



Quarterly News for *Presbyterian Women in Leadership*

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Select About PW, then select Quarterly Newsletter.

November 2011–January 2012

Presbyterian Women Churchwide

CCT considers social media, digital *Horizons*, human trafficking and more at fall meeting

The Churchwide Coordinating Team met September 27–29, 2011, in Louisville, Kentucky. Here are highlights.

- **Mission Relationships** has partnered with Justice & Peace to plan a PW national day of action for justice, tentatively called "October Together." It will focus on a different justice issue each year; the emphasis in 2012 will be on human trafficking. Resource material is being developed jointly with the PC(USA)'s Human Trafficking Roundtable, with an eye toward concrete actions that can be taken to end human trafficking. For more mission news, see page 2.
- **Global Exchange** visits India to learn firsthand about the oppression of women and the effects of poverty on children in India. Participants visit church partners in Agra, Durgapur, Kolkata and Shillong, October 9 through 26. They visit an HIV/AIDS hospice, a school for children who live in the slums of Kolkata, and a sewing project that will provide an occupational alternative to life in the brothels for daughters of women in the sex trade. See the January/February 2012 issue of *Horizons* for a full report.
- **Communications** approves a digital edition of *Horizons* magazine for online subscribers, drafts a social media policy for Presbyterian Women and promotes the virtual circles, special interest groups and online Bible study groups that have sprung up on Facebook. See page 7.
- **Antiracism** considers producing a resource on cultural proficiency, and starts a discussion on Facebook about women's experiences with racism and sexism. They ask that you encourage women in your presbyteries to participate in this discussion. Women can go to Facebook, sign up if not members, go to Presbyterian Women in the PC(USA), click on "Forum" and join the conversation.
- **Funds Development** is building a budget for cultivating potentially large donations and working with Women Moving Millions in Faith Communities, while continuing to hone Mission Pledge materials and insert additional ways of giving into the Birthday and Thank Offering campaigns. See page 6 for additional funds development news.
- **Creative Ministries** awards Birthday Offering grants to programs for trafficked girls in Georgia, orphans in Romania and solar installation training projects in Synod of the Sun. Learn more about the grant recipients in the January/February 2012 issue of *Horizons*.
- **Justice & Peace** recommends that the CCT adopt the Civil Society Statement on Scaling Up Nutrition, calling on governments to support and commit to using resources



Photo by Laura Lee

Outside the Jama Masjid (Friday Mosque) in Delhi, children sleep and play on the street. Global Exchange participants visited India in October to learn more about issues facing women and children in the world's second-most populous nation. See the January/February 2012 issue of *Horizons* for the full story.

- to combat childhood malnutrition. To download the statement, go to www.bread.org/event/gathering-2011/international-meeting/pdf/civil-society-statement-with-organizations.pdf. See page 2 for more J&P news.
- **Gathering Planning** plans to bring 12 Global Exchange guests and an additional 12 global partners to the Gathering from around the world. The committee also is planning a silent auction in partnership with Funds Development. For more Gathering news, see page 3.
- **Search Committee** reports the 2012–2015 slate of leaders to be presented to the 2012 Business Meeting during the Churchwide Gathering. The slate appears in the November/December 2011 issue of *Horizons*.
- **Leadership Enhancement** reviews feedback from those who have "taken it to the congregations" since the 2010 leadership training event. Several synods have adapted the LEC training for use at the congregation level, and LEC is determining how to make these valuable resources more widely available. The committee also decides to retire the outdated resource *Planning with a Purpose*.

Don't miss what's inside! • Gathering registration booklet! • *Horizons* two-for-one offer! • Celebrate the Gifts of Women flier!
Roma baskets in time for Christmas! • *Horizons* online subscription for just \$15! • Updated memorial/recognition gifts process • and more!

Mission Relationships updates PW's Together in Service program

The *Together in Service Guide* is being completely rewritten in response to a sharp rise in international shipping charges and customs fees, changing international markets, changing needs among mission partners, and new opportunities for hands-on mission. The revised guide includes an expanded list of ecumenical partners and updates to sewing and other project summaries. Women are urged to contribute hygiene kits—for example, Ivory™ bar soap and new tightly woven washcloths—rather than blankets and sheets. Baby items should be no larger than newborn. Changes to the program apply to items shipped to the Brethren Service Center. An updated *Together in Service* guide will be available at the Gathering in 2012 and online at the Church Store website.

