

BEING MORE VISIBLE, CHANGING MORE LIVES:
A UU CAMPUS MINISTRY GROUP HANDBOOK
FOR CONGREGATIONS



The Office of Youth and Young Adult Ministries
Unitarian Universalist Association
25 Beacon Street
Boston, MA 02108

TABLE OF CONTENTS

WELCOME.....	2
INTRODUCTION TO USING THIS HANDBOOK	4
CAMPUS MINISTRY HISTORY	5
CAITLIN'S STORY	7
START	9
<i>Campus Ministry Crew</i>	12
<i>Start-Up Congregational Conversation About Campus Ministry</i>	14
<i>Start-up Questions</i>	19
<i>Start-up Answers</i>	20
<i>Yourself as a Leader</i>	31
<i>Code of Ethics for Peer Leaders of Young Adult and Campus Ministry</i>	34
BUILD	37
<i>What Other Groups Don't Do: Campus Ministry Visioning Workshop</i>	40
<i>Becoming an Official UU Campus Ministry Group</i>	44
<i>Attracting and Retaining Members: Raising the Visibility of Unitarian Universalism on Your Campus</i>	48
SUSTAIN	55
<i>Lots to Do!</i>	57
<i>Programs and Curricula from Multicultural Growth and Witness</i>	60
<i>Curricula and Worship Resources</i>	62
<i>Quick Reference: 10 Campus Organizing Tips</i>	70

WELCOME

Welcome to the journey of forming a vibrant and sustainable campus ministry program in your congregation!

Campus ministries are a wonderful way to form lasting connections with other institutions that are leaders in your community, as well as minister to students who need your congregation's support right now.

If you don't think you have a neighboring school you could form such a program with, I'd like you to think for a moment about the area you live in and the colleges and schools around you. The following are examples of campuses that may be near you:

- Community colleges
- Institutes of technology
- Private colleges
- Private universities
- Public colleges
- State universities
- Vocational schools

These campuses are the perfect place for neighborhood and multigenerational relationships to thrive. Historically, our faith has strong connections with the university community and has often served as the spiritual complement to critical thinking and questioning in other academic pursuits. With all the changes in our current world—politically, environmentally, economically, and socially—what better time for Unitarian Universalism to engage the hearts and minds of *all* students needing a liberal, welcoming, pluralistic, and diverse faith tradition?

The students you serve might be more diverse in age, life experience, and living situations than you realize. They may include the following:

- "Traditional" young adult students who are attending residential colleges away from their previous homes
- Adult students going to school for the first time
- Adult students returning to school for a career change, whether financially necessary or willingly chosen
- Students supporting families while in school
- Young adult students living at their guardian's home and attending school

This is indeed a diverse range of people, and what your community can provide to and receive from these folks is similarly diverse. Actually, it is quite similar to the challenges of ministering to a congregation: It is important that those ministering to the community ask about and are attentive to its changing needs. Your presence and attention to what these individuals are seeking will create a lasting impression with them and will deepen the sustained relationship you have with their educational institution.

Congregations can provide three extraordinary services related to campus ministry:

- Pastoral support for a diverse group of students
- Consistent visibility of a liberal religious community at the school and in the neighborhood
- Sustained organizational support through staff time and financial assistance

It takes many people to develop and sustain a viable campus ministry effort; it is the accumulation of the passion and critical work of a minister or lay campus chaplain, a religious educator, students, and congregants. Each person contributes gifts that are crucial to this ministry.

This resource is intended for **anyone** in a congregation who wants to start a campus ministry, and will teach you the skills to make this group vibrant and sustainable. You might be the midwife of this project, someone who begins the movement and creates a healthy environment for the to-be-determined leadership to take over. You might be interested in assisting on smaller projects, or you may be the leader of the campus ministry group.

We strongly suggest that your ministry designates a staff member as the point person, with students in leadership roles that best fit their interests and investment. Groups led by only students routinely struggle and end due to rapid turnover in leadership, as well as a lack of mentoring and pastoral support.

This ministry is transformative and imperative, and it is our intention to meet your interest, passion, and commitment to fostering it in your community.

I would like to thank Dillan DiGiovanni, former Bridging and Campus Ministry Associate, who created *Being More Visible, Changing More Lives: A UU Campus Ministry Group Handbook* in 2009. Alterations have been made to most accurately reflect this ever-evolving ministry, yet many of the guiding words in this resource come from Dillan. I would also like to thank Joseph Santos-Lyons, former Director of Campus Ministry and Field Organizing, who developed the first edition of the *Campus Organizer's Handbook* in 2003.

As always, please contact our office with questions or requests for additional resources.

Sincerely,

Kayla Parker
Campus Ministry Associate
The Office of Youth and Young Adult Ministries

INTRODUCTION TO USING THIS HANDBOOK

This handbook was designed to give you practically everything you need to create a successful program. I say "practically" because you will provide the rest. As you well know, providing ministry is no easy task. Like following a recipe, whenever you work with people, you need to remember that despite your best intentions, things may not always go as planned. (Sometimes it goes better!) We can provide the best practices for each step along the way, but the success of your ministry will depend largely on your intentions as well as the energy, love, and organization you bring to the work.

This resource was intended to meet the needs of a congregation to support a campus ministry program. Groups can and do function without an affiliation to a congregation, but it is our experience that campus ministries supported by congregations experience the best results. Therefore, this resource is written with a congregational leader in mind, but it is easily adaptable for a group with no current congregational affiliation.

The START, BUILD, and SUSTAIN sections provide a brief overview of each aspect of the process, as well as activities and detailed resources that relate to that particular stage. Within each section, you will find crucial TIPS and TACTICS. Use as many or as few of the resources as you like, but be sure that you are at least familiar with all of them. Knowing your options and the steps in the process will help you feel less overwhelmed and more prepared.

This guide will provide you with many resources, but the most important is the sense of purpose within **you**. Your calling to serve young adults in our faith will guide you along this process. Keep it as your center, and everything will fall into place.

The Unitarians were perhaps the first to develop a denominational strategy for campus ministry. Their plan was to establish churches in college towns, whose mission would be to develop significant work with students. The first was begun in Ann Arbor in 1865, and by the turn of the century the young people's society of that local church had a membership of over 200 even though there were no more than 25 Unitarian students enrolled at the University of Michigan at the time.

—Donald Shockley, *Campus Ministry: The Church Beyond Itself* (1989)

CAMPUS MINISTRY HISTORY

In 1855, the Channing Club (Unitarian) was founded at the University of Wisconsin–Madison. It is considered to be one of the first campus ministries on a public campus in the United States and Canada. Named after William Ellery Channing, an important Unitarian theologian of the nineteenth century, Channing Clubs were a place for intellectual discussion and served as a conduit to the local Unitarian congregations, many of which were built adjacent to major universities, particularly those east of the Mississippi River. Channing Clubs were created on several dozen campuses over the next 100 years and were affiliated with the American Unitarian Association. Within the Universalist Church of America there were Murray Clubs, the brand name for Universalist campus ministry. Murray Clubs were named after John Murray, who is known for giving one of the first Universalist sermons at what is now Murray Grove on the coast of central New Jersey in the late 1800s. He went on to be a leading preacher on the East Coast, from Philadelphia up to Boston. In 1955, six years before the merger of Unitarians and Universalists, the two clubs officially became the Channing-Murray Center, but there were several instances of the clubs working together as early as 1908.

The Channing-Murray Foundation, located at the University of Illinois, founded its campus ministry in 1908. Originally a campus outreach program of the Unitarian and Universalist associations, the program continues to provide a program of religious, educational, and social justice activities that reflect the principles and purposes of Unitarian Universalism today.

From 1960 to 2000, the commitment of the Unitarian Universalist Association (UUA) to campus ministry wavered. In the late 1960s, the UUA administration and Board of Trustees dismantled campus ministry programs and staff. Without staff, funding, networking, or technical assistance, congregations and districts were left to fend for themselves, and most were not able to develop long-term, sustainable programs. However, there were at least two exceptions:

- Student Religious Liberals (SRL), a continental movement of students on college campuses who organized and led activities with the support of the UUA and local UU churches and ministers, was founded in the 1960s. This group lasted about ten years.
- The College Centers Program was funded and coordinated by the UUA during the time of SRL; at one point, it had more than 40 local chapters with local ministers dedicated to doing campus ministry. The program developed space on campus for UUs and a series of local events, study sessions, and field trips that deepened people's connections with liberal religion.

Unfortunately, these organizations left behind little documentation, so it is hard to know the scope and depth of the mission and purpose. It is clear that most of the local affiliations were primarily in the Eastern part of the United States, centered strongly around the cities of Madison, Wisconsin; Champaign-Urbana, Illinois; Chicago, Illinois; Atlanta, Georgia; Boston, Massachusetts; and Ann Arbor, Michigan.

Professional staff support at the denominational level for campus ministry was minimal from 1960 to 2000. The last known staff person from that period is Rev. Orloff Miller who worked on campus ministry in the mid-1960s. Over time several individuals, including Rev. Donna DiSciullo and Rev. Tom Chulak, have had campus ministry rolled into their UUA work portfolios; however, there has not been a dedicated, overarching vision and commitment.

This changed in 2002, thanks to the UUA's "Campaign for Unitarian Universalism" and the "Mind the Gap! Youth and Young Adult Ministry Sunday" fund-raising service, which helped to establish a UUA Campus Ministry Advisory Committee, Strategic Plan, and funding. These projects occurred under the leadership of Rev. Michael Tino, who served as Director of the Young Adult and Campus Ministry Office of the UUA from 2001-2007. During this time, campus ministry rose in awareness and reputation. This was largely due to the efforts of Michael and Joseph Santos-Lyons, who was serving as the Campus Ministry and Field Director and worked for the UUA from 1998-2007. Joseph launched many of the programs mentioned above, in addition to other outreach initiatives and long-term campus ministry projects during his time at the UUA.

