistant and communicates with them regularly regarding their Aglow responsibilities
- is knowledgeable of all Aglow activity throughout the territory where each National Assistant is responsible.

Responsibilities to Established Area Boards

The National Director or Coordinator

- assists newly appointed Area Boards in becoming affiliated
- trains area officers in their duties, as detailed in the [Area Handbook](#) (See last section of this handbook.)
- gives oversight to their activities
- keeps in close contact with them and meets with them occasionally to discuss the Aglow ministry in their area
- initiates and follows up area officer reviews.

Responsibilities When Absent From Nation

The National Director or Coordinator should be available to the local fellowships and Area Boards on as consistent a basis as possible. Should they find that they need to be away from their nation for more than two consecutive months they should:

- maintain their responsibilities through communication with the Aglow family in their nation
- direct them to relate to the Global Field Office - International.

When maintaining their responsibilities through communication with their nation, the National Director or Coordinator should:

- notify local fellowships and Area Boards of their upcoming absence and of their continuing availability to them
- establish addresses where they can be contacted during their absence
- have someone available to receive and sort their Aglow mail, forwarding to them anything of importance
- follow up, by correspondence or telephone, on matters needing attention

When directing the work to the National Director or the Global Field Office - International, they should:

- notify local fellowships and Area Boards of any upcoming absence and direct them to send their communication to the National Director or the Global Field Office - International during that period of time.

NOTE: It is important to notify the Global Field Office - International of any upcoming absence as far in advance as possible, including the dates, an address where contact can be made and the method chosen for handling responsibilities during their absence.

Should a National Coordinator desire to reach out to a nation that is not within their designated area, the coordination of such outreach is done through the Global Field Office - International.

Outreach Procedures for a National Director or Coordinator

The National Director or Coordinator is responsible for the Aglow outreach within their nation. They may be assisted in these responsibilities by National Assistants and/or Area Boards.

The National Director or Coordinator's Outreach Responsibilities

- Answer all inquiries concerning the establishment of new Aglow fellowships within her nation, enclosing a copy of pages **Section One – The Foundations of the Ministry** located in *The International Local Handbook for Women and Men in Aglow*.
- When you hear again from those interested, offer them **Section Two – Establishing Aglow in your Community** located in *The International Local Handbook for Women and Men in Aglow*.

If you have not heard from them in a week or two, do not hesitate to follow up with a call or brief note. Do they have further questions about Aglow? Do they know of others in their neighborhood who would be interested in starting an Aglow? Have they ever attended an Aglow outreach meeting? If there is a meeting nearby, you might invite them to attend.

A follow-up email or card may be sent after one month if the contacts or group has not responded further.

When the decision has been made to start a new fellowship, The National Director or Coordinator may join them, if possible, in a day of prayer and fasting in preparation for establishing the new fellowship. During this visit they should

- Explain the history and purpose of Aglow, the qualifications and duties of officers and how to choose the local advisors **Section Three – What it Means to be a Local Leader and Section Four – Executive Board Positions and Local Aglow Advisors**.
- Assist in determining the officers. (It is essential that officers be carefully chosen. A firm foundation will enable a fellowship to flourish and build a strong Aglow ministry.)
- Explain the paperwork necessary for affiliation of the new fellowship.

Close contact should be maintained with the new fellowship during this time of formation.

When the fellowship begins holding regular monthly meetings, send a copy of *The International Local Handbook for Women and Men in Aglow* to the president:

Or-

When the local group becomes affiliated, give them a copy of the entire *International Local Handbook for Women and Men in Aglow*. If the group is a Candlelight group, give them just the Aglow Candlelight Guidelines as found in the handbook.

If it is absolutely impossible for you to be there in person, the above information can be mailed. But your first choice should always be a personal visit.

Affiliation Procedures by the National Director or Coordinator

Responsibilities to Oversee Affiliation Process

The National Director or Coordinator is responsible to oversee the affiliation process of local fellowships and Area Boards in their designated area. Details of the local and Area Board's responsibilities are found in the local and area handbooks.

They should:

- Give the newly forming board a copy of *The International Local Handbook for Women and Men*. Use the handbook to train the new board in the vision and the function of Aglow.
- obtain an application for affiliation from the new local board , making certain all information is complete.
- send the application for affiliation to the Global Field Office - International as soon as it is completed, keeping a copy for their own records.
- obtain a leadership questionnaire from each officer on the local or Area Board. (Every question must be answered. Each leadership questionnaire must be signed by their advisors.)
- carefully review all leadership papers and follow-up on any points in question.
- sign and send all completed leadership questionnaires to the Global Field Office - International keeping a copy for her own records. Any departure from policy should be explained in a cover letter. Inform the Regional Committee Chairman.

If there are existing Area Boards and/or National Assistant they will assist the National Director or Coordinator with the above procedures in relation to local fellowships under their care. In this case, they will send all leadership papers to the National Director or Coordinator, retaining a copy for their files. The National Director or Coordinator then signs and forwards the appropriate paperwork to the Global Field Office - International.

Upon final approval by the Global Field Office - International, an Aglow charter, with the Aglow International identification number, will be sent to the local or Area Board. The National Director or Coordinator may recommend that they receive the charter for presentation to the new board.

After final approval is received, the Global Field Office - International will send

- a welcome letter
- official charter
- a packet of information includes:
 - Global Partnership information, policies, and procedures *
 - Global Partnership form and packet of 25 Global Partnership cards*

***Appropriate translation of these items will be sent whenever possible.**

NOTE: If the affiliation papers are completed in a language other than English. The National Director or Coordinator is responsible to carefully read each leadership questionnaire and give approval by her signature on each. The papers should then be forwarded to the Global Field Office - International as usual. The National Director or Coordinator's signature will be accepted as approval for the leadership questionnaire.

When affiliating local fellowships and Area Boards, the following information will be helpful:

- A local or Area Board must have a minimum of three officers.
- Each local or Area Board must have a minimum of two advisors to affiliate, with the understanding that they will continue to look for a third.
- Officers serving together on a board should not all be selected from the same church. At least two churches should be represented and three is preferable.
- All Aglow officers must meet the qualifications for leadership as listed in *The International Local Handbook for Women and Men in Aglow*.
- Completed leadership questionnaires are required from all executive officers of a new board before they can be affiliated.
- Leadership questionnaires must be signed by all the advisors.
- A board should function no longer than one year before becoming affiliated.

Financial Guidelines for the National Director, Coordinator & Assistant

When a National Director or Coordinator or assistant is appointed, a working fund may be provided if possible by Aglow International only under special circumstances. Leaders are also encouraged to do fundraising to help with their expenses. These funds will be used only to cover actual expenses such as postage, telephone calls, copying costs, airfare, bus fare, lodging or mileage for travel by car, etc. generated by the National Director or Coordinator as related to their own Aglow work in their assigned territory.

If a National Assistant has been appointed to serve under a National Director or Coordinator, the assistant should send her requests for working funds to the National Director or Coordinator. The director or coordinator will communicate this request to the Global Field Office - International and the funds will be sent directly to the assistant.

Accounting

➤ Bank Account

Depending on the laws of your nation, a bank account should be set up under the name of Aglow International – (of your nation). The account should list two or three signatures, but only one signature shall be required on the checks that are written.

Reporting

Keep a ledger of all expenses related to the Aglow ministry (transportation, food, lodging, telephone, postage, etc.). Indicate income (tithes, membership, working funds, sales of publications, etc.).