Torn bandages being repurposed

Many of you may remember tearing sheets apart into 3- to 4-inch strips and rolling them tightly to form simple bandages. At one time, these strips were an important part of the *Together in Service* program and were sent to medical clinics in developing countries. With the rise in international postage and the increased availability of medical supplies, the bandages have outlived their usefulness. They now sit in boxes in the Brethren Service Center in New Windsor, Maryland, awaiting a new purpose.

The CCT and the Center have agreed to make the strips available to crafters, quilters and rug makers. They come in all colors and a variety of widths. Since the staff at the Brethren Center is mostly volunteer and very busy, they are unable to sort the rolls, but will stuff them in boxes and mail them to people who would put them to good use. An order form can be found at www.presbyterianwomen.org/missionmatters. Note that only full boxes may be ordered. There are about 50 in a medium-sized box, and 70 in a large box. Send your fees



to the Center with your order form. If you are able to complete a project with the strips, please bring it to the Gathering to share; there will be a spot for you to display it!

A new mission initiative, Little Dresses for Africa, added

Welcome to a new *Together in Service* partner, Little Dresses for Africa! This nondenominational Christian mission organization was founded by Rachel O'Neill to provide simple dresses for orphans and schoolchildren in Africa. Their mission statement is: "To plant in the hearts of little girls that they're worthy." The organization serves children around the world (including Appalachia and South Dakota) with homemade dresses and simple shorts for boys. Commercially produced clothing is not acceptable, as customs regulations for those items make import fees prohibitive. Patterns for the clothing are on the Little Dresses for Africa website (www.littledressesforafrica.org). Thank you to the several PW groups around the country who wrote to recommend this amazing grassroots mission program! Over 500,000 dresses have been sewn and shipped to needy children. Nancy's Notions is another partner for Little Dresses, and pays the shipping costs for many of the dresses. Check out the Little Dresses website and encourage your PW group to host a sewing day. Rachel will be part of the Churchwide Gathering in July 2012 in Orlando.

Other mission news

- A disaster response network is being formed. The task group has met by conference call and is setting priorities and direction.
- The council of the Women's Mission Society, Presbyterian Church in Canada, voted unanimously to become our partners in the Roma Development Project.

Plan an advent of action and a new year of advocacy

- Use an Advent Bible study guide on maternal health. Did you know that the United States has one of the worse maternal mortality rates in the top 40 industrialized nations? While we await the birth of a baby who would be our Savior, take time with your community to learn more about how to make sure all mothers have safe birthing experiences. Learn what you can do at www.fistulastories.org.
- Add an Advent meditation on expansive language. The WordsMatter daily advent study explores the complexities of language and how it can both hurt and heal. Download the study for free at www.wordsmatter.org. Words Matter also is working on a new media project to help broaden the conversation about expansive language, and is looking for field test groups! Contact Meagan.Manas@pcusa.org.
- Support Bread for the World's new "1000 Days" campaign, which will build an advocacy network of denominational women around the country to encourage the Obama administration to focus attention on maternal and child nutrition and Bread's new initiatives to improve health and food security in the developing world. Learn more at www.bread.org.
- Gather your community in advocacy to end gender-based violence! November 25–December 10 marks the annual 16 Days of Activism Against Gender Violence Campaign. The

focus of the campaign this year is challenging militarism to end violence against women. Visit 16dayscwg.rutgers.edu to learn what you can do during these 16 days.

- Learn about the UN Commission on the Status of Women, February 24–March 9, in NYC. The 2012 CSW will focus on women in rural areas. For more information, email Margaret Anderson, PW's CSW coordinator, at meanderson@aeifv.net or visit www.un.org/womenwatch/daw/csw.
- Attend Ecumenical Advocacy Days in 2012. The theme for 2012, "Is This the Fast I Seek?" will focus on economy, livelihood, and our national priorities. EAD will take place March 23–26, 2012 in Washington, D.C. During the meeting, women and men from many different denominations will meet together to worship and learn how to advocate for priority issues. They will follow up this education with a trip to Capitol Hill to speak with representatives on March 26. For more information, visit <http://advocacydays.org/> or contact Meagan.Manas@pcusa.org.
- Spread the word that women can sign up for *Justice & Peace Links* online (www.presbyterianwomen.org/justice)! It is a great way to stay informed about justice and peace issues. Each issue includes a Bible study and action ideas. Upcoming issues will include topics like immigration, words and racism, and water.

Churchwide Gathering registration opens December 1 online!