Rev. Dr. Tracy Robinson Harris, who was the director of the larger staff group of Congregational Services, served as Acting Director of the Young Adult and Campus Ministry Office after Michael left in 2007. In 2008, Erik Kesting and Dillan DiGiovanni became Acting Co-Directors of the Office. Both were involved in campus ministry, with Dillan doing most of the programming. In 2009, as part of the creation of the new Office of Youth and Young Adult Ministries in the Lifespan Faith Development staff group, Dillan filled the new full-time position of Bridging and Campus Ministry Associate. Erik became Director of the newly formed office and held the campus ministry portfolio for nine months after Dillan left, until Kayla Parker was hired in 2010 as part-time Campus Ministry Associate.

Campus ministry is growing stronger because of stable UUA and growing district and local congregational funding. There is an emerging consensus on the mission and place of campus ministry within the UUA and member congregations, made possible by consistent collaboration with district staff and regular networking opportunities for all who are involved (or interested in being involved) in campus ministry. In recent years, several districts have funded and hired a staff member with at least several hours per week devoted to campus ministry, and many full-time district program staff devote some time to the work. Some of our churches even fund part- or full-time staff to coordinate campus ministry—though, understandably, not many churches have the capacity to do this.

Campus ministry is one of the oldest forms of community ministry within Unitarianism and Universalism. While there has been a decades-long trend of churches moving away from college centers and of reduced funding for campus ministry, many are re-envisioning the potential benefits to churches that this programming may bring. Today we estimate that there are more than 150 campus ministry groups throughout the continent, which are a collection of student-led, congregationally based, professional, or volunteer-run groups who practice campus ministry in diverse and meaningful ways. It is the hope of the Office of Youth and Young Adult Ministries to see a new tradition of campus organizing in partnership with local congregations and supported at both the district and the continental level.

CAITLIN'S STORY

Caitlin was raised in a UU church in Hobart, Indiana. She served on the Board of Trustees, the Religious Education Committee, and as Denominational Affairs co-chair for a church of 105 members. She also led a number of services and co-led the youth group. After she graduated high school, she moved to a well-known liberal town in Massachusetts for college. She decided to attend the UU congregation down the hill from her school, and one Sunday she walked through its doors . . . and no one spoke to her. This continued for several weeks.

Eventually, she took the initiative and approached the DRE and minister. Her next step was to talk to the search committee about becoming involved in the process for calling a new minister; she explained to one of the members that she had been really involved both at her home congregation and on the continental level. He said, "Well, you'll only be here four years, so maybe this isn't the best place for your input."

Another time, she brought a group of six students to the church, during their first week of classes, and not one person came up to them during coffee hour. Caitlin said, "We even tested it by widening our circle and looking really disinterested in each other." She recently co-led a service with the minister, and five or six people asked her, "How did Janet [the minister] find you? Have you been here before? You should think of attending!"

Last year, sprinkled between the instances named above, Caitlin helped plan and host two services and a post-service workshop to generate interest in developing a campus ministry. Despite an open invitation to all and multiple announcements, the attendees included five students and two congregants.

How, this many months later, did these congregants who approached Caitlin still know so little about her and her interest in campus ministry and being a leader in their congregation? Did so few adults attend the workshop because they assumed it was only for campus students—and not for the congregation who could support them?

Since then, Caitlin has connected with both district and continental-level staff to get the support she needs for one of the most challenging periods of her young life. But the question remains: How can our faith, struggling to grow each year, begin to provide someone who was raised in the denomination with the incentive to stick around?

Our principles encourage us to welcome not only newcomers but "lifers" as well. Campus ministry is a ministry of retention and support as well as outreach. It is a ministry that seeks to provide support, love, and consistency in the faith development of college students, some (but not all!) of whom are young adults who can often feel left out of the life of our congregations.

Regardless of their age, attending an institute of higher education is a time of momentous transition for all students, and a time of life that necessitates pastoral and community support. Unitarian Universalism offers an important and missing religious alternative on college campuses. We have a moral imperative to be present and visible among more conservative denominational groups. Students, both UU-identified and those who have yet to know of us, need a place where they can be accepted as they are, as they search for their identity and grapple with the big questions about faith, love, and life. They deserve a community that

provides space for them to worship openly, regardless of age, race, class, vocation, sexual orientation, gender expression, gender identity, or religious identity.

By investing in campus ministry, your congregation can support the development of college students of all identities, backgrounds, ages, and experiences—while creating lasting relationships with an educational institution and the wider community your congregation is a part of. Everyone deserves a place for faith and identity development within a supportive community. Let's make your congregation that place.



START

Community cannot long feed on itself—it can only flourish with the coming of others beyond.

—Dr. Howard Thurman

Think about all the mechanics of forming a campus ministry group, and why this ministry will be beneficial for your congregation. To map out these topics, we'll employ the basics of journalism:

WHO?
WHAT?
WHEN?
WHERE?
WHY?
How?

🕒 TIP: GET INVESTMENT FROM YOUR CONGREGATION

The asking (and answering) of the questions above can make the challenge of campus ministry less frightening and more exciting! If your congregation seems interested in providing campus ministry, your next step is to foster this energy and turn it into dedicated commitment. Start by convening a conversation after service one Sunday (or when you would normally have such meetings) to discuss the questions below.

WHO(M):

... is responsible (church staff, volunteers)?
... are we serving?
... will benefit from our ministry?
... do we need at the table to provide a successful ministry?
... are our local allies in this work?

WHAT:

... does *ministry* mean?
... does ministry look and feel like?
... do these campus students need?
... are our first steps?
... does our congregation/community/world stand to gain from doing this ministry?

WHEN:

... do we want to meet?
... are campus students available?
... do campus students need our ministry most?

WHERE:

... will we provide the ministry (i.e., on the congregational grounds or on campus)?

WHY:

- ... are we providing this ministry?
- ... do college students need us?
- ... do we need college students?

HOW:

- ... can we implement our plans?
- ... do we gather students?
- ... can we sustain volunteer interest and support?
- ... do we use the campus ministry to become more visible in the larger community?
- ... does Unitarian Universalism benefit from our gift of ministry?

The [START-UP CONGREGATIONAL CONVERSATION ABOUT CAMPUS MINISTRY](#) on page 14 provides everything you need to convene this conversation, including a detailed workshop plan and some answers to the above questions, which may be helpful for the facilitator in guiding the conversation.

Hosting a conversation to generate interest and investment from your congregation is the key first step to starting and building a successful campus ministry—it is where the ministry begins. The success of your campus ministry will depend on the investment, involvement, and cooperation of the entire congregation.

Our most successful campus ministries report that the following qualities are key to their effectiveness:

- A paid church staff member or dedicated volunteer leader (not a student)
- Intentional financial support from the congregation
- Student ***involvement in*** (rather than ***responsibility for***) the start-up effort
- Official recognition as an on-campus group
- Weekly or bi-monthly meetings on campus, with consistency around time and location
- The frequent presence of a congregational committee of volunteers
- The regular presence of a minister, particularly with the campus interfaith community
- A shared definition of the campus ministry as, first and foremost, a liberal spiritual group
- Campus staff or faculty who are also congregational members
- An effort to work with and support the entire campus community
- Strategic intentional relationships with ally groups on campus
- An active and visible presence around campus
- Meaningful and relevant leadership development for students, as well as opportunities for congregational involvement

Which of these qualities can your congregation already provide? Which do you need to build or develop, and what resources will you need to do that?

The more support and intentional investment you have from various leaders in your congregation, the more your campus ministry will thrive. Students will experience your congregation's genuine interest in supporting their faith and social development, and will invest their time and energy in being involved in your congregational community in return.

CAMPUS MINISTRY CREW

I just received the care package you sent. Thank you so much. My day wasn't going so well so getting it really helped. ☺ I haven't been able to come to any events this semester since I'm a freshman and have just been working on getting settled but I will definitely be coming to more next semester. Again thank you so much!"

—From a student to the members of the Williamsburg Unitarian Universalists

Below are some possible jobs your fellow congregants can do to help run your campus ministry program and make it thrive! Remember to encourage people to volunteer for their greatest strengths—to help in ways that best fit their personal working style. This will make their volunteer work more energizing and less taxing—for them and for you!

COFFEE HOUR CREW

These folks, comprising congregants and students, set up a table and staff it during our much-loved UU coffee hour. Their task is to talk about what the campus ministry program does, ask for help with upcoming events or projects, and generally get the word out to keep the campus ministry program visible and growing.

TREATS CREW

These people are your most enthusiastic bakers or cooks. They can prepare treats for your regular meetings and/or prepare special packages during holidays or exam time. They may also include folks who enjoy preparing care packages for students during stressful times (which can be delivered by the Visibility Crew—see below).

SHUTTLE CREW

These may be congregants with large vehicles or extra spots in their sedans who live close to the campus or who don't mind running out to grab some students on Sunday mornings for worship services, or other times during the week for church meetings, activities, or projects.

EXPERTS CREW

These are the congregants who are experts in a field of work or a relevant aspect of life that college students may find useful—particularly for life skills that aren't taught in their classes. For example, an accountant might teach basic personal finance; a lawyer could teach tactics for dealing with troublesome landlords.