Reconcile bank statement and expense records monthly.

Send a financial report to the Global Field Office - International quarterly. Keep ledger, bank statements, cancelled checks and all receipts or vouchers in your own files for at least 3 years. (Voucher forms provided by the Global Field Office - International may be used to record expenses when receipts are not easy to obtain.)

Supplies

Aglow International will supply the National Director or Coordinator with all necessary forms, informational literature, and leadership materials. Complimentary literature will be provided as needed with the approval of the Global Field Office - International.

Flow of Funds

Affiliated local fellowships will forward tithes and Global Partnership fees to a National Director or Coordinator to supplement their working funds for outreach. See [Global Partnership](#). They should be accounted for in the quarterly financial report. Global Field Office - International will make adjustments in the flow of funds for your nations if needed.

Appointment of a National Assistant

A National Assistant is an Aglow representative who works at the direction of a National Director or Coordinator to assist in the oversight of the Aglow work.

They are approved to serve by the International President/CEO together with the Global Field Office - International. The appointment is initially for one year, with a review at the end of that time. They may be approved to serve as long as needed. After appointment they should release any previous board position within one year. When a national board is established, the National Assistant is released from the Aglow responsibilities with that nation.

Responsibilities of a National Assistant

When relating to a National Director or Coordinator, the National Assistant

- Works at the direction of the National Director or Coordinator in the promotion and oversight of the Aglow work.
- Serves as a member of the Global Council.
- Assists in the formation of new fellowships.
- Helps new fellowships complete their affiliation forms, being certain to get advisor's signatures.
- Assists in teaching leadership training to local fellowships and Area Boards where applicable.
- Presents any projected travel plans to the National Director or Coordinator for approval before finalizing. Travel for Aglow should be made only at the direction of the National Director or Coordinator.
- communicates regularly with the National Director or Coordinator, keeping them informed of all activities.
- Is free to communicate with the Global Field Office - International as desired or is necessary.

When assisting a National Director who lives in a different nation, follow the division of responsibilities below.

Division of Responsibilities (National Director with an Assistant)

When a National Director has an assistant the responsibilities can be shared in the following ways:

Outreach

National Assistant:

- Follow up promptly all contacts and inquiries for Aglow in their nation(s), keeping National Director fully informed.
- Follow outreach procedures used by National Directors.
- Handle all outreach work personally. Local officers should not do this work.
- Accompany National Director whenever they travel within the nation(s).

National Director/National Coordinator:

- Inform National Assistant of all contacts they have in that nation(s) and what follow up has been done.
- Make contact with all newly developing groups.
- Travel in the nation(s) to meet with Aglow people for any purpose. The National Assistant should be fully informed of this, should be included in plans, and should travel with the National Director whenever possible.

Affiliation Procedures

National Assistant:

- Assist new groups with affiliation process.
- Collect affiliation papers, checking to be sure they are complete.
- Mail all affiliation papers promptly to National Director/Coordinator.

National Director/National Coordinator:

- Carefully check over all affiliation papers received from National Assistant.
- Sign all papers.
- Mail papers to Global Field Office – International and a copy to the Regional Committee liaison.

Leadership Development

National Assistant:

- Help newly forming fellowships understand the basics of Aglow.
- Be responsible for all physical arrangements for leadership training sessions taught by the National Director.
- Attend all leadership training sessions and support the National Director or Coordinator, assisting in any way the National Director requests.

National Director/National Coordinator:

- Teach *Local Leadership Development and* other leadership training provided by Aglow International to all groups at least once each year using the Local Handbook and other current materials from Aglow.

Oversight of Established Fellowships

National Assistant:

- Keep in regular communication with all fellowships under their responsibility by email, telephone and an occasional personal visit. This is for the purpose of discussing the Aglow work, learning of any problems, helping with problems, encouraging the leaders.
- Send regular and full reports to the National Director.
- Accompany National Director whenever they travel within the country.

National Director/National Coordinator:

- Visit, write or telephone Aglow leaders at any time. When visiting, National Assistant should accompany the National Director/Coordinator.
- Be alert to and check on any signs of weakening or potential problems.
- Keep the National Assistant informed of all new information on the fellowships.

National Conventions

National Assistant:

- Assist the National Director as requested.

National Director/National Coordinator:

- Initiate, plan and lead all conventions, with help from the National Assistant.

Finances

National Assistant:

- Notify National Director of need for funds (for postage, telephone and travel.)
- Receive funds directly from the Global Field Office - International (unless other arrangements have been made).
- Set up a separate Aglow account for National Assistant funds.
- Keep full financial records.
- Send financial report to the Global Field Office - International quarterly with copy to National Director/Coordinator.

National Director/National Coordinator:

- See [National Directors/National Coordinators](#) in Section 4.

SECTION 5

SOME PRACTICAL MATTERS

Aglow International Contact Information

Aglow International addresses and other contact information:

Street address:

Aglow International
123 2nd Avenue South
Suite 100
Edmonds, WA 98020 U.S.A.

Telephone:

Telephone number: 1-425-775-7282
FAX number: 1-425-778-9615

Mailing address:

Aglow International
P.O. Box 1749
Edmonds WA 98020-1749 USA

Global Headquarters Office email addresses:

General Mail Box: aglow@aglow.org
Global Field Office - International: intl.fieldoffice@aglow.org

Staff email addresses:

All Global Field Office - International staff at Aglow Global Headquarters can be contacted by email at:

Global Field Office - International			
General	Mailbox	intl.field@aglow.org	
Christie Spaulding	Director	ChristieSpaulding@aglow.org	(425) 275-0223
Christie Spaulding	International Affiliations Coordinator	ChristieSpaulding@aglow.org	(425) 275-0223
		What's App #	(425) 330-6005

Global Partnership

Global Partnership in Aglow is presented at the local fellowship meetings. Information on how to present membership and what membership involves can also be found in *The International Local Handbook for Women and Men in Aglow*.

Becoming an Aglow partner means becoming a part of Aglow's ministry to people of all ages, races, and cultures. Because membership is a sign of commitment, a helpful criterion for finding leadership, and a tangible way to link all Aglow family throughout the world, membership should be offered in every nation except where legally or culturally prohibited.

Membership in Aglow – Aglow Global Partnership

On April 1, 2015 the Aglow Global Partnership program began. Membership throughout the affiliated nations of Aglow will be called **Global Partnership**. Paying the partnership fee in your nation makes the person a member of the global ministry of Aglow International as well as a member of Aglow within your nation and your local fellowship.

The Global Partnership fee collected will be an amount determined by the Aglow national leadership for your nation. Your Aglow national leaders will also determine the distribution of the fee, between your local group and the national leadership, to be used to help fund the ministry in your nation. Your National leadership will send 10% of the total partnership fees collected, to Aglow Headquarters in Edmonds Washington, U.S.A. to help support the apostolic vision-center of the ministry. Partnership is for a period of one year, and then renewed.

In order to encourage partnership in Aglow, the local executive board must understand its value and promote the opportunity. The secretary is usually responsible for keeping partnership records; (See *The International Local Handbook for Women and Men in Aglow*, Part 1, Section 4, for the secretary's responsibilities and Part 2, Section 7 for the membership form to photocopy)

The leadership you relate to (area, national, or international) will explain how Aglow Global Partnership is to be handled in your local Aglow. For example: one third of the membership fee that is collected could be kept in the local Aglow's treasury and two thirds could be sent to your leadership (to be used for Aglow expenses in your nation.)