It's almost time to register for the 2012 Churchwide Gathering. You should have received a registration booklet with your September/October *Horizons* magazine. An extra booklet is enclosed in this mailing. Remember, online registration opens December 1.

Plan and promote now!

There are lots of resources available to help you promote the 2012 Gathering, to be held July 18–22 in Orlando. The **Churchwide Gathering promotional pack** (with DVD) (item CWG12032) is still available from Presbyterian Distribution Service (800/524-2612 or www.pcusa.org/store). Or download from www.presbyterianwomen.org/gathering.

Also available: the 2012 Churchwide Gathering **flier** (CWG12031); **promotional poster** (item CWG12030); **personal invitation postcards** (10 per pack; item CWG12027); **registration booklet** (item CWG12001); and a **Visit Orlando brochure** (item CWG12034).

Gathering shirts, totebags mean hope for women in India

You probably know the story and significance of lending your support through the purchase of PW's River of Hope Gathering tees: For generations, hope was in short supply for the women and girls of Sonagacchi, the oldest and largest of Kolkata's red light districts. But a company named Freeset—a bag and t-shirt manufacturing company—has brought real hope by gifting the women and girls a trade that transforms their lives from exploitation and pain to freedom and promise. The theme of the 2012 Churchwide Gathering (CWG) is "River of Hope," and it is with this theme in mind that the 2012 Gathering tees have been dyed, sewn and signed by the women of Freeset.

The totebags, too, are providing women with hope for a better life. They are being sewn by women in another program in Kolkata that gives women an alternative to a life of exploitation in the sex trade. Global Exchange participants visited this project while in India just weeks ago. See photo of girls in training at right.



More River of Hope Gathering tees now available!

The "River of Hope" Gathering tee from Freeset is the best selling Gathering tee ever—we've had to order 500 more! Rest-assured, most of these are the roomier sizes. Please order one or two sizes up from your "normal" size (for wiggle room). The shirts are \$15.

All shirts feature a graceful scoop neck and a lovely berry hue, have the CWG logo on top and signatures of the makers in Bangla at the bottom. The Misses' cut runs slightly smaller and closer to the body than the Women's cut, and has cap sleeves. The Women's cut is slightly looser in the chest and waist, and has standard t-shirt sleeves. The Plus cut is longer and straighter than the Misses' cut or Women's cut, with standard sleeves. Refer to the sizing chart, next column.

Gathering tees ordering guide

		Chest measurement
Misses' cut	Small	Item CWG12119 34"
	Medium	Item CWG12120 38"
	Large	Item CWG12121 40"
	XL	Item CWG12122 44"
Women's cut*	Large	Item CWG12126 38"
	XL	Item CWG12127 40"
	2X	Item CWG12123 42"
	3X	Item CWG12124 46"
	4X	Item CWG12125 48"
Plus cut*	2X	Item CWG12128 50"
	3X	Item CWG12129 52"

Order all Gathering tees and promo items from Presbyterian Distribution Service (PDS), toll-free 800/524-2612, or from the PC(USA)'s Church Store, www.pcusa.org/store. Shipping and handling charges apply—10% of order total, \$5.25 minimum, \$65.00 maximum. Although infrequent, prices and availability may change without notice.



Additional news from the Gathering Planning Team

- An interactive area called PW LIVE will feature hands-on activities and provide opportunities to engage justice and peace issues. The nearby resource area will be anchored by the Presbyterian Bookstore, which will include *Horizons*, PW and Gathering items, as well as recently published books, and the opportunity to purchase breakfast!
- Thanks to a generous donor, child care at the Gathering is just \$2.50/hour through the Kids Night Out™ program!
- Scholarship application forms are available at www.pcusa.org/media/uploads/pwgathering/pdf/2012cwg_scholarship.pdf. The fillable form can be completed online but must be printed, signed and mailed in. Please distribute.
- Joan Berglund, CCT historian, invites you to share photos of events from your congregation, synod and presbytery events. Pictorial boards will be created for each of the following time periods: 1940–1960; 1960–1970; 1970–1980; 1980–1990; 1990–2000; and 2000–present. These will be part of the history exhibit at the Gathering. Photos will not be returned, so please send copies only. If you would consider volunteering at the History Exhibit, mark your registration forms accordingly. Send photos to Historian, Presbyterian Women, 100 Witherspoon St., Louisville, KY 40202-1396, by January 15, 2012.
- MRC will promote programs and projects, including PW-sponsored trips, Roma baskets, and PW's racial ethnic gatherings. For more information on baskets, see page 8.

