

Congregational Stewardship Services:

The Office of Congregational Stewardship Services partners with congregations to help each religious community transform its unique vision into bold action. The program has provided consulting services to hundreds of Unitarian Universalist congregations since 1985. This fiscal year is the busiest ever and the program grew by 16% from the previous year. To help meet the increased demand, two more stewardship consultants were hired, bringing the total to 10. These consultants made a total of 180 visits to 62 different congregations. There are four components to their consulting services:

- 25 initial assessment visits
- 16 successful capital campaigns
- 9 long-range strategic plans
- 22 successful annual budget drives.

In addition, two congregations received building loans to help finance large construction projects, two congregations received grants to help finance their first spiritual home, and one congregation received a Green Construction Award for having earned a LEED certificate.

Many congregations have begun using *Beyond Fundraising: A Complete Guide to Congregational Stewardship*, written by Wayne Clark. The book introduces a new comprehensive stewardship development program, titled Forward Through the Ages (FORTH). There are five phases to FORTH: accepting, growing and investing, giving back, giving generously, and applying new learnings. There are five components within each phase: stewardship education, joyful giving, ministry and good works, the annual budget drive, and planned giving. Seven congregations were selected to participate in a three-year demonstration project to determine best practices for creating a successful stewardship development program. The demonstration project began in the fall of 2007 and the first annual report will be written in September 2008. An interim report will be provided to the Board's Growth Working Group in April.

JUUST Change – anti-racism, anti-oppression, multiculturalism

We are building a concept of “Tipping Point Congregations,” those that voluntarily engage in developing skills and an institutional culture that supports racial justice and sustainable multicultural inclusion among staffs, congregational members, and community partners. We are using a tool adapted by Paula Cole Jones from the book, *Welcoming Resistance*, by William Chris Hobgood. Hobgood's 7 Levels of Resistance can be reinterpreted as 7 Levels of Readiness and can be used as a framework for understanding cultural change as a developmental process. The 7 Levels and definitions are:

7 LEVELS OF READINESS MULTIRACIAL/MULTICULTURAL ASSESSMENT

1. MAINTAINING - Unexamined Status Quo.
2. REINFORCING - Deliberate intervention(s) aimed at putting things back the way they were.
3. ADAPTING - Invitation is issued and there is positive response and engagement.
4. REVISIONING - Goal-setting, oriented towards new and/or shared values.
5. RETOOLING - Learning and practicing new concepts, frameworks, tools, awareness, skills, etc.
6. RESTRUCTURING - Reorganizing processes and collaborating to fulfill the vision and meet the goals. New tools are being used.
7. TRANSFORMING - Internalization of the changes so that new norms have been created and operate in the life of the church community.

In support of this “tipping point” strategy, congregations may access numerous resources. The table below uses the Joseph Priestley District as an example of how these resources can be utilized in helping develop multicultural competencies and advance racial justice and inclusion.