Fund Raising Projects

Both National and Local boards have the option of sponsoring one or two fundraising projects or events each year, as a means of financial support in addition to offerings.

If items are produced for sale using the Aglow logo, please write to Aglow International Headquarters for approval of each item before producing them. (See Section 5 for [proper use of the Aglow logo.](#))

Funding Outreach Projects

If a fellowship begins an outreach in their community (such as feeding the hungry or ministering in an orphanage) they may take a designated offering at their outreach meeting or have a fundraising event for that purpose. It is important that each project uphold the purposes of Aglow and our ministry statement, and that the funds raised be used for the purpose designated.

Guidelines for Translating Aglow Materials

- **Requests to translate an Aglow book or publication** should come from the highest level of Aglow leadership for any given country. These requests should be sent to Aglow International, Attention: Global Field Office - International. They, together with the Creative Services Office, will help you work through your translation project.

IMPORTANT: Approval to translate must be received from the Global Field Office - International before proceeding with the project. This will insure that the most current edition is translated. Also, the copyrights to many of our publications belong to our authors, and Aglow must secure their permission and decide if royalties should be paid.

- When translation work of any Aglow publication is being considered, please keep in mind the suggested priorities established by the Aglow Global Field Office - International. This will insure that adequate printed resources are available to help in the work of Aglow.

Suggested Priorities:

(1) - *The International Local Handbook for Women and Men in Aglow*

(2) Other current training materials available from Aglow International located in MyAglow on the Aglow website.

- **Translation needs should be discussed with the Global Field Office - International.** Please include the estimated dates for beginning and completing each translation and how the items will be used (for sale within Aglow, given away for evangelistic purposes, etc.)
- **If financial assistance is requested,** please explain your need fully to us before beginning the project. Funds may or may not be available for the project.
- **No changes in content of an Aglow publication** may be made in translation for any reason without written permission from the Aglow International Headquarters or the Creative Services Office.
- After receiving approval to translate from the Aglow International Headquarters, **proceed with a qualified translator.** The translator should be a mature Christian (familiar with our doctrines) who is fluent in English as well as the language of the translation, which should be his/her first language.

NOTE: Include on each manuscript the translator's name and date of the edition translated.

- The translated manuscript should be **proof read carefully and then if possible given to another approved translator for comparison checking** for accuracy and completeness. Or someone on the national board should carefully read it before printing.
- When the translation has been carefully checked and is approved, please follow the **guidelines for printing or reproducing Aglow literature.**

Literature Translations

Division of Responsibilities

Responsibilities of Aglow Global Field Office - International

- Serve as liaison between Aglow Creative Services and the leader when applicable.
- Correspond with the leader overseeing translation projects, suggesting items that might be helpful to the ministry there and collecting information on how the projects are progressing.
- Respond to requests for financial assistance for translation/printing projects, if funds are available.
- Receive inquiries regarding translations and connect these people with the leader overseeing translation projects when necessary. (Some literature may be sent in response or addresses may be given.)
- Give approval for each project together with Aglow Creative Services. Keep Regional leadership informed.
- When appropriate Aglow Creative Services will prepare a legal agreement for translating a copyrighted book that is owned by the author.
- Communicate with Aglow authors to receive permission for translation work to be done.

Responsibilities of National Leaders

- Keep in frequent communication from the beginning of each project with your regional committee or with the Global Field Office - International, providing information on the following points.
- Assess the need within your nation for translated literature, i.e. which language is needed most, which publications, quantities, etc. This includes updating Aglow information /handbooks and correspondence that needs to be translated.
- Obtain permission to translate each item from the Global Field Office - International, and secure updated information and/or current editions.
- Plan how the literature will be used, i.e. sold, given away, other organizations to distribute, etc.
- Get reasonable estimates for translating, typing, printing/photocopying, etc. and consider what funds are available. Keep Regional Committee informed.
- Locate a qualified translator and discuss terms including time, payment, etc.
- Be sure the translation is carefully checked for accuracy and completeness by a second person (through a sentence-by-sentence comparison with the English copy). Have the manuscript typed if possible.
- Include translator's name and necessary copyright information in all publications as explained in [Aglow Publications](#) in Section 5. Store master copies, etc. (for reprints) and all inventory of Aglow publications.
- Submit sample copies upon completion to the regional committee and/or Aglow Global Field Office - International as requested; distribute literature as planned; keep aware of supplies remaining.

Responsibilities of Aglow Translators

- Work in cooperation with the Aglow leadership in the nation, as they direct and according to the terms agreed upon.
- Use a computer for the typing of the translation. Translate the text as literally as possible, trying to stay true to the original meaning. Be careful nothing is omitted or changed, unless permission is received from Aglow Global Field Office - International.
- Include your name and the date of the edition translated on the title page.
- Include copyright information and the current Aglow International address. (See below for printing guidelines)

Guidelines for Printing or Reproducing Aglow Materials

- **Requests to print, reprint, photocopy, revise or reproduce any publication** should come from the highest level of Aglow leadership for any given country. These requests should be sent to Aglow International, Attention: Global Field Office - International.
- If financial assistance is needed, please explain your need fully to us before beginning the project.

NOTE: If approval to print was given at the time of translation, additional approval is not needed.

IMPORTANT: Approval to print must be received from the Global Field Office - International before proceeding with each project. Copyrights to much of our literature belong to our authors, and Aglow must secure their permission and decide if royalties should be paid when the items are sold.

- **No changes in the content of an Aglow publication** may be made in printing or reproducing for any reason without written permission from Aglow's Global Field Office - International.
- **The name AGLOW is a registered trade name and should not be translated.** It must appear on all Aglow publications unless special written permission is granted.
- Unless exception is given by the Global Field Office - International, each translated or reprinted work must contain the following copyright information (in the language of the publication):
 - This publication was originally published under the title_____
 - (Give title in English), in the United States of America by Aglow International, P.O. Box 1749, Edmonds, WA 98020, Copyright_____ (date) in USA.
 - All rights to this book are reserved. No part of this book may be reproduced in any manner whatsoever without written permission of Aglow International.

NOTE: The place and year of this printing should appear (in English) on each publication on the same page as the original copyright information (above).

- A name and address for ordering more literature may also appear (in the language of the publication).
- See “Copyright Laws” below for further information.
- **National copyright procedure** should be investigated by the person overseeing the printing process. If a second copyright must be secured, it should be printed near the original copyright in the language of the publication.
- When the item is completed, **copies are to be sent to the Aglow Global Field Office – International**. Only one copy of reprinted items is necessary, but 3 copies of all translated publications (unless photocopied) are to be sent upon completion. Additional copies of translations may be requested at a later date.

Production of Aglow Accessory Items

Those wishing to produce any item for sale with the Aglow name or the Aglow logo must obtain permission by contacting the Global Field Office – International prior to production.

Aglow Publications

Contact the Aglow Global Office – International for current information.

Copyright Laws

Aglow International asks all fellowships to honor the U.S.A. Copyright Public Law and the copyright laws in your nation. This means music copyrighted in the United States should not be duplicated unless written permission is obtained from the copyright holder.