Big Tent precon participants attest to power of training

By Unzu Lee

As reported in the last issue of the CCT quarterly newsletter, PW, in collaboration with other GAMC entities, offered a 12-hour antiracism training on June 29 and 30 as a Big Tent preconference. To facilitate their participation in this training, PW awarded scholarships to ten women. Hear the voices of some of these women:

"Attending the antiracism training has really been a blessing for me. It allowed me to be opened and true to myself for the first time ever. I was able to talk about racism without lowering my voice. I was able to talk about my childhood and how racism played a huge role. Sharing with others and hearing their stories made me realize that at this stage in my life I have an obligation to help others overcome their fear of talking about racism and replace it with love for one another, overlooking the color of our skin and the texture of our hair. I'm wanting to host a PW event that will allow me to introduce them to the PW *Becoming the Beloved Community* resource packet."

—Linda Jackson
Synod of the South Atlantic

"I really think this training helped the group to acquire awareness and be more sensitive to understanding the challenges associated with living in a multiracial/multicultural environment."

—Nydia Murphy
Synod of the Northeast

"I am so glad I took the antiracism training because it forced me to think about racism in a different way. It is not just a black/white issue. I realize racism and prejudice affect every culture in our country. It was enlightening to hear how other people from different walks of life had been affected by racism. As I listened to their stories, I was moved, and I could see a few people being moved by my experiences. I think the one-on-one exercises were especially beneficial."

—Frances R. Turner
Synod of Mid-Atlantic

"My eyes were definitely opened wider from attending the antiracism training in Indianapolis. I have a much deeper appreciation for the trials that face some of my Christian brothers and sisters who have not grown up, as I have, with a culture of white privilege. I am hoping to do a workshop on *Becoming the Beloved Community* at one of our PW gatherings."

—Nancy Stefano
Synod of the Trinity

Racism makes it very difficult for us to be honest with one another. Righting our relationships can begin by telling the truth about racism. Truth telling can help us move us toward each other and build communities in which we can all feel welcome and safe. These women and others who took part in the training are ready to tell their truths. Please welcome them and hear them out!

Meet the newest members of the CCT



Patricia Angle



Judy Lovejoy



Gloria Moorman



Carol Winkler

Five new synod reps assumed their duties on the Churchwide Coordinating Team in July, replacing those whose terms were up this summer. One new member at large stepped in to fill a spot left vacant by a member who resigned.

This issue, we are pleased to introduce Patricia Angle, Native American member at large, pata@nezperce.org, whose term will expire in 2012; Doreen Der-McLeod (not pictured), synod representative, class of 2014, Synod of the Pacific, choylai@sbcglobal.net; Judy Lovejoy, synod representative, class of 2014, Synod of Lincoln Trails, jlovejoy@iupui.edu; Gloria Moorman, synod representative, class of 2014, Synod of Living Waters, g.moorman@insightbb.com; Ardelle Stewart (not pictured), synod representative, class

of 2014, Synod of the Northeast, ardellestewart@hotmail.com; and Carol Winkler, synod representative, class of 2014, Synod of the Covenant, winksmama@insightbb.com.

Presbyterian Women in the Synod of Boriquen organize peace march, hold gatherings, visit sisters in Cuba

Presbyterian Women in the Synod of Boriquen have had various activities since our spring meeting that had the participation of the Presbytery of San Juan, the Southeast and the Northeast.

Among those activities, we held our annual synod assembly on April 1-2 in Mayaguez. The theme was "It is time to praise the Lord." Approximately 100 women participated. At this event we had an introduction to the *Revelation* Bible study and two worships, one titled "Hope, an important tool in the Christian character," and the other "Why violence instead of peace?" New members of the coordinating team were installed. At this event, we had the participation of four women ministers and two male ministers.

From July 22 thru August 1, thirteen Synod women went to Cuba on a



Photos courtesy Lana Vasquez

Women of Puerto Rico worship in Cuba.

mission trip. They were received by Dania Pérez Cubas, Women's National Union Director, and her pastor husband, José Alberto Padín. The group visited 27 congregations and one mission in the three presbyteries (Matanzas, Habana and Center). They brought clothes, personal hygiene articles, school articles, over-the-counter medicines and Bible studies. Our synod moderator and four of the

participants preached in four congregations and led studies of chapters 2 and 3 of the *Revelation* study. Four Cuban Presbyterian women have been recommended by their presbyteries to receive the PW silver Honorary Life Membership pin. This was a great opportunity to strengthen ties between the PW of Puerto Rico and Cuba.