VISIBILITY CREW

These are people who have the time and/or means to post flyers around town or campus (a good job for congregants who are also campus faculty or staff). They can create labels with the congregation's address and contact info, stick them to old copies of *UU World*, and secure permission from the office for religious life on campus to place them in that office. They can help deliver the congregational newsletter, handwritten letters, or the care packages that the Treats Crew prepares for the students on campus, which breaks up the prep and delivery work! They can also help you with tabling on-campus at the Spring and Fall Student Activities Fair and with developing the relationship between your congregation and the school.

WORSHIP AND ACTIVITIES CREW

When you're tired or sick or just can't make it to your campus ministry meeting, be sure to have a back-up crew of people you can rely on to take your place. This group can also assist you and the Visibility Crew in establishing and sustaining the institutional relationship between your congregation and the school.

Once this team is assembled, be sure to invite them to join the campus ministry members so they are all well acquainted with each other.

Σ **NOTE:** These folks may have their own ideas for worship services and activities, but be sure that you've approved their ideas before they "substitute" for you.

START-UP CONGREGATIONAL CONVERSATION ABOUT CAMPUS MINISTRY

The purpose of this exercise is to gather congregational support and commitment to start, build, and sustain a campus ministry for a local campus community.

You will need:

- ☐ Nametags
- ☐ Newsprint*
- ☐ Markers*
- ☐ Fun music to play as people arrive and leave (such as Michael Jackson's *Wanna Be Startin' Somethin'*)
- ☐ Music player
- ☐ Optional: Healthy snacks and water
- ☐ Chalice, candle, and lighter or LED/battery-operated candle*
- ☐ Copy of [START-UP ANSWERS](#) (page 20) for the facilitator, as this resource should be read by them beforehand to gain grounding and ideas for the possible thoughts and visions this exercise might create
- ☐ Copies* of [START-UP QUESTIONS](#) (page 19) for each attendee

** GREEN TIPS: If you have one, use an overhead projector instead of photocopies, and use Earth-friendly markers and newsprint made of recycled content.*

TACTIC: PLAN IT

In collaboration with interested students and/or fellow congregants, write a letter to your Board of Trustees outlining the vision and goals for the campus ministry program you want to develop, and specifically requesting (1) official recognition, (2) consideration for a budget in the upcoming fiscal year, and (3) a meeting with the Board or a Trustee. In your letter, you may want to note that congregations can provide three extraordinary services related to campus ministry:

1. Pastoral support for a diverse group of students
2. Consistent visibility of a liberal religious community at the school and in the neighborhood
3. Sustained organizational support through staff time and financial assistance

Bring a list of names of others who also share a vision for providing campus ministry, for example, representatives of the Membership and RE Committees, local college students, Worship Associates, and church staff members.

Before your scheduled conversation, make sure that you are very clear as to what means your congregation does and doesn't have available. Don't stretch beyond what is reasonable and realistic.

Σ **NOTE:** If it's geographically strategic, consider collaborating with your neighboring congregations to provide this ministry. Shared resources (of people and finances) often make the prospect of starting a campus ministry more realistic.

Once you have the blessing of the Board to move forward with developing the ministry, you are ready to host a Congregational Conversation to elicit more interest and help from other congregational leaders and members.

TACTIC: ADVERTISE IT

In collaboration with your church administrator and/or minister, check your church calendar and pick a date to host this conversation. Advertise it in your church newsletter and Order of Service several weeks or months in advance to allow your fellow congregants a chance to schedule ahead.

Below is a sample announcement you can use:

[Your name(s)] is developing a campus ministry program to provide ministry to the [school, college, or university] community. This campus ministry will provide a space for faith development and pastoral support for students on campus(es) and connect them with the ministry and members of our congregation. We are seeking names and contact information of those interested in sharing their gifts and talents with the campus ministry. Enjoy meaningful conversations and relationships with college students? Baking? Individual financing? Theology? Social justice projects? All of these are part of campus ministry, and we'd love for you to enhance this ministry with your gifts and passions. We will host a conversation for all those who are interested on [date, time] in the [location]. Please contact [your name, phone number, and e-mail] with any questions.

TACTIC: PREPARE FOR IT

Before the meeting, read over all of the material in this **START** section. It will be especially important for you to familiarize yourself with the **START-UP ANSWERS** section. This will enable you to facilitate the discussion most effectively, ensuring that there is space for a variety of answers to emerge. If necessary, you will also be able to lift up important points that others might not have on their radars. You can also bring yourself a copy of this portion of the guide to reference during the conversation.

Arrive at your conversation meeting space about thirty minutes before you are scheduled to start to set up your newsprint, markers, nametags, copies of the handouts, music player, snacks (if you've chosen to offer them), and chalice. Coordinate with your team members about who will facilitate the conversation and each person's role. Look over the **CAMPUS MINISTRY CREW** handout, and decide which jobs you would most like to fill at this meeting.

TACTIC: SET THE MOOD

To foster a mood of good energy, anticipation, and collaboration, play the music you've chosen as people arrive. Invite everyone to write their names on a nametag, creating an inclusive space for all. If you're offering snacks, have them readily available for attendees to serve themselves.

TACTIC: MAKE IT COMFORTABLE AND FAMILIAR

Strive to create a spiritual space of creation, collaboration, and calling to provide ministry. Start the conversation on time, and smile! Welcome your attendees warmly and thank them for their interest in this initiative. Light a chalice and open with some welcoming words, for example:

*Here find a house of welcoming
Here find vision and hope
Here be received as you truly are
Unique and beautiful
Your journey acknowledged
Your love honored
Let us rejoice together*
—Orlanda R. Brugnola, "House of Welcoming"

Do a quick check-in by having attendees introduce themselves and share why they chose to come to your meeting. Do not allow side conversations or judgments.

TACTIC: TALK ABOUT IT

Once each person has checked in, introduce the topic of this conversation. Let your group know of your interest in starting a campus ministry and your passion for setting it up for success. Tell them about the steps you've taken and the investment from the Board of Trustees and church staff. Let them know how crucial a role they can play in providing life-changing ministry for students during an important time in their lives. Tell them that it is your intention to have a plan or strategy for setting up a campus ministry by the end of this conversation, so they know it was worth their time.

Begin the conversation by reminding folks to be mindful of the space they take up in conversation. Distribute [START-UP QUESTIONS](#) and begin to work through the ones that are most appropriate for your congregation. As people share their ideas, record those that seem to have a lot of communal energy on the newsprint.

🔄 TIP: KEEP THE CONVERSATION FOCUSED

- Be mindful of the time you have. If the conversation veers off track, refer to the handout, note how much there is still to discuss, and gently steer participants back to the topic at hand.
- Allow space to discuss both "the ideal" and "the real." Allow the "visionaries" in the group to think big—this is how they work and think, and it will ultimately lead to some good ideas. Thank them for that gift they bring. At the same time, remember the reality check you did early on (what means your congregation does and does not have available), and balance their vision with your congregation's actual capacity and the goals you believe you can reach in a year.
- As the conversation progresses, you may need to gently encourage the quieter folks to speak up more willingly, and ask the vocal ones to limit their contributions in order to create more space for others to speak.

TACTIC: STRATEGIZE IT

The most profound result of this conversation is to identify a committed and appropriate organizer of the group. This person should be one of the following (in order of priority):

- A congregation staff member
- A ***paid*** professional lay leader
- A volunteer who has the time, energy, and natural skills to draw in and retain college students

Σ **NOTE:** College students themselves should not be in this organizer position, but can and should be leaders campus ministry groups.

Once the leader has been chosen, give that person **YOURSELF AS A LEADER** and **CODE OF ETHICS FOR PEER LEADERS OF YOUNG ADULT AND CAMPUS MINISTRY**.

Next, identify which congregational members are staff or faculty members on the campus in question. These folks will be most familiar with the appropriate offices, the campus "rules" that groups need to follow, and the most effective modes of communication to be used with both students and the administration, which will be extremely valuable in your efforts to become an officially recognized group on campus.

Start to assign Campus Ministry Helper roles to people who have natural gifts, referring to the **CAMPUS MINISTRY CREW** handout as needed. For example: "John, I know you're an amazing baker. Would you be able to get a group of people together in our kitchen to bake cookies for the students during midterms?" Or, "Meredith, you're the consummate networker. Any chance you know a cool guest we could sponsor on the campus—someone like a musician or a guest speaker who promotes UU values in their work?"

Some jobs for congregants might include:

- Making snacks for students
- Organizing shuttles to attend services (if the campus is close enough)
- Teaching life or job skills (e.g., accounting, law, business, marketing)
- Leading an activity (e.g., knitting, juggling, hiking or other outdoor activities)

At the end of your meeting, be sure you have identified or created the following:

- ☐ Your leader
- ☐ Clarity around the minister's presence

Σ **NOTE:** If you don't have an ordained minister, be sure that you're providing pastoral support by some other means—lay ministers or a minister from a neighboring congregation.

- ☐ A plan to become officially recognized by the campus
- ☐ A designated time and place to provide the ministry
- ☐ A plan to advertise and attract students
- ☐ A Campus Ministry Crew (i.e., a list of committed congregants with assigned "jobs")
- ☐ A timeline/calendar for subsequent meetings of the Campus Ministry Crew

TACTIC: WRAP IT UP

Once the seven key items are in place, bring your conversation to a close in a spirit of gratitude and joy. Share some inspirational closing words, for example:

*Let us go forth into the world through a door of hope for the future,
remembering these words by Martin Luther: "Even if I knew that tomorrow the
world would go to pieces, I would still plant my apple tree." So may it be with us.*

—Marjorie Newlin Leaming

Extinguish the chalice. Thank the participants for their interest and contributions. Play some invigorating music as they leave.