1. Use of printed copyrighted music at Aglow meetings:

The use of a single copyrighted work during a worship service or a religious assembly is not an infringement of the copyright law. Therefore, any one of the following visual aids may be used to display a single copyrighted work; a transparency with overhead projector, chalkboard, large sheet of paper. Duplicating words of copyrighted music onto song sheets or photocopying of copyrighted music is against the law unless permission has been obtained from the copyright holder.

2. Taping of copyrighted music at Aglow meetings:

Taping and reproduction of all copyrighted music for sale or giveaway is against the law unless permission has been obtained from the copyright holder prior to release. Do not include copyrighted music on the speaker’s tape(s) unless you are prepared to obtain the required permission. It is, however, within the law to record the praise and worship music for personal use as long as the tape is not duplicated.

Use of Aglow Logo

Name: **AGLOW INTERNATIONAL**



Aglow International logo with tag line:



The Aglow logo is a registered trademark. To protect the integrity of our trademark, it may be used only for Aglow purposes. Aglow’s logo cannot be used in conjunction with personal ministry or for the purpose of personal gain.

The Aglow logo may be used for publicity purposes (i.e., an Aglow outreach meeting flyer, an Aglow newsletter, etc.) If written permission is first obtained from the Global Field Office - International, it can be used on Aglow accessory items you produce to sell, including cookbooks or other books, clothing or accessories (i.e. key chains, coffee cups, etc.)

In the United States the logo stationery is printed in a terra cotta color on white paper. If you choose to print your own Aglow stationery, the logo design should be kept exactly the same and you may print it in terra cotta, black or white.

The Aglow logo was re-designed in 2005.

Our suggestion for the design of logo stationery in your nation:



Canada

(your nation)

Etiquette

For Aglow Leaders Contacted by People Traveling in Their Country

With today's ease and frequency of global travel, Aglow people from all corners of the world are traveling to nations outside their own. Often they contact either the Aglow national leader or the Global Field Office - International for information about how they might attend Aglow meetings during their travels.

Following are guidelines to help you as a national leader, respond to these visitors to your nation.

When a traveler contacts the Global Field Office - International requesting information regarding Aglow in specific nations:

- They are asked the purpose of their trip.

The Global Field Office - International staff will ask them if they desire to visit an Aglow fellowship meeting as an attendee, or if they are seeking potential speaking engagements.

If the person is wanting to attend an Aglow meeting anywhere in the nation they are given information on how to contact the Aglow national leader or office. Contact information for a particular city or local fellowship is not given from the Global Field Office - International.

When contacted by this traveler, the national leader/office is free to give any information they see fit.

If the person is a potential speaker for local fellowships the Global Field Office - International will take the information and contact the national leader directly. The national leader then has the option of contacting this person and making arrangements for speaking engagements if desired.

As a general rule, the Global Field Office - International does not recommend speakers. Occasionally, if a member of the Board of International Directors or other key leader in Aglow is traveling to your nation and willing to do some speaking, we will give that information to national leaders so that arrangements can be made if desired.

- There is no obligation to provide hospitality to the traveler.

Other than a cordial visit by telephone, you have no responsibility to help the traveler with such things as providing housing, food, sightseeing arrangements, meeting them at the airport or train, etc.

As national leader you are free to give the directives to your local and area Aglow leadership regarding Aglow travelers in your nation.

SECTION 6

AREA BOARDS

Open letter to National Leadership Regarding Area Boards

How to Use This Section of the Handbook

Dear National Leader,

This section of the *National Handbook* is written for you as well as for the Area Boards you may have in your nation (s). We hope the following pages will help you as you form and give leadership to your Area Boards, and that it will also be a helpful reference to those serving on Area Boards.

This Section is devoted to those topics relating directly to Area Boards. However, each Area Board will need a copy of the Local Handbook as well as additional information from sections of the *National Handbook* (i.e. Conventions/Retreats).

Please choose the method best for you to provide the Area Boards with any other information they will need. (Suggestions are: to photo-copy the pages for them from the *National Handbook*)

The *National Handbook* contains information regarding your responsibilities with regards to the formation of Area Boards. However, it is very important for you to be familiar with all of the guidelines for Area Boards.

God bless you as you prayerfully seek His direction in your formation and leadership of Area Boards. We rejoice with you as growth takes place in the ministry of Aglow in your nation (s), knowing that the result is more people being reached with the saving love of Jesus.

Please let us know whenever we can be of any further help to you. We are here to serve you.

With love, your sisters in Christ Jesus,

The Global Field Office - International

Why Do We Need an Area Board?

“We are excited that new fellowships are beginning in our nation, but there are four groups in an area some distance from where our national board is located and it is difficult for us to have a close relationship with those local boards. What can we do?”

If you as a national leader have found yourself in a similar situation as that described above, it may be time to consider forming an Area Board to serve those local fellowships.

An Area Board consists of three to five women who care for and give oversight to the local fellowships in their geographic area. Area Boards are begun at the direction of the national leadership, with input from the Global Field Office - International.

An Area Board relates closely with the leaders of their nation through regular correspondence, reports and visits together. They work at the general direction of the national leadership, and keep them fully informed about the work of Aglow in their area. (If there is no national leadership, the Area Board will relate to the Global Field Office - International.)

Formation of an Area Board

How Do We Form Area Boards?

When a national president (together with the board), National Director or Coordinator (with input from the National Assistant, if applicable) decides that it is time for an Area Board to form they should:

- Prayerfully consider the potential Area Board leaders from among the local board leaders in that geographic area. It would be wise not to weaken the local boards as people are chosen to move to the Area Board level. (See list of [qualifications for area leaders](#) in Section 6.)
- Inform the Global Field Office – International of the need to form the Area Board, allowing them opportunity to give input.
- Assist the newly forming Area Board with the affiliation process and help them to understand their role and responsibilities, as detailed in the following pages.

The forms needed to affiliate the Area Board are to be furnished by the national leadership. (You may make photocopies of the forms provided in this handbook, or if necessary you may contact the Global Field Office - International for a supply of these forms.)

Application for Affiliation

This is to be completed as soon as the Area Board officers are appointed and sent to the national leader.

Leadership Questionnaires

Each officer should fill out a leadership questionnaire, and each must be signed by at least two Area Board advisors, indicating their approval. Send all the completed questionnaires to the national leadership.

During the affiliation process, the Area Board may perform all its necessary duties. An Area Board must be affiliated within one year after the appointment.

After the affiliation is completed, an Area Board charter will be sent by the national leadership, or the Global Field Office - International.

The Role of an Area Board

- To see Aglow's vision and mission accomplished (to reach people in your area for Jesus), and
- To love and encourage those doing the ministry (your local leaders and fellowships) and you have a **two-fold purpose**:
 1. To serve the national leadership by sharing the responsibilities of being in close contact with each local board and fellowship.
 2. To serve the local fellowships within the geographic area for which you have been given responsibility, by providing training, problem solving, encouragement, and assistance to them.

It is vital for you as an Area Board to also be in close communication with your national leadership. To assist in this, you should regularly send your national leadership the following:

- Regular communication about the work of Aglow in your area
- Copies of minutes of the Area Board monthly meetings
- Quarterly financial reports
- Tithes of funds received from the local fellowships in your area

Problems which cannot be solved at the area level should be taken to your national leadership.