On September 10, we held a march for peace in Mayaguez, with the participation of the PW group and the neighborhood, based on the theme found in Hosea 11:4a.

We held our regional gathering at Guacio Camp, San Sebastian, October 7-9. The theme of was "One Family and One Call with Purpose."

Always working for justice and peace,
Ana C. Vazquez

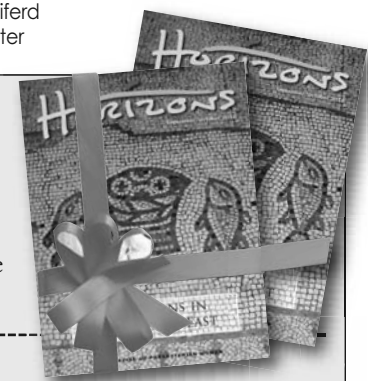
Supporting the publishing mission of Presbyterian Women, one Horizons reader at a time!

Tucked into the new *Horizons* subscription card and renewal letter is an opportunity to add extra \$\$ over and above the subscription price to lend support to the publishing mission of Presbyterian Women. The ongoing response just confirms what everyone in the church already knows: Presbyterian women—and *Horizons* readers, in particular—never miss an opportunity to care much and give generously!

A special thank-you to the following readers who have responded generously to support so much! This list reflects

- | | | | | | |
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| Kaye Baird | Marjory Crawford | Rosemary K. Glenn | B. Joyce Lawson | Netucca Valley | Priscilla Smith |
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| Bonnie J. Cobb | Elizabeth Freeman | Choon Kim | Pat Newman | Pearl Slaughter | |

donations processed from June 1, 2011 through August 31, 2011, while subscribing, renewing or gifting a subscription. Many Presbyterian women have contributed outside the subscription program and they are thanked, too, but are not listed below. (You may donate each time you renew, subscribe or give a gift subscription. You also may send a separate tax-deductible gift, "Donation to publishing mission" in the memo line, to *Horizons*/Presbyterian Women, PO Box 421, Congers, NY 10920-0421.)



Buy One Christmas Gift, Get One Free!

Who doesn't like to share something wonderful!? That's why the very popular *Horizons* Christmas gift promotion (buy one, get one free) is back! Give a gift to two friends for the price of one—just \$24.95—OR renew your existing subscription for \$24.95, give the second subscription as a gift! Call toll-free (866-802-3635) to take advantage of this offer or send in the form below. Be sure to mention the promotion code G1110C. Offer is valid through January 30, 2012. And the bonus? Access to the online edition! See page 7.

YES! Send my *Horizons* Christmas gift subscription (one year/six issues plus the Bible study, mailed in March) to the people listed below. I understand that when I buy one gift for \$24.95, I'll get the second one FREE.

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Call now! 866/802-3635
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Process change approved for PW Memorial/Recognition gifts; many other initiatives in place

Note process change for memorial/recognition gifts

The Churchwide Coordinating Team (CCT) recently approved a change to the process around receipt and acknowledgement of memorial and recognition gifts made to PW. This change reflects current work practices and best standards in giving.

Former process: Blank recognition and memorial certificates were sent to treasurers at least once a year and upon request. At any time a memorial or recognition gift was made, the treasurer sent the check to PW and completed the blank certificate. There was no way of ensuring gifts were made to PW and no way of confirming who had received the memorial/recognition honor. A receipt/thank-you was sent based on the gifts received; it was sent to the treasurer.

New process: Blank certificates will no longer be sent. Instead, when memorial and recognition gifts are received, a completed form (at www.presbyterianwomen.org/giving) should accompany the gift; it should include the addresses of both the donor(s) and the honoree and a choice as to preferred person to sign the certificate—national or local PW leaders. A receipt for the donation will be sent to the donor(s), along with a certificate including the honoree's name, and a blank space for leader signatures or signatures from national leaders. The new process will allow PW to better track donors, honorees and gifts, and acknowledge them appropriately.

If there is a need to create a last-minute certificate, PW staff can assist leaders via phone or email with the creation of certificates using common computer programs.

This change will take place over the following months, with full implementation beginning on January 1, 2012. We will keep you posted using the following tools: treasurer emails/letters that accompany financial/giving reports, the quarterly newsletter, Mosaic (in *Horizons*), workshops and Celebration Giving Representative trainings, PW website, e-blasts, via synod representatives, in the "CCT Summary" and at the Gathering. If you have questions or need more information, contact Jen Lenard-Benson, jen.lenard-benson@pcusa.org or 502-569-5308.