START-UP QUESTIONS

Use these questions to define your mission and purpose in starting a campus ministry.

WHO(M):

- ... is responsible (church staff, volunteers)?
- ... are we serving?
- ... will benefit from our ministry?
- ... do we need to provide a successful ministry?
- ... are our local allies in this work?

WHAT:

- ... does *ministry* mean?
- ... does ministry look and feel like?
- ... do these campus students need?
- ... are our first steps?

WHEN:

- ... do we want to meet?
- ... are campus students available?
- ... do campus students need our ministry most?

WHERE:

- ... will we provide the ministry (i.e., on the congregational grounds or on campus)?

WHY:

- ... are we providing this ministry?
- ... do college students need us?
- ... do we need college students?

HOW:

- ... can we implement our plans?
- ... do we gather students?
- ... can we sustain volunteer interest and support?
- ... do we use the campus ministry to become more visible in the larger community?
- ... does Unitarian Universalism benefit from our gift of ministry?

START-UP ANSWERS

Here are answers to some of these crucial questions, which we have developed to guide your work and to supplement your congregation's responses. The facilitator should use these so they can most effectively guide the conversation by making space for all of these possible answers and lifting up important points that are not brought into the discussion.

WHO(M)?

WHO is responsible, and whom do we need?

We consider this to be the work of everyone in the congregation. Below are some suggestions for how best to organize and delegate the work.

TACTIC: HAVE ONE POINT PERSON

Someone needs to be identified as the person responsible for the campus ministry outreach, and the most successful campus ministries are usually the responsibility of a paid staff member. If your Lifespan Religious Educator or minister isn't able, this is a good opportunity for your congregation to hire a part- or full-time Young Adult and Campus Ministry Coordinator. Leaving this work to lay or other volunteer leaders has varied results, but if you don't have the resource of a paid, professional staff member, the next best idea is a lay leader who can provide a committed and consistent presence. Likewise, a minister also needs to be on board. While lay leaders can contribute logistical, administrative, and most community-building support, the trained professional pastoral support and chaplaincy that a minister's presence provides will really define the success of your campus ministry.

TACTIC: THERE IS NO "I" IN TEAM

Once you have one point person and the minister on board, it is wise to gather a team of volunteers, preferably persons in leadership positions in the congregation. This ministry should be an intentional gift from the congregation, with investment from every arm of organized leadership, including the Board of Trustees, Membership, Social Justice, Lifespan Learning/Religious Education, the Youth-Adult Committee, and any other committees and groups you have convened in your congregation. The more committed hands, hearts, and minds you have contributing to this effort, the easier and more comprehensive? it will be—and it can be a truly bonding experience for all involved.

Besides the team of leaders, ask your congregants what they can and want to provide or contribute. You might be pleasantly overwhelmed with support once you put the word out, especially if you ask for one-time donations of time or service. If people are slow to volunteer, think about the gifts available from your congregants and do some targeted asking. For example, you might suggest to someone you know to be an amazing baker that homemade cookies make a fantastic and welcome present to offset the stress of finals week or even being far from home. Or perhaps someone with a large vehicle who lives close to the campus might be willing to shuttle students on Sunday morning. People who are shy about responding may have a different response when they are personally invited.

WHOM are we serving, and who benefits?

TACTIC: THINK BIG PICTURE

When a congregation comes together to meet the spiritual and social needs of a nearby community, the question really is: Who *isn't* served in that process? Campus ministry can and should be a growth-filled experience that fulfills every heart and mind engaged in the process. It is in giving that we truly receive.

Both lifelong members and newcomers to our faith are certainly the obvious recipients of our efforts, but our entire nation—and indeed the larger world!—would certainly benefit from more welcoming hearts and enlightened minds. The campus community could be starving for the type of outreach a campus ministry could provide.

WHO are our local allies in this work?

TACTIC: ALLIES ABOUND

First and foremost, your allies are your own UU neighbors. Connect with neighboring congregations, district staff, and headquarters to find out who is doing campus ministry, how it's going, and how you all can collaborate to do it best!

Allies on campus or within your local community could be any or all of the following:

- **Marginalized campus groups or organizations:** Campus LGBTQ groups and groups supporting campus students of color are great allies to connect with and seek support from, especially if you are fund-raising to bring in a theme speaker for the campus. It is also important for the congregation to support these groups in general, building and demonstrating solidarity with their causes, even if the group doesn't seek a formal relationship. As UUs, we need to live our seven principles every day regardless of how we might personally benefit from doing so.
- **Residence Life, Health, and Spiritual Life Offices:** These people work all day to make things happen on campus and to enrich the lives of students. How can they help you in your ministry?

The Residence Life folks are charged with developing programs for students—creating a "living and learning" environment—and they might be natural partners for your efforts. If you're interested in doing OWL programming, talk to the Health Office staff. They are generally charged with offering sexual health programming, but if they don't have enough staffing to do this adequately, they may be interested in partnering with you to provide OWL programming, or they may have a curriculum that they would be interested in expanding. The Spiritual Life Office often has an interfaith group or coalition of ministry leaders. Connecting with them early on will plug you into this network and increase your visibility around campus.

- **Local union organizers or community support groups:** No doubt there are many grassroots groups in the local community, either nonprofit or otherwise, who would love support from a UU campus group and congregation. Call these places and ask how campus students and congregants can lend a hand. For example, could your local organic farm use free labor? Is there a crisis center that could use phone operators? This creates a win-win: The groups benefit from the service, students have a new item for their resumes, and the entire community is richer as a result!

WHAT?

WHAT does ministry mean, look, and feel like?

Ministry means different things to different people. College students have defined *ministry* as something that provides the following:

- Pastoral support
- Community-building opportunities
- A safe space
- The presence of adult and peer mentors
- Reflective time
- Help with major life transitions
- Spiritual grounding
- Social action initiatives
- Leadership development opportunities

TACTIC: PRIORITIZE A HEALTHY GROUP

The list above is far from comprehensive and doesn't represent the needs of every individual. The spiritual and social needs of each student will vary, whether they are lifelong UUs or newcomers to the faith. The best ministry will match the specific needs of both the individual and the group.

While some general patterns exist among college students, the best campus ministry leader—whether a student, lay minister, church staff, or minister—is attuned to the current "temperature" of each student. Ministry may look and feel differently with each individual, and it is very important to remember that campus ministry, like any ministry, is **not** a one-size-fits-all formula. There isn't a recipe to follow, because any time you are working with human beings, generalizations don't apply. If you can remember this one fact, you are already providing good ministry!

However, in general, we know that most students are seeking the following:

- Respite from busy (often overwhelming) schedules
- The company of like-minded individuals
- Stimulating conversation
- A responsible non-campus presence
- Leadership development
- Spiritual grounding

And of course:

- Free food!

Adults can often be intimidated to think that they must meet **all** these needs for a group of students, and we agree that it is quite a feat for anyone, even an ordained minister. That is why, in the **WHO** section, we highly recommended forming a team to provide the ministry. While the minister should be actively involved and provide an ongoing and reliable presence, he or she should not try to do everything! When congregants collaborate, the time and energy needed to extend the hand of fellowship is spread out over many people—and makes for a more productive and sustainable campus ministry.

Σ **NOTE:** An individual's needs are important but not at the risk of the health and safety of the group. If a particular student hasn't been present at several meetings or is causing stress to the group dynamic, frequent one-on-one check-ins and follow-up conversations are recommended.

WHAT are our first steps?

TACTIC: CLEARLY DEFINE YOUR MISSION

The mission of campus ministry is twofold: to be a selfless ministry of service to individuals in need, and to establish an institutional partnership between a congregation and a school for the betterment of the larger community.

When you gather members of your congregation to have this conversation, be sure to articulate this as your guiding mission. Campus ministry requires time, energy, and open-mindedness because it functions very differently from other congregational programs. Whether the students for whom you're providing ministry are lifelong UUs born and raised in the faith or are only first hearing about Unitarian Universalism, their commitment and reliability may fluctuate for a variety of valid reasons. What they need, above all else, is a safe and loving place to land, to find a community, and to receive many forms of support.

It is important to remember that your group membership will fluctuate. This does not mean that the ministry is not serving folks. Rather, the stability of the ministry is determined by the partnership your congregation develops with the school and the events you can work on together, both for your particular institutions and for the larger community.

TACTIC: GO TEAM!

Assemble your team and then recruit members of your congregation to help you—especially those who are faculty or staff members at the campus in question. Actively notify your whole congregation that you are providing this ministry, and encourage everyone, even the five year olds, to contribute. Suggest that it be a "family affair."

TACTIC: BECOME OFFICIAL

Contact the school you are working with to find out its specific requirements to become an approved student group. (Note that these will vary among institutions.)

Look the part! Contact the Office of Young Adult Ministries at the Unitarian Universalist Association to get flyers, banners, and print and online resources. The UUA will also enter your information into our database and subscribe you to our e-mail lists so you can network with colleagues across the continent.

WHAT do these campus students need?

Every college community will have a different culture and different needs. For example, the UU Church of Annapolis, Maryland, has growing campus ministries with both the U.S. Naval Academy and St. John's College, whose regular coursework is centered around reading works by great thinkers and discussions on the reading. The Naval Academy is naturally structured very differently, and students here enjoy philosophically based discussion during campus ministry meetings, as it brings a great balance to their daily routines. In contrast, at St. John's College, the students want something that does not feel like class, so philosophical discussions are out of the question. The minister in this group is therefore presenting the students with the option of following utilizing OWL curriculum in their regular meetings.