Key Responsibilities of Your Area Board

Here are the key responsibilities of your Area Board:

- Building relationship with the other members of your Area Board, and your local leaders.
- Helping your locals realize how they are part of and contribute to the global vision of Aglow.
- Overseeing the life and health of local boards and fellowships in your area.
- Establishing a close relationship with each local fellowship, perhaps by appointing an Area Board officer as a liaison for each fellowship.
- Developing leaders by recognizing giftings and encouraging their development and use.
- Challenging local fellowships to reach out to the people in their communities.
- Meeting with your national leadership to set tangible goals each year and monitoring those goals with your local fellowships.
- Working with your national leadership to provide a local leadership development seminars each year.
- With input from your national leadership, provide area retreats for all interested people. (See [Convention/Retreat Planning](#) in Section 2.)
- Going into places where Aglow is not established to begin new fellowships.

You may find it helpful to make a simple Aglow directory of information about local groups throughout your area. This will be available for you as well as those on local boards to help direct interested people to the nearest Aglow meeting. In the directory you could include:

- name, e-mail address and phone number of each local president
- time and place of each local meeting
- names and titles of the Area Board officers

NOTE: An area directory would be for the benefit of Aglow members only and should never be used for publication, any promotional effort or a mailing list other than Aglow's.

The Focus of an Area Board

This level of leadership can consist of a combination of women and men who work together as a team. Each one is responsible to carry out the duties of their position while at the same time working together in unity with the board. (It is best to begin with five officers, but if enough leadership is not available an Area Board can begin with a minimum of three officers. Additional officers should be chosen as soon as possible.)

If there are just three on the board, the offices are:

President (or Chairman)
Secretary
Treasurer

The national leadership for your nation may choose the additional titles that best fit their culture, but the titles we recommend are:

Vice-President/Leadership Development Coordinator
Ministries Coordinator
Outreach Coordinator
Conventions and Retreats Coordinator

These offices can be combined. For example, one person could serve as both Ministries Coordinator and Outreach Coordinator.

Our Vision Statement

To carry the truth of the Kingdom that:

- Restores people to a radiant place of relationship with God and one another
- Breaks the tyranny of oppression
- Brings freedom and empowerment

Mission Statement

Aglow International is a Kingdom Movement committed to seeing God's will done on earth as it is in Heaven. We do this through:

- Mobilizing millions into a company of warriors, champions, and global leaders of significance.
- Establishing powerful Kingdom Communities founded on the fullness of Christ in every nation of the world.
- Empowering people to develop resources that enable them to take advantage of all that God is releasing from Heaven.
- Forming apostolic teams that demonstrate the power of Heaven in the darkest places of earth. Cultivating a worldwide presence that creates an atmosphere of celebration, impartation, and restoration.

But there are different roles in that mission.

The **Local Board** is responsible to oversee **one local fellowship**. The heartbeat of Aglow is the local fellowship, where people grow and change through Jesus Christ and reach out to others in their community.

The **Area Board** is responsible to oversee **a number of local fellowships in a specific geographical area** which is determined by the national leadership. The officers serving on an Area Board are to be in close relationship with those in local leadership, consistently administering help and encouragement to them.

The **national leadership** is responsible to oversee **all the Area Boards within their nation(s)**.

This includes overseeing the life and health of existing Aglow activity as well as overseeing the beginning of new growth. The national leadership's goal is to see that Aglow becomes established as a light of hope for the people of their country.

Qualifications for Area Board Officers

An Area Board member

- must be a born-again believer in the Lord Jesus Christ
- must be baptized in the Holy Spirit and speak in tongues
- must agree with Aglow's Belief Statement
- must have the agreement of their spouse, if married
- should be a Global Partner of Aglow (if membership is offered in their nation)
- should be enthusiastic and become knowledgeable about Aglow and feel called by God to be a part of it.

Area Board members should each regularly attend one local church and represent several different denominations. If possible, each should have served previously in Aglow leadership.

An officer appointed or selected to a new position needs to release any previous position within one year.

No more than one member of a family may serve on an Area Board at the same time.

It is helpful for Area Board members to live in the same geographical area to enable them to meet together regularly.

An Area Board member should exhibit leadership ability, live a life that is a good example before others, and daily seek God and read His Word. They should be teachable and willing to work in loving accord with others, with an attitude of humility and a servant's heart.

Area Advisors

Your Area Board should choose three to five women and men to serve as advisors to the board. Area advisors may be consulted by the Area Board on spiritual, legal and business matters. It is recommended that the advisors live in the same geographical location as the board members. In the event you live in an area where it's impossible to get enough advisors, please contact your national leadership.

Qualifications for Advisors

Area advisors

- must be born-again believers in the Lord Jesus Christ
- must be baptized in the Holy Spirit and speak in tongues
- must be in agreement with Aglow's Belief Statement
- should feel called of the Lord to serve in this capacity
- should represent different denominational backgrounds, if possible
- should be women or men who are well-respected in the community
- should be willing to give advice to the Area Board but to release the decision making to them
- whenever possible, should not be a family member of anyone on the Area Board which they serve
- should serve only one Aglow board at any given time (with the exception of international advisor-at-large)
- should be asked to serve on a yearly basis. (At the end of each year, every advisor should be sent a letter of appreciation for their service to Aglow.)

Duties of Area Advisors

Area advisors

- should be available to the Area Board on a consistent basis, attending some retreats and some monthly outreach meetings
- review board minutes
- interview and approve prospective candidates for the Area Board (signatures of three advisors are required.)
- give counsel to Area Board as requested.

Duties of the Area Board (to the Advisors)

The Area Board should

- keep in frequent touch with all advisors, meeting with them at least two or three times a year, quarterly if possible
- consult the advisors for their corporate advice, although they may not be of the same opinion on every issue
- send a copy of the approved minutes to all advisors following each monthly meeting of the Area Board
- assure advisors that they are welcome to attend all monthly outreach meetings, retreats, conventions, etc.
- extend a personal invitation to at least one advisor and their spouse to attend each area retreat, as guests of the Area Board.

International advisors-at-large are appointed by the International President/CEO and the International Board of Directors.

An international advisor-at-large does not relate in an advisory capacity to the national, area or local boards of the nation in which they live, unless they are serving simultaneously as an advisor to one of these boards.

Responsibilities of Area Board Officers

President

As the Area Board president you will want to encourage the members on the Area Board to work in loving unity of spirit. You look for and help develop the potential in others.

You are responsible for the general promotion and supervision of the work as a whole. You are a member of all committees, and you are the one most responsible to be in close communication with your national leader.

If you are the area president, you:

- Meet the qualifications listed under “[Qualifications for Area Board Officers](#)” in Section 6.
- Preside at board meetings and set the pace. You prepare the agenda, with input from your Area Board members, keep the meeting moving along. Encourage everyone’s involvement and see that motions are made and seconded on items requiring a vote
- Share with your board all reports or correspondence from your national or regional leaders (including the National Prayer Coordinator), and the Aglow Global Field Office - Internationals, seeing that pertinent information is copied and sent to the locals in your area
- Make sure that each board member has easy access to a copy (or her own personal copy) of both *The International Local Handbook for Women and Men in Aglow* and this section of *The National Handbook* for Area Boards. **It will be important for each leader to be very familiar with the contents of *The International Local Handbook for Women and Men in Aglow*.**
- Preside at your area retreats. This does not mean you have to do it all. It is important for other area officers, ministry coordinators or local Aglow attendees to be involved. However, you oversee the whole retreat, helping each part fit together in unity. (See Section 2 of *The National Handbook* – [Convention/Retreat Planning](#).)