Stewardship Kaleidoscope 2012

Stewardship Kaleidoscope is a gathering of laity and clergy from across the United States who meet annually to learn from one another about matters relevant to the financial life of PC(USA) congregations. Through plenary sessions, workshops and the sharing of real-life experiences, leaders of churches can swap notes and consider new ways of inspiring member giving.

The 2012 Stewardship Kaleidoscope will be held March 12–14 in Charlotte, North Carolina, and promises to be an enriching time of learning and networking. Plenary speakers include Michael Jinkins, president of Louisville Presbyterian Theological Seminary, Maggie Lauterer, and J. Cliff Christopher, author of *Not Your Parents' Offering Plate* and *Holy Smoke! Whatever Happened to Tithing?* Workshop leaders from across the nation will share their "best practices" and engage in discussion with attendees.

Presbyterian Women is one of the sponsors for this event. We hope you will attend and encourage others to do the same. For more information, visit www.stewardshipkaleidoscope.org.

Mission Pledge goal attainable

2012 Mission Pledge packets were mailed in August—one for congregational groups and one for presbyteries/synods. If you did not receive a packet, contact jen.lenard-benson@pcusa.org, 502/569-5308.

As of the end of August, gifts to the Mission Pledge have increased by more than \$17,000 as compared to gifts received in 2010. In 2011, so far we have raised a total of \$1,058,305 for Mission Pledge.

Overall giving to PW has increased \$71,976 in 2011 compared to 2010. This is due to your hard work and that of many generous women from all over the country.

The goal for 2011 is \$2.1 million, and it is attainable. Please be sure to receive your gifts for 2011, and pledges for 2012, before the end of the year. If you have questions or need information, contact jen.lenard-benson@pcusa.org.



Silent auction at Churchwide Gathering

The Funds Development committee continues to discuss the silent auction that will be held at the Gathering. Criteria for items and participation will be reviewed by the Gathering Planning Team and the Funds Development Committee, and submitted to the CCT after approval is received.

Funds Development budget

The Funds Development Committee is constructing a funds development budget that will be an annual part of the triennial budget. Items under consideration include funding for cultivation, which could include travel and meals when meeting with donors, and materials to support campaigns (appeal letters, brochures, etc.). The proposed budget will be submitted to the Finance Committee for review and consideration during its November meeting.

Celebration Giving training scheduled for November 10

Two training sessions for Celebration Giving representatives (CGRs) will take place via webinar on Thursday, November 10—one session at 2 PM EST, one at 7 PM EST. To register, call Jen Lenard-Benson at 888/728-7228, ext. 5308, or email jen.lenard-benson@pcusa.org. Celebration Giving representatives are critical leaders who assist with interpretation and promotion of giving opportunities within Presbyterian Women, and represent their synod, presbytery and/or congregation. If you are enthusiastic about serving in this important role, please register for training, or visit www.presbyterianwomen.org for more information.

Four Celebration Giving trainings and workshops have been held so far this year. We now have more than 100 Celebration Giving representatives!

See the newly revised PW manual for more information on the role of the CGR (order print edition, item PWR11115, or digital edition, item PWR11116, from www.pcusa.org/store or 800/524-2612).

Adaptive leadership: tools and tactics for change

Adaptive change – adaptive leadership – adaptive challenges – adaptive organizations. These are some of the latest terms being used to describe a concept for these times of immense change. "Adaptive" is in contrast to "technical."

The easiest way to explain the concept is from *The Practice of Adaptive Leadership, Tools and Tactics for Changing Your Organization and the World* by Ronald A. Heifetz, Marty Grashow and Alexander Linsky (Harvard Business Press, 2009, pp. 19–20).

"Adaptive leadership is the practice of mobilizing people to tackle tough challenges and thrive." Thriving involves holding on to those ideals and values needed to survive, embracing new strategies and abilities, and eliminating those practices that don't work anymore.

Consider the case of an elderly woman, age 95, who is in good health, lives alone and still drives, even at night. Each time her son visits, he notices her car has new scrapes. The technical challenge is that the car needs to be taken to the body shop and be repaired. But the adaptive challenge is preventing these scrapes.

The woman is the only one of her friends who drives at night; the car gives her independence. To give up driving, even at night, would be an adaptive change and a loss. The technical change would be that she would have to find other transportation. The underlying adaptive challenge for the woman is to refashion her identity and find ways to thrive within new constraints. Adaptive challenges can only be addressed through changes in people's priorities, beliefs, habits, and loyalties.