These two very different campus ministry programs in the same city, sponsored by the same congregation, are a great example of how varied campus ministry can look when they are serving the needs of the students. To clarify what the students in your campus ministry need, find out what the culture on the campus is, what is being discussed, what there is space for, and what these students are missing that you could provide. How do you find this out? Ask them!

WHEN?

WHEN are campus students available, and when should we meet?

When you're setting up your campus ministry, choose a consistent meeting place and time and talk it over with your students, making adjustments as needed (and feasible). Evening meetings after the last scheduled class has ended are often successful. But remember—not everyone will be able to meet when you're available, and you probably won't find a time when *everyone* is available. Do your best to accommodate as many people's schedules as possible within realistic limits. Once you have a time picked advertise it!

WHEN do campus students need our ministry most?

TACTIC: REMEMBER THAT MINISTRY IS ONGOING

Generally, the answer to this question is that they need your ministry every day—in innumerable ways. College-age young adults are negotiating profound life changes and identity development, and every day can be a minefield of challenging questions, conversations, and situations. Know that every meeting you host may be an hour that provides them with respite

from a week's worth of stress and frustration. It may also provide them with an hour to celebrate major accomplishments and joys they've experienced. If they live far from home or are not connected with their families, the community you create and provide will be that much more important and profound.

In addition to providing pastoral support for the daily realities of young adulthood, consider exam times and holidays to be "high demand" times for ministry. Also, if a stressful experience occurs on campus, such as a hate crime or a suicide, your students will be looking for your ministry and support.

WHERE?

WHERE are you providing campus ministry—on or off campus?

This is a very important question to answer at the onset: Do you want to provide ministry and interact with students on campus, at your congregation, and/or at the homes of congregants?

TACTIC: DETERMINE THE LOCATION

Determining where you provide ministry drastically affects both what kind of support you need from your fellow congregants as well as what kind of results you can expect. Each offers advantages and disadvantages:

- **On campus:** Students today are very committed individuals (and sometimes over-committed!). The stakes for career preparation and job security upon graduation are rising, and many college students want to make the most of every minute of their lives. Clubs, jobs, meetings, classes, study sessions, group projects, and mealtimes all compete for their precious time.

Your chances of success are highest when you "make it as simple as possible," says Mary Manchester, a former student and current campus ministry leader. Bringing the ministry to the students in one of their existing campus facilities increases the probability of their attendance and participation—whereas adding transit time to and from your congregation lowers the chances of them devoting that much time away from their busy schedules.

Sitting in an open area on campus for meetings that require less intimacy or confidentiality makes you more visible to the rest of the student body, who may get curious about what you're doing and wander over. On the other hand, this kind of space does create less intimacy, which could be a drawback for folks who value deep sharing. Know your group and what will fit their current needs.

- **Off campus:** Building vital multigenerational community is really difficult when there aren't enough people from varied generations present! If your congregation is in close proximity to a campus (some congregations are *literally* across the street), consider hosting the students in your building. If your campus ministry group serves more than one school, the congregation may actually be the easiest location for all to get to (unless one school is more centrally located for all).

Many students talk about the value of integrating with congregational life during their college years. Bringing students into your house of worship allows them the opportunity to be in close proximity to peers, elders, and children. All generations can benefit from more face time with each other, and those who are geographically or emotionally distant from family or loved ones crave surrogate families. This may also be the crucial "off-campus time" that many residential students long for from time to time, to get distance and perspective away from the insular bubble of campus life and peers.

Many students also desire a more formal worship service and may wish to participate in its planning and/or implementation. They may want to teach Lifespan Learning/Religious Education curricula, seek involvement on committees, or join the Board. Try to meet their need to be involved by offering as many different opportunities as possible and making it easier for them to participate (for example, offering rides to and from campus).

Extending dinner or game night invitations at congregants' homes is a wonderful way to create that "home away from home" feeling that some students may desire. If the invitation is extended, students should always feel free to accept or decline—as entering a stranger's home, no matter how welcoming, might be an intimidating thought for a new member to your congregation community. Each individual will have different comfort levels with such an experience, so be sensitive to whatever comes up, and do your best to meet what students ask for.

Identify what you can and want to provide as a congregation, and match that with what the students want and need from your community. Whether you bring Unitarian Universalism to students on campus or within the walls of your own sacred space, always keep in mind that the goal is to provide ministry to individuals and a partnership with another community institution. If one person shows up, spend time with that one person. If five come, even better. If numbers dwindle and stay low, consider what needs weren't being met. Additionally, think about what time of year it is—be in tune with the campus calendar to know the rhythms of campus life. For example:

- Have congregants assemble care packages during exam time.
- Extend dinner invitations to students who have nowhere to go for Thanksgiving.
- Read the campus paper (if there is one) and use that news in your ministry. Was there a hate crime on campus? Be prepared to step up your efforts. Was one of your students recognized with an award? Be sure to acknowledge and celebrate this news!
- Note the major events that might clash with your meeting time, and suggest rescheduling as needed.

The more that students feel like you're connected with their lives, the more supported they will feel and the more likely they will be to return to get more of what you have to offer . . . and give more of themselves as well!

WHY?

WHY are we providing this ministry?

TACTIC: ASK "WHY AREN'T WE?"

Providing ministry on a college campus makes perfect sense as part of a lifespan faith development process. After spending a lot of time, energy, and money on our children's faith development in the religious education classrooms in the basements of our churches, we then "turn them loose" when they make the culturally accepted decision to either attend college, become employed, or volunteer after high school. These students are hungry for a community where they can ask soul-searching questions, examine their personal theologies in a critical light, and be supported in searching for their truth. Campus ministry enables us to reach out to these young people and offer support during this crucial time in their lives.

Campus ministry is a social justice issue. It is serving those who need our ministry now. It is also creating a relationship with local academic institutions for the benefit of the wider neighborhood community. The church and the college are traditional pillars of our communities, and when they work together to provide continuing education opportunities for their neighbors and advocate on their behalf, communities can be transformed.

WHY do college students need us?

TACTIC: THINK ABOUT YOU AND YOURS

Why do you go to your church? What are the gifts of your congregants? What is special about your congregation that students should know and experience? What might you or people you know want from a campus ministry program?

Another important exercise for yourself and your congregants is to ponder the many major life changes you experienced from ages 19 to 23 and who was there to help you through them. Young adults begin to answer profound questions about various aspects of their identity, life purpose, calling, and theology during these years. They need the presence and support of adults who can help enrich the process of finding those answers.

Similarly, if you returned to college after an extended absence, ponder the changes you experienced. What support do you wish you had gotten from people in your congregation? What support did you get that you would like others to receive as well? Attending school while maintaining a career, family, and financial commitment is extremely challenging and draining, and the members of our community who make this sacrifice need and deserve our support. How can these folks be served by your congregation via campus ministry?

Unitarian Universalism offers an important and often missing religious alternative on college campuses and in communities at large. We have a moral imperative to be present and visible among more conservative denominational groups. Students, both UU-identified and those who have yet to know of us, need a place where they can be accepted as they are, with their varying identities and all their questions about faith, love, and life. They seek a space to discuss their

concerns, establish their ethics, and let their spirits dance. They deserve a community that provides space for them to worship openly regardless of race, class, gender expression, gender identity, sexual orientation, or religious identity.

These are all reasons that students need you, and need you *now*.

WHY do we need college students?

We are called to serve our neighborhood community, which will in turn enrich our own congregational community. By having a wider variety of life experiences and personal philosophies in relationship with our congregation, we grow healthier and stronger. A healthy congregation has diverse membership, internal programming, and outreach programming.

In addition, creating an institutional relationship with your local colleges can be a community-transforming effort. It is a partnership that can last for years and have far-reaching effects on the neighborhoods they are a part of through continuing education and advocacy efforts.

Perhaps most importantly: through campus ministry you will meet and form relationships with amazing individuals who will enrich your life!

HOW?

HOW do we implement our plans?

Our hope is that this extensive resource will provide effective guidance toward answering this question. ☺

HOW do we gather students?

TACTIC: PUT YOUR EAR TO THE GROUND

Start by asking your minister. He or she may already have been contacted by a student seeking to be part of the congregation or to start a campus ministry group.

Ask your fellow congregants if they are in college, and if they or their children know of local UU young adults or older UU adults who are students.

Contact your district office. They may have contact information for young adults who graduated from another congregation and are now located in your city.

Contact the student admissions office at your local college to see what information they can share with you about the religious affiliations that students report on their registration forms or freshman surveys—many schools will provide this information to religious groups. (If there is such a survey but Unitarian Universalism isn't listed as an option, get it on there!)

HOW can we sustain volunteer interest and support?

TACTIC: DELEGATE WISELY

Volunteer burnout is a common experience within our religious community. The best way to sustain your volunteers' energy and commitment is to have clear expectations, maintain good communication, and establish boundaries for where their work begins and ends. Be consistent with your expectations of them, which should be low. Delegate short-term and important tasks to your volunteers, unless you know for sure that a particular individual has the time and energy to accomplish more. Invite them to share their most fully developed gifts and to draw on their natural strengths, and you will see some amazing results!

HOW can we use the ministry to become more visible in the larger community?

TACTIC: GET THE WORD OUT

If you live in or near a college town, starting a campus ministry program is an excellent way to bring visibility to the work you are doing **and** bring visitors to your congregation! The possibilities to extend your ministry, message, and **presence** in your larger community are many. For example:

- Get the word out via the walls, doors, and people of local stores and other neighborhood gathering spaces in the town surrounding a campus.
- Post flyers in the local coffee shop announcing the Interfaith Panel discussion your campus ministry group is sponsoring.
- Advertise in the town newspaper that your church lovingly supports the students of [insert campus name] and is a co-sponsor of the town's Community Clean-Up Day.
- Hang posters about upcoming UU art or music events in local coffee shops and supermarkets.