See also “[Affiliating Local Fellowships](#)” in Section 6 for additional duties of the president.

Secretary

The secretary's responsibilities can be done by one member of the board, or they can be divided into two positions if enough leadership is available. The two parts of these responsibilities are:

Corresponding Secretary

The corresponding secretary is responsible for communicating information between the Area Board and the local Aglows in the area, thus contributing to the order of Aglow.

Recording Secretary

The recording secretary facilitates the orderly flow of the business of the Area Board by organizing the business details of the Area Board.

As corresponding secretary you:

- Meet the qualifications listed under "[Qualifications for Area Board Officers](#)" in Section 6
- Handle correspondence for the Area Board. (An exception is that most often correspondence to and from the national leadership will be with the area president, and they should share it with the whole board.)
- Take care of the publicity for meetings held by the Area Board (such as leadership development and area retreats).
- Compile an area directory containing names of local fellowships, names, e-mail addresses & phone numbers of local presidents, and the time and place of meetings.
- Keep the area directory up to date and revise it whenever changes occur.

As recording secretary you:

- Record the minutes (a brief summary) of all Area Board and special business meetings.
- Seek the Lord's guidance when transcribing the minutes of a meeting at which members of the Area Board have discussed information which could prove embarrassing to certain individuals if made public.
- Send copies of the minutes to area advisors and the national leadership.
- Inform the national leadership whenever there is a change of officer on the Area Board, and send a completed change of officer form to the national leadership.

See also "[Affiliating Local Fellowships](#)" in Section 6 for additional duties of the (recording) secretary

Treasurer

The treasurer's efficient management of the Area Board's monetary resources provides for the smooth operation of all financial details.

If you are the treasurer, you:

- Meet the qualifications listed under "[Qualifications for Area Board Officers](#)" in Section 6.
- Are responsible for handling the funds of the Area Board and maintaining accurate records of all financial transactions. You pay all bills for the Area Board, after getting approval from the board for all expenditures. (Decisions to spend money are made at the Area Board meetings and noted in the minutes.)
- Prepare monthly financial reports for the Area Board and quarterly reports for the national leadership. At the end of each year you have the Area Board appoint someone with knowledge of financial record keeping (not a board member) to review your books.
- Instruct local treasurers regarding their duties, including the procedures for financial reports. You receive and evaluate financial reports from local fellowships in your area.
- Are responsible for sending a tithe (a symbol of commitment and dedication) of 10% or more to your national leadership for the purpose of sharing in the responsibility of supporting God's ministry through Aglow. If there is no national leadership, the tithe is sent to the Aglow Global Field Office - Internationals (unless legally prohibited from sending money out of the country).
- Need to be aware of the financial regulations and laws of your nation that your board may need to comply with.

Other Helps for Treasurers

Record Keeping

An income and expense journal should be used to show distribution of income (cash receipts) and expenses (cash payments).

Bank Account

If your board decides to open a bank account, it should be set up under the name of Aglow International. The account should list three signatures; two that will be required for checks to be cashed, plus a third alternate.

Use of Aglow Funds

Article VI of the Articles of Incorporation of Aglow International states, "None of the funds of this corporation are to be used to subsidize personal enterprise or personal ministries." Aglow funds are to be used only for Aglow related activities and outreach.

NOTE: If sufficient leadership is available, you may want to add one or more of the following suggested positions to your board.

Vice-President/Leadership Development Coordinator

As the Vice-President/Leadership Development Coordinator, you have an effect on future leadership of Aglow. Along with your board, you have the privilege of influencing those who have chosen to step beyond meeting Jesus into being involved as leaders in God's work through Aglow.

As we rejoice in our salvation experience, it is important to understand and to impart to those you lead that they have been saved for a greater purpose. There is an individual and a corporate identity which we walk in as God calls us higher in Him. As Vice President/Leadership Development Coordinator you have a great opportunity to develop leaders in the area of their identity, God's favor, Aglow's Global Prophetic and Apostolic call to the nations, etc. You have been mantled to inspire women and men to put the Gospel into action and to joyfully bring the love of Jesus to their communities. We have been saved for more!

If you are the Vice-President/Leadership Development Coordinator, you:

- Meet the qualifications listed under "[Qualifications for Area Board Officers](#)" in Section 6. Have a desire and the ability to teach and train leaders.
- Make arrangements for the leadership development seminars (date, teaching team, contacting of local fellowships, etc.) after receiving approval from the Area Board.
- Make arrangements for the teaching of the fundamentals of local leadership development as soon as possible after the formation of a new local fellowship.
- For leadership development familiarize yourself with *The International Local Handbook for Women and Men in Aglow* and use this tool to impart vision and teach how Aglow functions.
- For spiritual enrichment you will find other current leadership resources and materials located on the Aglow web site in MyAglow. Also, blogs from the International President/CEO and Global Conference messages on DVD can be used.
- All local officers are required to attend leadership development yearly.
 - Encourage all local officers, ministry coordinators, hostesses, teachers and others interested in Aglow to attend leadership development seminars. (Advisors should also be invited to attend.)
 - Have local leadership development handouts printed and made available at the seminar.
 - Make arrangements for a registration fee or freewill offering to be collected to cover expenses incurred by members of the Area Board (i.e. rental of meeting room, transportation, meals, etc.).

Ministries Coordinator

As the Ministries Coordinator, you keep the “go” in local Aglows by helping them develop ministries that carry them outward into their communities. You know that drawing people to come to Aglow is only half the task, Aglow must also go to them. So you work with the vice-presidents on the local boards to get new ministries started and to keep current ministries steadily on course. From hostesses to prayer counselors, from prison ministry workers to support group leaders, it is Ministry Coordinators and their committees who touch the lives of people most directly.

If you are the Ministries Coordinator, you:

- Meet the qualifications listed under “[Qualifications for Area Board Officers](#)” in Section 6. Inspire local vice-presidents, ministry coordinators and ministry workers to see how their ministry for Jesus makes a difference in other people’s lives. Their contributions count!
- Keep abreast of local ministries. Be in touch with local vice-presidents to see how things are going and make yourself available to them for ongoing advice and support. Read the local board meeting minutes, watching for the ministry coordinator reports and ministry activity.
- Be an enthusiastic spokeswoman and trainer for local ministry positions at leadership development, at special seminars, and with individuals.
- Know the Aglow ministry tools and publications available. (A helpful relevant book or brochure can make ministry come alive.) To be able to point local vice-presidents to the materials they need, be familiar with the *Local Handbook* and any materials available from Aglow Global Headquarters offices.
- Work alongside each local board that does not yet have outreach ministries into their community. Help each board develop:
 - a monthly outreach meeting designed to reach non-Christians as well as to encourage Christians
 - a prayer group with a prayer coordinator
 - a Bible study, support group or other outreach ministry
- Work with the area outreach coordinator in communities where Aglow is not yet established to see if an outreach ministry (i.e. support group, Bible study, etc.) would be a good first step toward creating interest in a new Aglow fellowship.

Outreach Coordinator

As the outreach coordinator, you promote interest in Aglow within your area. Your special focus is establishing new Aglow's, so you make sure Aglow is not a secret in the cities and communities within your area. You go a step further than just responding to interest in Aglow; you take the initiative to create interest. Your love of God's work through Aglow and your desire to see today's women and men touched by Jesus keeps you moving forward to help new Aglow's begin.