Event/Resource	Level of Participation	Notes
Now Is the Time: Leading Congregations into a Multi-racial Multicultural Future (1st annual UU national conference) February 2007 Arlington, VA	Well-attended	A large number of leaders in the JPD attended this 2-day conference. Participants experienced a multicultural Sunday service at All Souls Church in Washington, DC, along with the Asian Pacific Islander Caucus. The influence of the conference and the service continues to inspire JPD leadership.
Allies for Racial Equity	Approx. 15 participants	An organization of ministers for racial equity formed this year in the Baltimore-Washington Region.
JPD Racial Justice Conference October 2007 Fairfax, VA	130 registrants	The third annual 1-day conference was held in Fairfax, VA. Keynote speaker was Sherrilyn A. Ifill, J.D., author of <i>On the Courthouse Lawn: Confronting the Legacy of Lynching in the Twenty-first Century</i> , published by Beacon Press, 2007.
JUUST Change Consultancy	5 JPD congregations 3 JPD organizations	Restoration, Annapolis, Davies, Arlington, and Fairfax congregations worked with consultants from the Office of Congregational Services JUUST Change program. In addition BWRGC, CUUMA/GWAREC, and UUSJ have engaged the JUUST Change Consultancy. All Souls receives the ongoing benefits of having two congregational leaders who also serve as JUUST Change Consultants.
Jubilee I	2 workshops in the JPD	Davies and the Philadelphia region.
Jubilee II	4 workshops in the JPD	All Souls, Arlington, Annapolis, and the Philadelphia region.
Building the World We Dream About	5 or more congregations	Several test sites are located in the JPD, including Arlington, Annapolis, Cedar Lane, First Philadelphia, All Souls Church (DC). Information on other pilots is not available at this time.
Diversity of Ministry Initiative	3 JPD congregations	Three JPD congregations volunteered and were selected to continue their development as multicultural ministry sites. Information is available upon request.
A Dialogue On Race & Ethnicity (ADORE)	5 congregations	In addition to three ongoing ADORE groups at Davies, Arlington and All Souls, two new ADORE programs were established, one in Annapolis and one in Columbia.
Beyond Categorical Thinking	1 congregation at a minimum.	Main Line participated in a BCT workshop. Information on other congregations participating in BCT this year is not yet available.

While the chart above references the 2007 conference on “Leading Congregations into a Multiracial, Multicultural Future”, the second of three such conferences was held last month. 120 people from throughout the United States met in San José, CA to attend the second national conference *Leading Congregations into a Multiracial, Multicultural Future – now is the time!* Held Feb. 22-24, 2008, the conference provided an exceptional opportunity for UU congregations to start or continue the significant justice work on issues of racism, classism, and multiculturalism. This was a chance for individuals and congregational teams to reinvigorate commitment, to listen, learn and share information and resources with their congregation, while meeting other UUs involved in this work.

The robust and compelling conference schedule included keynote programs with Rev. Jacqueline Lewis, PhD, minister of an intentionally multicultural church in New York; and Dr. Shakti Butler, filmmaker and Executive Director of World Trust Educational Services. Dr. Butler is the producer of *Mirrors of Privilege* – a DVD resource on white privilege we recommend to our congregations. There were opportunities to meet and brainstorm in small groups, attend workshops, and learn about the UUA’s resources that support building multicultural and multiracial UU church communities. The Rev. William Sinkford energized conference attendees with words of encouragement and inspiration to move our denomination forward in this work.

Feedback from the conference has been positive and heartening. As one attendee attested, “out of a possible 10, I rate this conference with a 12!”

Truth, Repair and Reconciliation – responsive resolution from GA 07

A team including representatives of Allies for Racial Equity, UUA staff, the Rev. Gordon Gibson and Professor Jim Loewen are working on research regarding our history of involvement with the slave trade and other oppressions and on resources to assist congregations in exploring their own histories. Development of a landing page with links to resources (including information to assist congregations in researching their history regarding Native American lands) is underway as is review of a recently completed historical overview done for the team by Gordon Gibson. A workshop on research and resources is planned for GA.

Congregational Safety and Ethics

Last year UUA Congregational Services and the New England Adolescent Research Institute (NEARI) created an interactive, online safe congregations resource from the electronic manual *Balancing Acts: Keeping Children Safe in our Congregations*. From APR-DEC 2007, 336 people took the course and the response to the online format has been very favorable. When asked what students thought of the course overall, most responded with a rating of 5 out of 5. The average was 4.63. When asked if the course was taught at the appropriate level, again, students responded with a rating of 5 out of 5 with an average of 4.74. These results were consistent across a number of questions about the ease of registration, the quality of additional materials, value of the exercises and quizzes, etc.

The majority of students identified themselves as a part of the Unitarian Universalist Association or the Liberal Religious Educators Association. However, others identified a large range of interests from clinical associations, the media, other religious denominations, and individuals with no stated affiliation. Below is some of the feedback we have received:

“The course dealt with very delicate matters in a straightforward and direct yet sensitive manner.”