Be creative and think about what students are interested in. You could collaborate with the college activities office to have an artist or musician who supports our seven principles in their art, sponsor an event focused on social justice, or host OWL sessions. These are all excellent ways to advertise what Unitarian Universalism stands for and supports, not only for non-UU students, faculty, and staff, but also to the people in your community.

HOW do both Unitarian Universalism and the larger world benefit from our gift of ministry?

TACTIC: THINK BIGGER

According to a study conducted by the Higher Education Research Institute of UCLA, 80 percent of students indicate "having an interest in spirituality." Three-fourths of the students surveyed say they are "searching for meaning/purpose in life," and more than 60 percent of freshman report having had a spiritual experience while "witnessing the beauty and harmony of nature."

Our seven principles meet these needs and goals for spiritual fulfillment and experience—so why did only .4 percent of the students interviewed identify as UU?

Consider this quote from the same study:

... for students who show high levels of Religious Engagement, conservatives outnumber liberals by better than 3 to 1. Conservatives also outnumber liberals among students with high scores on Spirituality, although differences are not as extreme. However, when it comes to freshmen who score high on Spiritual Quest, liberals actually outnumber conservatives.

By reaching out and supporting our young adults during this life stage of transformation and growth, we are demonstrating our active commitment to retaining them in our faith and attracting those who have yet to know about us. Many seminarians decide to enter the ministry during their young adult years, especially those who were nurtured by a healthy and thriving campus ministry.

Of course, more bodies in our buildings yields financial benefits, but we should also focus on the greater potential inherent in having more liberal, justice-seeking human beings engaged in good work for our planet. When more people identify as UU and feel nurtured and supported in a community of practicing religious beings, we contribute to more individuals' quality of life, and to the lives of everyone whom those people touch.

YOURSELF AS A LEADER

As a leader of a UU Campus Ministry Group, you need to take time to prepare yourself, to organize not only the materials and other physical aspects of the program, but to mentally and spiritually ground yourself in the work you want to do. Engaging in UU campus ministry places you in the position of religious professional, whether you are paid or not. You should feel empowered, confident, and prepared for this leadership role. In this resource you will find ideas for how you can support a campus ministry, whether you are a minister, religious educator, volunteer, or congregant.

TACTIC: HAVE CLEAR INTENTIONS

Before starting your campus ministry program, take some time to consider the following questions:

- Why do I want to lead a UU campus ministry?
- Who am I in relation to the likely participants?
- What ethical boundaries should I be concerned with?
- How do I want to lead?

Be clear on what you want to accomplish and how you'll do it. Be cognizant of the support you have and/or need to succeed and then seek it out, particularly from your congregation. Contact your UUA district office or headquarters to see if they are hosting trainings to develop your skills as a leader.

TACTIC: THINK CAREFULLY ABOUT PROGRAMMING

Be sure to make your programming accessible to as many people as possible. Remember to keep cost and accessibility in mind when planning—try to secure funds for those who may need assistance. Plan ahead as much as you can. Secure keys for reserved spaces, request wheelchair-accessible spaces whenever possible, bring supplies for eating, crafting, etc. Arrive early to set up, and allow time to clean up. Pay attention to group dynamics, and be sure to intentionally connect with newcomers and folks from historically marginalized communities.

Σ **NOTE:** Group norms in many Unitarian Universalist communities around white privilege and behavior can make it difficult for historically marginalized persons to enter UU spaces. As the leader, it is your responsibility to be intentional about whom you are inviting and to create a space where each person feels welcomed and supported.

TACTIC: DELEGATE LEADERSHIP RESPONSIBILITY

One of the best mantras for UU campus ministry leader is "Step Up, Step Back." A strong UU group will need your ongoing, consistent leadership, but you should also create space for others to lead activities. Delegate important but small tasks for volunteer student leadership and volunteers from your congregation, and look for other opportunities to have group members lead. While you will maintain the vision for your group and keep the program consistent and healthy, keep your mind open to other members' visions as well. You won't be disappointed!

TACTIC: INTRODUCE YOURSELF

When starting or reviving a campus ministry, e-mail an introduction to the following people:

- ❑ Ministers and religious educators at the nearest UU congregation(s)
- ❑ District staff (many districts have paid staff support for campus ministry; let them know what you are doing, as they may be able to provide essential resources—namely, themselves!)
- ❑ The campus chaplain or director of spiritual life

In your e-mail, include what history you know of the group, the relationship this group has with your congregation, the relationship your congregation has with the university, and what your plans are for the group. Keep these folks in the loop by providing regular updates.

TACTIC: KEEP YOURSELF AND YOUR GROUP HEALTHY

Make sure that your own personal needs are being met and maintained. Overworking yourself, extending yourself beyond your job description, or sacrificing time with your family or another job won't benefit you or your group. If you are taking care of your own mental, spiritual, and physical health, you will be much more able to provide vital ministry and balanced leadership for your group members and fellow congregants.

Campus ministry groups are not designed to be group therapy sessions. While it is normal and natural for everyone to experience highs and lows in life, sometimes a member will have very specific needs that require more attention. Watch for patterns. Does the same individual constantly dominate conversations and/or bring unproductive negativity to the sessions? If this happens, do your best to keep the group on track. Unless you have significant training in mental or emotional health issues, don't try to diffuse the situation or meet the needs of this individual yourself. Wait till the session is completed, then follow up with someone who is most qualified to provide adequate mental, emotional, and pastoral support, such as your congregational minister or on-campus chaplain's office. It is vital to contact this person before the individual's own health, and the health of the group, suffers.

TACTIC: PROMOTE SUCCESSFUL LEADERSHIP TURNOVER

The time that people have available to participate in your campus ministry program will vary, but it probably will be limited—particularly for students. Being in tune with natural rhythms and significant patterns of student life will help you run a program that equally celebrates their participation as well as their departure.

- Be aware of students who plan to study abroad. If they hold an officer position in your group, make sure that someone is prepared to take over their responsibilities.
- Be mindful of the different strengths that different students bring to the campus ministry, both personally and generally. Freshman may have more time available, whereas seniors may be able to take on more responsibility with a large-scope project. Know your students well, and delegate responsibility based on individual strengths.

- If possible, stagger your officer positions so that more experienced students (who may not necessarily be the older ones) are mentoring newer ones.
- Try to prepare for busy times in the lives of older students (senior theses preparation, etc.), and have the younger ones share the workload during those periods.
- Create ways for everyone to be well-acquainted and up to date on the group's membership, which may change drastically from month to month. Host Old-New meetings occasionally, for "old" members to meet the new ones. (You want to avoid hearing sentences like, "So who's that new guy with the blue hair and nose piercing?" as much as possible!)

➞ **TIP: REFER TO SUCCEFUL MODELS OF LEADERSHIP**

Ministers who serve as campus ministry leaders can do the following:

- Dedicate part of their time to serving students
- Help recruit for the congregational campus committee
- Involve students in worship planning and in the service
- Lead programs on campus
- Preach about the importance of campus ministry
- Connect to the campus Interfaith Council
- Make connections with other ministers once youth graduate from their own youth program
- Offer to be the guest presenter of an on-campus UU orientation or info session

Lifespan Faith Development Directors/Directors of Religious Education who serve as campus ministry leaders can do the following:

- Help recruit for the congregational campus committee
- Incorporate campus students into their own bridging program for youth
- Send contact information and/or news of their campus group to their district office and the UUA Office of Youth and Young Adult Ministries
- Talk to campus students about UU history and articulating their faith
- Prepare campus students to someday lead a campus ministry

Congregants who serve as campus ministry leaders can do the following:

- Advocate for campus ministry to their fellow congregants
- Volunteer within their means and then follow through
- Invite students to their homes for dinner
- Coordinate Sunday morning or Saturday evening ride pools for students to attend services
- Bake or cook food to give to the students
- Lend their professional expertise for no charge

CODE OF ETHICS FOR PEER LEADERS OF YOUNG ADULT AND CAMPUS MINISTRY

Unitarian Universalist Association Office of Youth and Young Adult Ministries Continental Unitarian Universalist Young Adult Network

Preamble

Our Unitarian Universalist faith calls us to be in right relationship with people, to respect ourselves and others, and to use our power in responsible and accountable ways. As leaders in our groups and communities, we understand that we have been entrusted with a certain degree of power and authority. Leadership comes with a special responsibility to use our power in a manner consistent with our values and principles as Unitarian Universalists. Thus, we agree to the following code of ethics as part of our leadership role, hoping to serve as a model for others in our group or community.

Self

As I seek to maintain a healthy standard of self-care and faith development:

I will be aware of my own needs and preferences and, given the influence of my role, act responsibly in fulfilling them only under appropriate circumstances.

I will model self-care by respecting myself, recognizing my physical, emotional, and psychological needs, and seeking appropriate allies and professionals (when needed) with whom to process my feelings and concerns.

I will manage my time in order to honor my need for physical and spiritual renewal so that my needs do not interrupt or undermine my work as a peer leader.

I will actively pursue my own faith development and enrichment.

Interpersonal

As I work to foster healthy relationships where there is mutual growth:

I will act only in those ways that affirm the inherent worth and dignity of, promote justice, equity and compassion between, and encourage the spiritual growth of individuals with whom I have an interpersonal relationship.