As the Outreach Coordinator, you:

- Meet the qualifications listed under "[Qualifications for Area Board Officers](#)" in Section 6 of this handbook.
- Respond to and work with those interested in starting Aglow in their communities. See "[Stages to Beginning a New Aglow](#)" in Section 2 of this handbook.
- Target unreached communities and begin to introduce Aglow, even if no interest has yet been expressed. (Don't wait for them to come to you!) Work with your board to select two to three cities or communities per year.
- Identify, on a map, the major cities or communities in your area where Aglow is and where it is yet to be established. Take the initiative to introduce and establish Aglow there.
- **Pray for new Aglows.** Pray with your board, and on your own, asking for the Lord's help in the communities you target. Ask your Aglow Prayer Coordinator (if you have one) or the local pastors, for any specific insights they may have about spiritual strongholds in the community.
- **Look for and reach out to contacts.** For example, find out if your national board or local boards have friends or relatives in that community who are interested in Aglow.
- **Publicize.** Don't wait for interest to happen, help create it.
- **Be where the people gather.** Help introduce Aglow by taking part in community events.
- **Build support with community pastors.** Introduce Aglow and talk with them about the needs Aglow can help meet
- **Hold a sample Aglow meeting.** Show those interested what Aglow is like.
- **Work with your Ministries Coordinator.** Maybe a Bible study or a support group would be a good first step toward creating interest in a new Aglow fellowship.
- Be alert to whether there is a need for more than one Aglow in a community and initiate a second group if needed. (For example, an evening or Saturday Aglow in the same neighborhood where a daytime chapter exists.)

Conventions and Retreats Coordinator

As the Conventions and Retreats Coordinator, you are a special event designer and coordinator for your board. Whether your convention/retreat happens at a mountain campground or in a city hotel, you see it as a unique time for today's busy women and men to be refreshed, both in spirit and in body. Along with your board, you think of ways to help the people attending your conventions/retreats experience the nearness of God and the hope of biblical truth, as well as the joy and fun of being with others who love Jesus. You know that behind every successful event are lots of practical details. Your leadership in overseeing and coordinating these details help to make each convention/retreat an experience to remember.

If you are a Conventions and Retreats Coordinator, you:

- meet the qualifications listed under the "[Qualifications for Area Board Officers](#)" in Section 6.
- present your recommendations and suggestions for convention/retreat plans to your board.
- make all arrangements with the management of the convention/retreat site.
- make arrangements for necessary equipment; piano/instruments, sound system, overhead projector and screen, taping equipment, microphones, platform and room setup, etc.
- make arrangements for taping
- appoint a committee (with approval of the national board) and train these women to carry out the following duties;
 - publicity
 - registration
 - housing
 - packets and name tags
 - hospitality and hostesses
 - ushers
 - prayer ministry
 - communion
 - bread breaking
 - publications

NOTE: For further Convention/Retreat Planning information contact the National Board.

When There are Changes of Officers on Your Area Board

Stability on the Area Board level is very important to the development and growth of the local fellowships. Should an area officer need to be away from their area for more than six months total during their term of office, they should release their position. In this case the remaining board members will appoint another person to this position.

Anytime changes occur on your Area Board a change of /information/ officer form must be completed and sent to your national leadership. A leadership questionnaire must be completed only by those new to your board.

When leaving office, each Area Board officer should give all Aglow property and records pertaining to this position to the incoming officer.

How to Appoint New Officers to Your Area Board

When there is a vacancy on your Area Board, another person may be appointed to fill that position. An Area Board officer is initially appointed for three years. However, they may continue in office if they are performing well and wishes to continue. If not, the vacant position may be filled in one of these two ways:

1. One of the other officers on your Area Board may fill the vacant position. For example, the secretary might become the president. In this case the appointment process is not necessary for the position of president. However, the change in position should be approved by your national leadership.
2. The vacant position may be filled by someone new to the Area Board. Follow the steps below to appoint an officer.

The Area Board will:

- **Act as a search committee to nominate prospective new officers.** (Area president serves as chairman, unless otherwise delegated.)
- **Announce vacant positions to local executive boards,** inviting them to submit names for consideration by a specific date. (Area and national officers may also submit names.)
- Review the [“Qualifications for Area Board Officers”](#) in Section 6 of the *National Handbook*
- **Fast and pray for Holy Spirit guidance** as they consider the qualifications of each person suggested for this position.
- **Select one person for each position.** (members of the board should pray together until unanimous decisions are reached.)
- **Secure approval for position of president from national leadership** (or from the Global Field Office - International if there is no national leadership).
- Contact each officer selected to see if they are willing to serve, if approved. Ask them to complete a leadership questionnaire.
- Arrange a time for area advisors to interview each prospective officer. Have all advisors sign leadership questionnaires.
- **Send completed leadership questionnaires to national leadership.** (You will be notified when final approval is given.) If there is no national leadership send questionnaires to the Global Field Office- International.
- Notify new officer of their appointment after approval is complete.
- Announce appointment to local boards.

Leadership Difficulties - Calling Leaders Up! Not Out!

An Aglow Area Board is made up of a diverse group of leaders. Each one is committed to working together in unity and bringing to the table both strengths and weaknesses.

If leadership or relational difficulties should occur on your Area Board or any of the local boards that you oversee it can be helpful to communicate with your national leadership.

You will find guidance for handling relationship issues in *Problems=Promises=Provision=Upgrade* located in Section 5 of *The International Local Handbook for Women and Men in Aglow*.

Dissolving an Area Board

If an Area Board is to be dissolved, it will be important to be in close contact with the national leadership. The national leadership will make this decision and will follow through on any action needed.

Should an Area Board be dissolved, all outstanding debts must be paid from their Aglow area treasury, with oversight by the national leadership. (If area treasury funds are not sufficient contact your national leadership for direction.)

The balance of funds should be forwarded to the national leadership.

Stages to Beginning an Aglow Fellowship

Interest

In this stage, interest in Aglow is beginning to happen because of publicizing Aglow and holding a sample Aglow meeting. Or perhaps someone has contacted you and asked about starting Aglow in their community.

Begin by offering anyone interested a copy of **Section One – The Foundations of the Ministry** located in *The International Local Handbook for Women and Men in Aglow*. If possible, do this in person in order to begin building relationship and sharing what Aglow means in your life.

- When you hear again from those interested, offer them a packet of information containing **Section 2 – Establishing Aglow in your Community** which is also located in *The International Local Handbook for Women and Men in Aglow*.

If you **have not** heard from them in a week or two, do not hesitate to follow-up with a call or brief note asking if they have any further questions about Aglow or to invite them to attend an Aglow outreach meeting in their area.

NOTE: If anyone interested in starting an Aglow fellowship contacts the Global Field Office – International, a reply email letter is sent right away, including the name of the national leader to contact. The national leader is also notified of the new interest)

Intent

This may be the most important stage, the time when your regular contact makes all the difference. If the women or men look over the packet of information you gave them and are still interested, encourage them to begin praying together and contacting others who might be interested.

Depending on the size and nature of your area, these interested people may be miles away. Your contact may be in person, by phone, email or FAX. It is important that you follow up with consistent communication.