“I thought the information was presented at just the right level not too detailed, but enough depth to be useful.”

“Completion of the course online was much easier than using a manual. I think that I could interest others in our church to complete the online course rather than giving them a book.”

“I liked how the material was broken out into smaller topics and I liked the questions at the end of each section to review what had been learned.”

The interactive, online *Balancing Acts: Keeping Children Safe in our Congregations* is fulfilling our goal of providing an accessible, informative resource that guides our congregations as they develop cohesive policies to keep children, youth and vulnerable adults safe.

Services for Large Congregations

Over 300 people from 51 congregations (both large and large mid-size) gathered in Louisville, KY in mid-March for the Seventh National Large Congregations Conference. Susan Beaumont, the noted Alban Institute consultant, and specialist in large congregations, did an excellent one-day presentation and interactive program on the ethical use of power and authority in our largest congregations. She also presented 2 of the 32 workshops offered at the conference. Topics ranged from contemporary worship to congregational governance, from new insights in religious education to stewardship and fundraising.

Participants evaluated the conference on a 1-10 scale with 10 being excellent. Overall the conference was rated at 8.4 out of 10 with the majority of comments ranging from complimentary to exuberant.

Marketing Outreach

Regional campaigns: These campaigns are significant not only in the dollars raised by the UUA Stewardship & Development staff group (\$100,000- 300,000 per campaign), but also in the focused collaboration between UUA home office staff, district staff and congregational leadership, as well as the varied media mix. Criteria for selection of regions include:

- Minimum number of congregations: 7
- All congregations in the region sign on together
- Long term commitment/ sustainable interest over a 2 year period.
- Commit to local fundraising – identifying potential donors so that they can be invited to be generously supportive of this opportunity to grow UUism
- Regional signs of growth and health
- Commitment on the part of all congregations involved to hospitality, welcoming and preparation that may be needed in these areas, as well as a focus on membership retention
- Commitment to provide statistics for baseline (data from the past), data from the campaign period and data post campaign so that we can determine impact and success (though numbers are not the only markers of success)
- Obtaining and using the demographic and life style data that will assist in determining who we want to reach

New Creative Materials: A significant accomplishment has been the creation of consistent advertising materials for the regional campaigns. Expanding on the “Imagine a religion” message, all the creative materials use the same graphics, color palette, type style and tagline and were tested (and well received)

with focus groups in the San Francisco Bay Area in September 2007 (included mothers with children, older adults in a life transition -loss of job, divorce, etc.- and young adults)

The regional campaigns have the following goals:

1. Generate brand awareness of Unitarian Universalism
2. Increase visitor attendance at local congregations
3. Increase membership
4. Create excitement and pride among Unitarian Universalists in the area

All campaigns have congregational preparedness as a component. This is accomplished through a series of workshops on hospitality and membership, prior to the campaign.

In fall 2007, the largest regional campaign was launched in the San Francisco Bay Area. Seventeen (17) congregations participated, over 600 donors contributed over \$300,000. This campaign was summarized in the December Board Report. A final report is expected in March.

In February 2008 the Tampa Bay Area campaign was launched. Stewardship & Development raised \$236,000 between August 2007 to February 2008; a significant accomplishment in a short time frame. A full report is expected in June.

TAMPA BAY AREA: 8 congregations participating

Time: Mid-February – early April 2008

Media Mix:

- **TV Advertising:** 108 commercial spots on Comedy Central Network - Daily Show and Colbert Report, Dr. Phil, Oprah and nightly news
- **Radio:** WMNF community radio. 12 weeks, 10 spots per week
- **Print - Specialty Publications:**
 - Newspaper ads in the major GLBT publications – **Watermark** – four ads, **Gazette Monthly Magazine** – 2 ads
 - **West Coast Woman** – 2 ads, monthly – February and March
 - **The Oracle (University of South Florida newspaper)** – 8 ads over 4 weeks
 - **TBT Newspaper** – four ads over four weeks
 - **Creative Loafing** – 4 ads
- **Direct Mail:** 150,000 oversized postcards were sent to households the week of February 18th. Those same households received the four page insert mailed directly to their homes the week of March 9th for a one-two punch
- **Billboard Advertising:** 3 boards on major roads – 5.5 million views during the four week period
- **Newspaper Inserts:** 260,000 four page, 4-color flyers were inserted in four major newspapers Sunday, March 2nd. These were inserted by targeted zips provided by the congregations.
- **Internet:** **Google ads** and web banners on major news sites: **tbo.com** (the Tampa Tribune site); **tampabay.com** (St. Petersburg Times site) and **heraldtribune.com** (the Sarasota Herald Tribune site) ; 2 million impressions
- **Sponsorship:** Major sponsor of **Tampa Pride**, an event for the GLBT community
- **Alternative Media** – screen ads in art-house movie theatres
- **DVD “Voices of a Liberal Faith”:** sent to each UU in market to “share with a friend”
- **Public Relations** – Newspaper articles in major publications

Measurable Results

Results are pending, but early indicators are favorable. Website hits are strong. Recent statistics show over 150 visits to the uutba website on a daily basis since the first direct mail piece was delivered. Initial guest attendance has also been strong. Sunday, February 24th the Tampa congregation welcomed 15 and the Clearwater church welcomed 30 guests.

NATIONAL ADVERTISING CAMPAIGN

Campaign Time Period: October – December 2007 (phase 1)

Primary Objectives:

1. Raise awareness, increase visibility and build a favorable opinion of Unitarian Universalism among those seeking a liberal religious home, as well as among opinion leaders and other members of the public.
2. Among UUs - build pride in their faith, energize congregations and members, and encourage the invitation of friends, relatives and other potential new members to visit.

Based on the above objectives, an integrated marketing campaign with Time Magazine and time.com was initiated. The UUA ran two full page ads and two “advertorials” (a two-page spread with a 1/3 page ad on the far left and a 2/3 page ad on the right and a Time magazine story in between. The 2/3 page ad directed readers to time.com/religionpages, a web page highlighting past Time articles on religion and prominently featuring UU advertising and content. The page included links to uua.org as well as to articles sharing our unique Unitarian Universalist perspective on many of the topics covered in the archive pages.)

Month	Ad	Cover Date	Received in Homes & Newsstands
October	Full page	10/15/07	10/05/07
November	Advertorial	11/5/07	10/26/07
November	Full page	12/3/07	11/23/07
December	Advertorial	12/31/07**	12/21/07

**Time Person of the Year Edition

Time.com

The UUA purchased 3.24 million impressions on time.com over a 9 week period, beginning the week of the first advertorial on October 25th. These ads were co-branded with time.com and drove click-throughs to the time.com/religionpages – the UUA’s “proprietary” page. To boost the internet campaign, the UUA ran bonus ads the weekend of December 15-16th. The UUA had a 100% showing on the time.com home page. Two ads were rotated evenly – 50% were the co-branded ads directing viewers to time.com/religionpages and 50% were UUA ads directing viewers to uua.org.

Measurable Results:**Time Magazine:**

Brand campaigns are always difficult to measure. However, TIME magazine conducted a Starch Readership Survey for the December 31st issue which provided some measurements. A total of 371 respondents were surveyed to measure the extent to which 53 ads appearing in that issue were seen and read. Results indicate (on a gradated scale of interest):

- 35% remember seeing our ad (called “noted” readers). Of those, 14% talked to someone about the ad after having read it. This “talking about” score was the third highest score out of a total of 53 measured brands.
- 22% not only noted the ad but read enough of the ad to clearly remember the advertiser
- 24% read some of the ad’s copy
- 8% read most of the ad (most interested respondents). Of those readers, 40% talked to someone about the ad. Again, this was the third highest score.
- TIME readers had a low brand familiarity with Unitarian Universalism. More than 76% were unfamiliar with the brand.