I acknowledge that spirituality and sexuality are each a piece of each other. As a leader in a spiritual community, I shall honor any commitments I have made to myself and others.

I will not engage in behavior that is damaging to any of my relationships or the relationships of others. If I choose to engage in intimate or sexual relationships with others, I will seek to keep them healthy. Healthy relationships are consensual, non-exploitative, mutually pleasurable, safe, developmentally appropriate, caring, based on mutual expectations, and respectful.

Before becoming intimately involved with a member of my group or community, I will take special care to examine my commitment, motives, and intentions, as well as the actual and potential consequences of my decisions for myself, the other person, and the group or community.

I will value explicit consent at every level in my intimate relationships, and I will be careful not to assume implied consent. This includes consent for physical contact of any kind as well as verbal and other nonverbal intimacies.

I recognize that as a leader in whom trust and power have been placed, I am in a relationship of faith.

I will refrain from practices that allow me to meet my own needs in ways that potentially take advantage of others.

I will not abuse my authority by manipulating others to satisfy my personal needs. Examples of this include but are not restricted to intimate or sexualized behavior with any child or youth, any vulnerable adult seeking advice and comfort from me as a leader, any adult in a committed relationship without the informed consent of everyone involved, or anyone for whom my leadership is necessary in order to maintain our relationship.

I will not engage in any other exploitative relationship that abuses the power and damages the trust that a specific individual, group, congregation, or institution has placed in me.

I will seek to engage conflict in healthy ways, including the use of open, direct, honest, compassionate, and constructive communication.

I will seek the mediation of third parties as needed, with the goals of maintaining respect for all people involved and restoring working relationships with them.

Group

As I work to create a welcoming and safe environment by modeling and encouraging behaviors that support sustainable, growing, and healthy faith communities:

Respecting our commitment to creating diverse and inclusive communities, I will serve all members of my group or community regardless of age, race/ethnicity/culture, gender/gender expression, sexual orientation, physical and mental ability, socioeconomic status, theology/faith expression, national origin, or primary language.

I understand that every person in my group or community has many identities, and I will seek to learn how my identities impact my values, beliefs, and behaviors. I also understand that not everyone can always bring their whole selves to our community.

I will strive to create an environment and group understanding that values all identities and viewpoints and fosters inclusivity and justice.

I will recognize that my leadership is by the consent of the group and that my decisions and actions as a leader are on the group's behalf.

I will recognize my contributions to the tone and culture of the group, taking special care in how I conduct my relationships and understanding the long-term ramifications of my behavior. I know that people come to young adult and campus ministry groups and events with a wide range of needs and wants. In order to be appropriately respectful of these many expectations

and to help create a space that is welcoming to newcomers, I will not set a sexualized tone in my role as a leader.

I will empower and support my peers in developing their gifts, skills, and talents; I will encourage leadership in others by sharing opportunities, knowledge, responsibilities, and rewards; and I will share responsibility for community well-being with my peers.

I will build positive, respectful relationships with my predecessors and successors to help build a continuum of strong, supportive young adult leadership. Further, I will support, rather than infringe upon, the roles of other leaders in our movement.

I will respect that as a leader I may have access to information that must be kept in confidence, and I acknowledge the power this gives me. I will use discretion in sharing such information so as to avoid harm to individuals or the community. I understand that my leadership role requires careful discernment (though not necessarily confidentiality) and will seek help if I am concerned about the safety of an individual or of the group.

BUILD

Your congregation held a conversation, and you have their investment. You have student contacts from the campus who were involved before or have an interest in this new program. You have a designated leader, funding, and a strategic plan to build and grow your campus ministry.

Now you want to set up, advertise, and build your campus ministry community.

➤ TIP: MAKE IT OFFICIAL

Becoming an officially recognized group on campus has many benefits, not the least of which is financial support. Official status should also grant you access to a designated meeting space and time, which is essential to identify before you start advertising your group. This status will also connect you to the interfaith community on your campus and help you build alliances with other groups.

For step-by-step tips on how to do this, refer to [BECOMING AN OFFICIAL UU CAMPUS MINISTRY GROUP](#) on page 43.

➤ TIP: ADVERTISE

Make no mistake: The ministry you'll provide is in high demand. People need and want what UUs do and who we are, and you need to make sure that they hear about us. You want to attract both current UUs and newcomers to your group.

Think like a "customer." What would attract you to a new group?

Tabling at student fairs, free food, and various media communication tools will guarantee you results—and be sure to use the communication lines that already exist in the school you are working with. Creating a Facebook group for the campus ministry is also wise, since many campus students use this site.

You should also contact [the UUA](#) to register your group in the UUA directory and the Find-a-Campus Ministry resource. (See [BECOMING AN OFFICIAL UU CAMPUS MINISTRY GROUP](#) on page 43 for more information.)

Σ NOTE: Be sure to keep track of all the people who've expressed interest in your group, even if it's as simple as a list of names, e-mail addresses, and/or phone numbers.

For additional ideas on attracting and retaining people and raising the visibility of your ministry, see [ATTRACTING and RETAINING MEMBERS: RAISING THE VISIBILITY OF UNITARIAN UNIVERSALISM ON YOUR CAMPUS](#) on page 48.

➤ TIP: ESTABLISH YOUR VISION AND PURPOSE

Once the school officially recognizes you, you're connected with their interfaith group, and you've advertised and recruited members—you'll be ready to convene your group!

Plan for your sessions to last about ninety minutes—it's hard for students to carve out much more than that.

Your first activity should be one that helps the members build community and define their vision and purpose for this group—what needs it will meet that aren't already fulfilled by other groups or simple dorm room conversations. [WHAT OTHER GROUPS DON'T DO: CAMPUS MINISTRY VISIONING WORKSHOP](#) on page 40 is an activity to help the group members build and articulate a vision for their time together. The essence of a vibrant spiritual community is to support members in their spiritual development guided by our UU Principles and Purposes. Worships, spiritual discussions, and personal understandings about Unitarian Universalism need to be the backbone of a UU group. Social fellowship and social justice are also important components and flow naturally from a solid Unitarian Universalist common identity and our collective search for truth and meaning.

Ultimately, your campus ministry group should provide something more than conversation time. It should be a place for vital spiritual exploration and faith development. It should provide opportunities for leadership development and faith in action through social justice initiatives and projects. Combine all of this with profound worship experiences and a safe, supportive community, and you've got yourself a compelling reason for students to miss their favorite TV show and come to the group meetings!

👉 **TIP: REMEMBER THE MINISTRY IN CAMPUS MINISTRY**

You want to keep them coming back, not only when they are bored or have nothing to do—and *especially* during the most difficult times of their school year and their lives. You want them to prioritize your regular campus ministry meetings because it is what gives them strength through all the other aspects of their lives that may cause stress, sadness, or discomfort. You can do this by making good use of the countless curricula and leadership development resources provided by the UUA and your congregation to provide vital and fulfilling ministry for your campus group.

Along with engaging and dynamic material, be sure to add your own personal sense of what your students need most. Make the space sacred, comforting, and pastoral. See [CURRICULA AND WORSHIP RESOURCES](#) on page 62 and [LOTS TO DO!](#) on page 57 for a huge collection of ideas.

But in addition to your community-building workshops, readings, activities, songs, and thought-provoking conversations, remember that campus students want folks not just in their school community but in their *lives*! Many are constantly surrounded by their peers on campus, so the presence of supportive multigenerational community is an essential and integral part of a successful campus ministry program. Make good use of your fellow congregants and their many gifts to provide fun programming and pastoral support.

Always remember the *ministry* in campus ministry.

👉 **TIP: PLAN FOR THE FUTURE, BUT BE ADAPTABLE**

Have ideas for each time you gather with the group, but be flexible and adaptable for the needs of the students. Be willing to move things around or schedule something at the last minute if

necessary. See [CURRICULA AND WORSHIP RESOURCES](#) on page 62 for worship and other resources to use with your group.

One of the most important challenges facing folks interested in starting campus ministry groups is the fact that everyone is so darn busy! Know that your group is one of many in which your students are involved, and that they have many other time commitments competing for precious hours in their schedules. It is essential, therefore, for you to be creative, patient, and understanding when their interest and commitment ebbs and flows.

WHAT OTHER GROUPS *DON'T* DO: CAMPUS MINISTRY VISIONING WORKSHOP

Facilitators: The purpose of this workshop is to build a sense of community and instill a sense of purpose among members. Use this workshop to help group members define how this UU campus ministry group will meet needs that aren't fulfilled by other groups on campus to which they might belong. As with our other guides, feel free to use or change any part to meet your needs.

Time: Around 80 minutes

Before the workshop:

- ☐ Select a meeting time and place. If you don't have a designated meeting spot, reserve a room on campus by calling the appropriate office.
- ☐ Publicize the meeting through the communication channels the college has found to be most effective, such as Facebook, e-mail lists, flyers hung around campus, and the student newspaper.
- ☐ Advertise several weeks in advance, so attendees can mark their calendars.
- ☐ Select an opening reading from a UUA Hymnal, a favorite book, a meditation manual, or a piece written for a special occasion. Good themes include new beginnings, community-building, and/or spiritual exploration.
- ☐ Write the following question on one sheet of chart paper: "Why do you want a Unitarian Universalist campus ministry group to be present and visible on this campus?"
- ☐ Optional: Write your closing words on a sheet of chart paper.
- ☐ If you have a paid campus ministry leader, arrange for that person to take notes during the meeting and collect contact information for each participant. If no paid leader is available, arrange for a volunteer to complete these tasks.