Involvement

In this stage, if there is enough sustained interest to start a new Aglow, set a time for your board to meet with the interested people. During this time, you will want to:

- pray together
- get to know each other
- share about Aglow's history and purpose, the qualifications and role of officers and how to choose advisors
- explore possible leadership positions they may feel to serve in by providing them with **Section Three – What is Means to be an Aglow Leader** and **Section Four Executive Board Positions/Local Aglow Advisors** from *The International Local Handbook for Women and Men in Aglow*:

When the local group becomes affiliated, give them a complete copy of *The International Local Handbook for Women and Men*. Every member of the Local Board should have their own copy.

If the group is a Candlelight Group, give them a copy of the guidelines and leadership form. Both are found in *The International Local Handbook for Women and Men in Aglow*.

Affiliating New Local Fellowships

The Area Board officers work together to provide assistance to the local officers prior to affiliation of a new group, thus aiding in the growth of the ministry of Aglow. It will be important for each one on your Area Board to become familiar with the information in the Local Handbook regarding how to choose local executive officers and qualifications for each officer.

The new local officers should be encouraged to complete the necessary paperwork so that they can officially affiliate as an Aglow fellowship. Care and discernment are needed with all affiliation papers, so that each fellowship is healthy and strong from the time it is birthed. It is your approval on all this paperwork that your national leadership will consider before affiliating a fellowship.

The following are affiliation duties of the Area Board president and secretary (or recording secretary), to be carried out after the above meetings with the local people have been held and the local officers have been chosen.

If you are the Area Board (recording) secretary, you will:

- Send an application for affiliation to the new prospective local president (unless she received one at a previous meeting with your Area Board)
- Send a leadership questionnaire to each prospective new officer. A return envelope, stamped and addressed to the Area Board president should be sent along with each leadership questionnaire.

If you are the Area Board President, you will:

- Receive the completed application for affiliation, read it over making sure all information is complete.
- Receive a completed leadership questionnaire from all prospective new officers, and read each one making sure the questions are answered and all questionnaires have been signed by the local advisors.
- Forward the application for affiliation and leadership questionnaires to the national leadership for final approval, including a cover letter explaining any possible need for exception to policy. (The recording secretary may be asked to handle this step, and the next.)
- Retain a copy of each application for affiliation and all leadership questionnaires for the Area Board files.

Charters for New Local Fellowships

After affiliation procedures have been completed, a charter will be sent to each new local fellowship. If the charter is sent from the Global Field Office - International it will be sent directly to the new local president. If the charter is sent from the national leadership it may be sent to either the local or to the Area Board.

If the charter is sent to your Area Board for presentation to the local you should:

- Present the Aglow charter to the president of the local fellowship at the monthly meeting, within two months after having received the charter or send the charter by mail with a letter of presentation, if distance or expense prohibits a personal visit.
- Impress on the members of the new local fellowship that they are, as of that moment, part of a growing worldwide organization of people whose lives are centered in the Lord.
- Pray for the fellowship, the officers, and members after presentation of their charter, asking for God's blessing and His vision for ministry to their community.

When There are Changes of Officers on a Local Board

In *The International Local Handbook for Women and Men in Aglow* you will find details regarding Steps to Take in Selecting Executive Officers of Established Boards. Please become familiar with this information so you can help to lead the local boards through this process.

When changes occur on a local board, the following duties should be carried out by the Area Board president and secretary (or recording secretary).

If you are the Area Board (recording) secretary, you will:

- Send a change of officer form to the local president.
- Send a leadership questionnaire for anyone new to the board (who does not already have a leadership questionnaire on file). A return envelope, stamped and addressed to the Area Board president should be sent along with each leadership questionnaire.

If you are the Area Board president, you will:

- Receive the above forms and read each one to make sure they are complete. (The same guidelines apply as when reading forms from a new fellowship.)
- Forward the forms to the national leadership for final approval, including a cover letter explaining any possible need for exception to policy.

Keep a copy of each change of officer form and all leadership questionnaires for the Area Board files.

SECTION 7

AGLOW CANDLELIGHT GROUPS

(Note to National Leadership)

As Aglow International continues to grow in nations around the world, each leader is faced with situations that require much sensitivity, as we seek to fulfill our mission statement and help people to become a part of this ministry.

The traditional Aglow fellowship, with its 3 to 5 member board and monthly public outreach meetings, has proved to be an anointed plan of God for women in thousands of communities around the world. But we also want to respond to the need to make available a plan for a simplified Aglow group, if we are to allow the ministry of Aglow to touch the lives of those in communities where the traditional Aglow board or fellowship may not be the most workable.

In answer to this need, the Candlelight Group program was developed. **You will find complete guidelines in *The International Local Handbook for Women and Men in Aglow*.** Please become familiar with these guidelines as an option to be used when the traditional Aglow fellowship is not preferred, but a group of women or men want to be officially affiliated with Aglow.

An Aglow Candlelight Group may be a home group, a prayer group, or a Bible study. A Candlelight Group does not replace the traditional Aglow fellowship, but is an option to be used when preferred. Example: An affiliated Aglow fellowship may have a Bible study or a prayer group. However, a Bible study or a prayer group in a community where there is no local Aglow fellowships may affiliate as a Candlelight Group by following the simple guidelines.

If a Candlelight Group becomes well established and the necessary leadership becomes available, this committee may later choose to affiliate as an Aglow fellowship.

NOTE: Before beginning a Candlelight Group, please be sensitive to the location of affiliated Aglow fellowships in the area. Bible studies or prayer groups may also be part of the outreach of a local fellowship. So care must be taken that Candlelight Group will not infringe on the already established work. (A radius of 30 miles is suggested, but national leadership should determine this within their own nations.)

As national leadership you should:

- recognize when a group of women or men should organize as an Aglow Candlelight Group instead of as an Aglow fellowship.
- provide them with a copy of the “Aglow Candlelight Group” guidelines, which includes an Aglow Candlelight Leadership Form.(See Local Handbook)
- carefully read the completed leadership form, making sure the key leader, at least one of the committee members, and also the advisor, are filled with the Holy Spirit and speak in tongues.
- make sure the Candlelight Group leaders have completed the back of the form, so you know they have a clear direction and goals for their group. (We suggest you give them two copies of the leadership form so they can keep a copy of their goals.)
- sign the form showing your approval and send it to the Global Field Office - International, keeping a copy for your records.
- When this simple affiliation process is complete, a charter for Aglow Candlelight Groups will be sent by the Global Field Office – International.

As national leaders you should also:

- provide adequate and ongoing training to the members of the committee.
- Provide Aglow materials to the group as needed. We suggest you give to them the following:
 - How to Start an Aglow Candlelight Group
 - What is Aglow?, Our Statement of Belief, Mission and Vision Statements and Core Values found in Part 1 of the Local Handbook
 - Other brochures or information from Aglow International
- Notify the Global Field Office - International if there are changes on the Candlelight Group committee
- Encourage the Candlelight Group committee to take an offering (if possible) to send to the national leadership. As they honor this scriptural principle, the group will be blessed.
- When (and if) you recognize those on the committee of an Aglow Candlelight Group are ready or wanting to proceed in their growth and affiliate as an Aglow fellowship, you should help them to complete that process.

Note to leaders who will be translating these guidelines

- If you prefer to use the word “Candle” (Aglow Candle Group) instead of “Candlelight”, please feel free to do so. In some nations, the word “Lighthouse” is being used. (Aglow fellowships in the U.S. are called Aglow Lighthouses.)