According to Heifetz, there are five key characteristics of an adaptive organization:

1. Elephants in the room are named.
2. Responsibility for the organization's future is shared.
3. Independent judgment is expected.
4. Leadership capacity is developed.
5. Reflection and continuous learning are institutionalized.

Take a look at your Presbyterian Women group or coordinating team. Is there more than one conversation happening? Is there shared responsibility or are they assigned and forgotten? Does the moderator make all the new suggestions? Can the mission chair make suggestions about justice and peace? Is there someone who could do your job better than you? Are they being nurtured? Are you taking advantage of learning opportunities provided by other PW groups? Take time, as a group, to reflect on what has worked and what has not worked.

"Finally, be strong in the Lord and in the strength of his power."
—Ephesians 6:10



First Kenyan Presbyterian Women's Gathering in Atlanta, August

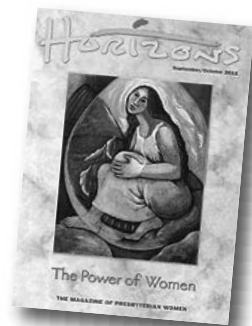
More options for Horizons subscribers!

A digital-only subscription to *Horizons* will be available beginning with the January/February 2012 issue. Just \$15 for a one-year subscription gives you access to six fully digital issues of the magazine, with rich functions like social bookmarking, electronic searching and font enlargement. And, you can view the magazine from your computer, iPad, iPhone or Android! This subscription does not include the annual Bible study.

Print subscriptions, of course, do include the Bible study, and are still an option. And, if you subscribe to the print edition of the magazine, you get free electronic access as a bonus, beginning in January!

The digital edition of *Horizons* will be accessible from www.pcusa.org/horizons. After clicking on a link to access the issue, visitors will see a login screen where they can

- a. Register. Type the account number from the printed magazine's mailing label, or subscriber's email address (will only work if email address has been provided when subscribing/renewing); then set a password. (Only needed for first-time visitors.)
- b. Log in. Enter email address and password, then virtually flip through the magazine.
- c. Get a free preview. A limited number of pages will be available for view without logging in or subscribing. If a user tries to view more than the free sample, she will be asked to subscribe or log in.



Subscribers (to either the print-and-electronic version or the electronic-only version) will have full access to all issues of *Horizons* that have been made digital. Once a subscription expires, there is no access.

Subscribers will receive an email when a new issue is available. The issues will be electronically searchable (within an issue and across all archived issues).

To take advantage of this offer, call (toll-free) 866/802-3635.

In other communications news

- PW's social media presence is growing! The Presbyterian Women Facebook page has reached 2,700 fans, and PW has 250 Twitter followers! And, a virtual PW with over 400 members, complete with Bible study circles, interest groups and a leadership team took root on Facebook when Margaret Aymer and others tweeted the invitation! Women are even meeting for Bible study via Skype. If you are interested in joining a virtual circle:
 1. Go to the search box on the top of your Facebook page and type in "Presbyterian Women Interest Group."
 2. Click on the link to go to the description page.
 3. In the top right corner of the description page, click the button that says "Ask to Join Group." Wait to hear (through email) that you are accepted. Once you are a member, you can add others.
- A buy-one-get-one-free *Horizons* subscription is offered again this holiday season. See page 5 for more on this offer.
- E-newsletters and e-blasts are going out as needed. Email patricia.longfellow@pcusa.org to be added to the e-newsletter mailing lists, if you have a particular interest in justice and peace, funds development or other area.

PW's Roma Development Project "means the world"

Recognizing that empowering women to develop a measure of economic self-sufficiency ensures a significantly improved life for the women, their families and overall community, PW's Roma Development Project is helping establish a basket-making microenterprise for (initially) two groups of Roma women in Carpath-Ukraine. The Roma women have a steep mountain to climb! They must learn today's business skills in an often unfriendly, unsupportive environment. Although already bilingual (Hungarian and Ukrainian), two Roma women have volunteered to learn how to use a computer and to speak and write in English. You can support their work in lots of ways!