Time.com:

- Over the 9 week period, 1,385 entries to UUA.org came as click-throughs from time.com
- During the weekend of December 15-16, 257,000 UUA impressions were served on the home page of time.com. Total click-throughs were 948; the co-branded ads with clicks to time.com/religionpages represented 79% (755) of the clicks, clicks to uua.org were 193. The co-branded click through rate was .058% (755 /128,635), which is considered very high.

Time.com/religionpages: The advertorials directed folks to a unique time.com page. During the campaign, time.com/religionpages received 14,658 key (home) page views and 110,700 total page views (not just unique visits – this number represents all the pages viewed).

UUA Website hits: UUA website statistics indicated a 34% increase in visits October 5- December 31st 2007, compared to year earlier statistics (354,287 v 264,506 for a total numeric increase of 89,781). Not all of this increase could be attributed to the national campaign - use of UUA.org has grown in double digits for each year of its existence. But the number of pages viewed per visit, the lower bounce rate (individuals leaving the site), and the doubling of time spent on UUA.org (~ 8 minutes, which is very high) were positive statistics.

The uua.org/visitors/ was the page served when UUA.org/welcome was requested (which was the URL used for this campaign). The UUA experienced a 126% increase (4,239 v. 1,875) in entrances to this page with a lower overall bounce rate. However, the total number of visits was less than had been anticipated.

Ancillary advertising to support national campaign:

UUWorld.org: To support the national campaign, the UUA ran banner ads on the home page of UUWorld.org. The ads began the week of December 21st and continue to run. To date (through February 26, 2008) the ad has been shown 101,969 times. The ad has generated 183 clicks-throughs to UUA.org; 72.7% from visitors who were “new” to UUA.org. Visitors who clicked the banner ad visited 6.3 pages on average and stayed on UUA.org for an average of 6:12 minutes.

Seasonal College Football Bowl Game Program Book: The UUA, in an attempt to leverage the Time ad campaign and target a new audience, bought a four color full page ad in the program book for 13 college bowl games with over 2 million attending fans. The ad for Unitarian Universalism “Find us and ye shall seek.” was incongruous with the other advertisers in the program book and therefore piqued the interest of the press. On December 28, 2007 the Chicago Tribune ran a story “*Unitarian Universalists Put Faith in Advertising*”. This story was picked up by over 25 news publications over the next eight weeks.

Communications to congregations about the national campaign included:

- Broadcasts over multiple UU list serves
- A video announcement by Bill Sinkford in early October

- A UUA.org home page announcement from Bill Sinkford
- A campaign specific landing page with detailed information about the campaign and links to supporting marketing and welcoming resources
- Articles in *The World* and *UUWorld.org*
- Banner ads for congregations
- Congregational Mailing detailing the campaign and listing resources

Welcoming and member retention materials: As part of the campaign, congregations were directed to resources on the UUA website including:

- Hospitality and belonging resources including The Membership Journey, Congregations Count, Congregational Assessment, Visitor Tracking forms, etc.
- Generic ads

In addition, Bill Sinkford and Gini Courter conducted a “town hall” meeting on hospitality and welcoming. Over 100 UUs participated via a conference call.

GOOGLE AD WORDS CAMPAIGN: Concurrent with the national campaign, and to further leverage our presence in Time and on time.com, the UUA conducted a five week Google AdWords program between November 21 and December 31, 2007. The Google ad program included both keyword search, content targeted advertising and site-specific advertising activities. Several audiences were defined including UU Stakeholders, intellectuals, spiritual, GLBT and Gay Friendly, atheist, agnostic and humanists.

Measurable Results:

- 20,700, 955 total impressions
- 9,888 click-throughs to the UUA.org site (.04%)
- Average cost per click of \$0.81

DVD “VOICES OF A LIBERAL FAITH – UNITARIAN UNIVERSALISTS”: The DVD titled “*Voices of a Liberal Faith*” continues to be well received. In addition to the 6,000 free copies that were sent to 1,000+ congregations in September 2007, the UUA has filled orders for over 15,000 copies and orders continue to come in on a daily basis.