- You can purchase baskets online (www.pcusa.org/store) or email Carissa Herold, carissa.herold@pcusa.org.
- You can donate funds to the Roma Development Project (send your check made payable to "Presbyterian Women" to PW Remittance Processing, PO Box 643652, Pittsburgh, PA 15264-3652; write "PWUND11" on the memo line).
- You can make the baskets available on consignment for a future gathering.
- If you know an independent retailer who may be interested in selling the baskets, contact Carissa (see address above).
- You can write a message of support that the women can read as they begin to develop English-language skills. Send a photo, a prayer, a Christmas greeting, a poem, an easy-to-read book! To connect, please send your message (in an envelope marked "Please forward to Ukraine!") to Kathy Reeves, Presbyterian Women, 100 Witherspoon St., Louisville KY 40202-1396, and she will forward to the new entrepreneurs (and budding English speakers).

Roma-made baskets available from PDS

- PWR11428—round, flare sides, open pattern—\$15
- PWR11434—round trivet, gently scalloped edge—\$9
- PWR11435—woven pitcher with hanger/handle—\$15
- PWR11427—larger oval bread basket, 10" x 13"—\$15
- PWR11439—small round, open pattern sides—\$10
- PWR11443—oval bread basket with scalloped edges—\$15
- PWR11432—oval trivet, approximately 7" x 11"—\$8
- PWR11440—shallow oval basket, approx. 8" x 12"—\$10
- PWR11441—set of two miniature round baskets—\$5
- PWR11437—oval wicker basket, approx. 8" x 12"—\$9
- PWR11436—round wicker basket, approx. 13" across—\$9
- PWR11425—flared side basket, round w. scalloped edge—\$12
- PWR11442—large oval bread basket, approx. 8" x 12"—\$12
- PWR11426—petite round basket with handle, approx. 4.5"—\$7
- PWR11423—small star trivet/tree ornament, approx. 4.5"—\$5
- PWR11424—medium star trivet, approx. 9"—\$8
- PWR10433—large star trivet, approx. 10.5"—\$9
- PWR11419—traditional "kicsi" basket with flap—\$10
- PWR10430—round trivet, approximately 7.5"—\$7
- PWR11421—traditional "great" basket, approx. 30"—\$30
- PWR11420—"babydoll" basket, approximately 24" x 30"—\$50



Horizons
**Reps'
Corner**

In this season of thanksgiving, let us remember in thanks PW's *Horizons* reps! PW is grateful for all you do to keep *Horizons* on the horizon!

One of the challenges to keeping any magazine on the horizon is to maintain a healthy subscription mailing list. The good news is, *Horizons* readers, as compared to most readers of most magazines, are extremely loyal and engaged and thoughtful. The challenge for *Horizons* is that new readers must be found! If you know of someone to add to the list of potential subscribers, or want to update any PW database, let your staff know! Send your information to Patricia Longfellow, email patricia.longfellow@pcusa.org; or write Patricia Longfellow, Presbyterian Women, 100 Witherspoon St., Louisville KY 40202-1396.

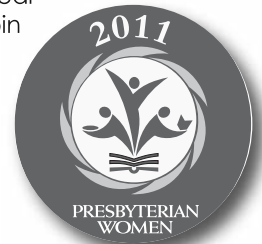
Wanted: Field testers for 2013–2014 *Horizons* Bible study!

- Does your church school class or PW group enjoy time spent in God's word?
- Are you already getting excited about the 2013–2014 *Horizons* Bible study on migration, as understood through Exodus and Deuteronomy?
- Are you interested in providing feedback to author Janice Catron, as she creates the study?

Now is your chance! We are looking for field testers. As field testers, your PW group (circle, church school class, small group) will read the first draft of the study, then record your thoughts, reactions and suggestions on evaluation forms. PW staff and the Bible study author rely on those evaluations to make the study as useful to PW as possible. Field testing will take place between August and December 2012, so apply today! Contact Susan Jackson Dowd, 502/569-5368, susan.jackson-dowd@pcusa.org or download an application from <http://horizons.pcusa.org/bibleupcome.htm>.

Celebrate year with 2011 PW participation pin

Want a meaningful and timely gift for each member of your circle? The PW participation pin—sold singly and in packs of five—feature the PW logo with the year (2011) in blue, gold and white. The pin measures 3/4" in diameter.



- PWR11405—PW participation pin—\$5 each
- PWR11407—PW participation pin, pack of 5—\$20 (save!)

How to order baskets and pins

As always, order through Presbyterian Distribution Service, toll-free 800/524-2612, or from the PC(USA)'s online Church Store, www.pcusa.org/store. Shipping and handling charges apply—10% of order total, \$5.25 minimum, \$65.00 maximum. Although infrequent, prices and availability may change without notice.