Materials needed:

- ☐ Name tags and pens
- ☐ Chalice, candle, and lighter or LED/battery-operated candle*
- ☐ Newsprint and an easel*
- ☐ Markers*
- ☐ Optional: Chart paper with closing words*

** GREEN TIPS: If you have one, use an overhead projector instead of photocopies, and use Earth-friendly markers and newsprint made of recycled content.*

Agenda:

1. Opening Words and Chalice Lighting (10 minutes)

- As participants arrive, have them fill out a name tag.
- Read the opening words you've chosen.

Σ **NOTE:** Opening the meeting with a reading is something you can do each week to

build a sense of ritual and common experience, which is helpful in building community. Ask a different person to read the opening words each week.

- Invite someone to light the chalice as the opening words are read.

Σ **NOTE:** This is another good ritual and is a helpful way to include those who may not feel comfortable reading aloud but do want to actively participate.

2. Brief Description of Campus Ministry (2 minutes)

Read the following passage (adapting it as necessary):

The campus brings us together—as non-degree, junior college, undergraduate, graduate, and doctoral students. As students of color. As gay, lesbian, bisexual, transgender, queer, and intersex students. As part-time, full-time, and working students, and students who are parents. This campus is the community we share with each other.

UU campus ministry is the community we build intentionally as liberal religious people who seek and promote justice and strive to be radically inclusive and spiritually alive. Our campus ministry can be many things, but the center is made from the relationships we build with each other in this group, with our local congregations, with the larger community, and with the world around us.

Campus ministry is an intentional and ever-evolving spiritually and intellectually challenging community where we are encouraged in our faith development as we seek truth and meaning in our experiences and education. Campus ministry is also a place where we can give and receive support during difficult times and ask hard questions. Today we will spend our time together focusing on what you, as a group, want out of this experience. What do you want to give to and receive from the members of this group?

3. Check-In (5–15 minutes)

Invite everyone to state their full name, their year in school, where they live (on or off campus), and a brief background of their involvement with Unitarian Universalism (or another religion or type of spiritual practice, if they are not familiar with Unitarian Universalism).

4. Group Brainstorm (15 minutes)

Display the question you wrote on the chart paper:

"Why do you want a Unitarian Universalist campus ministry group to be present and visible on this campus?"

Have participants answer this question aloud. Record their answers on the newsprint.

Σ **NOTE:** Their answers might include the following:

- *A place for spiritual and emotional support*
- *A community to explore UU theology and religious values*
- *To learn more about the history of Unitarian Universalism*
- *Intergenerational connections*
- *Leadership development*
- *To be a liberal religious voice that advocates for justice and equality for all people*

5. Group Discussion (25 minutes)

Pose these questions to the group, and facilitate a discussion:

- What is it about Unitarian Universalism that means the most to you?
- Why is this group different from other groups on campus?
- How do we meet our own spiritual and social needs and discuss Unitarian Universalism so those who need the community our faith provides are aware we exist?

6. Develop a Covenant (15 minutes)

On chart paper, list the ways the group will foster healthy community and right relationship with one another. For example:

- Be on time as often as possible.
- Listen to whomever is speaking, and don't interrupt.
- Step Up, Step Back (in other words, be mindful of the length and frequency of your contributions).
- Be honest.
- Agree that silence is OK.
- Speak from your own experience. Use "I" statements.

Σ NOTE: The [CODE OF ETHICS FOR PEER LEADERS OF YOUNG ADULT AND CAMPUS MINISTRY](#) on page 34, produced by the UUA Office of Youth and Young Adult Ministries, may be a helpful resource for this discussion. It was originally designed for volunteer peer leaders, but you may find the information relevant and useful for your group.

When the list is complete, address objections or conflicts that may have arisen, and make sure that the group is in agreement before signing their names. Inform the group that the covenant is a living document, and amendments can be made as necessary. Note that there will be space in subsequent meetings to re-address this covenant.

7. Closing (2 minutes)

Have the person who lit the chalice extinguish it. Read the following passage (or have the group say it simultaneously, referring to the words on the chart paper):

Our time together has ended. In the spirit of love, healing, and service we will support each other outside of this meeting and speak of our faith as an integral

part of ourselves in the company of others. We will let our lights shine to help others find their path.

Next steps:

Within a few days of this workshop, the paid campus ministry leader should e-mail the meeting notes to each group member, and delegate any follow-up tasks that arose during the group discussion.

BECOMING AN OFFICIAL UU CAMPUS MINISTRY GROUP

Use these suggestions to become an officially recognized student group by your school(s) and to establish an intentional, visible presence in the campus community.

TACTIC: BECOME OFFICIAL

Being an officially recognized group on campus will provide you with legitimacy and countless benefits. Below are some tips for making this happen.

➤ TIP: CONTACT THE APPROPRIATE OFFICE

To know what paperwork you need to submit and when, contact the student activities office, the office of residence life, or the general campus information line. (Each campus will call these offices by different names, so use your best judgment.)

If you're really unsure, use this sentence: *"Hi, I'm interested in getting my campus ministry group recognized and am wondering what office I should talk to about this."* Whoever answers the phone should be able to connect you to the right office.

➤ TIP: GET THE PAPERWORK IN EARLY

Depending on what you learn from your initial call to the campus office, it may behoove you to begin the process of submitting the necessary paperwork to be an officially recognized student group before you host your first gathering with the students. If you start this process in the spring, you'll be ready to go when you gather your students in the fall.

Depending on the school, you may need to submit the following:

- ❑ **Student names:** The school may need to know the names of your group's officers and/or members, so part of your work in the spring will be to recruit college students and begin to define leadership roles and expectations. Inviting interested students to be co-planners of your [START-UP CONGREGATIONAL CONVERSATION ABOUT CAMPUS MINISTRY](#) (see page 14) is an excellent way to bring them into leadership.
- ❑ **Group name:** To attract both new and older UUs, you want a name that easily communicates who you are. (Confusing people is the fastest way to be exclusive and limit your attendance and numbers!) One best practice is to name the group with the school name followed by Campus UUs, for example, Alabama Southern Campus Unitarian Universalists. You can certainly be creative with your name, but be sure to include *Unitarian Universalism* so folks know who you are.
- ❑ **Non-student advisor's name:** This should be the identified leader of your group (ideally a minister, religious educator, paid professional campus ministry staff person, or volunteer lay leader in your congregation).

Σ **NOTE:** You might be tempted to list the names of campus faculty who are also congregational members; however, if these folks aren't the designated and

accountable leaders of the group, listing them as adult advisors is not recommended. While faculty can and should be important partners of your campus ministry group, a truly dedicated leader is more than just a name on a form.

- ❑ **Statement of purpose:** A simple statement of purpose might read:

[School name] Campus UUs seeks to affirm and promote Unitarian Universalist values within this campus community. It will provide a nurturing and welcoming liberal religious faith community to all interested persons, including both lifelong UUs and newcomers to our faith. We practice and advocate for accountable multiculturalism, social justice, and the free and open search for liberal faith development.

This can be adapted to best fit your group's needs.

- ❑ **Bylaws:** These can be modeled after those of the host congregation and can be made relevant to the work and ministry being done to, for, and with the campus community.
- ❑ **Designated meeting time and location:** Having a consistent meeting time and location will provide stability for your group members. It's also more likely that new people will join you, if they know where and when they can find you if they feel ready to drop by for a visit.

Σ **NOTE:** If your school publishes a list or booklet of all student groups and activities, be sure your group is included.

➤ **TIP: JOIN THE INTERFAITH CAMPUS GROUP**

One of the most important things you can do to bring visibility and legitimacy to your group is to become a member of the interfaith group on your campus. This group may be coordinated by a college chaplain or structured as a collective of all recognized or registered campus ministries at the college. Some campuses require that the interfaith representative be an ordained minister or chaplain. If this is the case for the campus you're working with, interfaith representation might be a key role for your congregational minister or an important factor to consider if you hire campus ministry professional staff.

The make-up of these organizations will vary greatly from institution to institution, but the individuals present may be your best resources, allies, and mentors in developing your campus ministry. The college chaplain or religious life office may also be able to grant you concrete resources, such as funding, a vehicle to transport your group, or the use of campus computers and copy machines.

Many current campus ministry groups readily admit the challenges that come with being a liberal religious community group in a sea of more conservative or traditional faith communities, particularly those with values diametrically opposed to ours. This is nothing new for Unitarian Universalism, so for this reason it is very important that you meet those who are less welcoming with compassion and be ready to articulate the saving message of our faith. Be willing (and prepared!) to speak of it over and over again.

We strongly encourage you to get to know and build intentional relationships with this group. Your involvement will strengthen your ties to the campus, raise our profile as a progressive faith community, and make your ministry more effective.

TACTIC: FORM ORGANIZED MEANS FOR COMMUNICATION

You'll want to create three primary means for your members to be in communication with each other:

- E-mail list
- Phone list
- Facebook group

Your first step is to create an **e-mail list** by compiling a list of the members' names and e-mail addresses and then using your e-mail client to make the list. If you're not sure how to create an e-mail list using your e-mail client, ask someone to help you. Not having to manually enter names each time you compose an e-mail will save you hours of precious time and will guarantee that you don't leave anyone out and people don't miss important messages and notifications. Many existing campus ministries use Google Groups for this purpose.

Σ NOTE: Make sure that your list is regularly updated and only contains the e-addresses of those who are still interested in participating.

A **phone list** is a simple listing of participants' phone numbers. Be sure to ask for permission from each member before collecting or distributing this information.

Creating a **Facebook group** is a good way to make use of a website that many students visit on a daily basis. To create the group, make sure that as many members as possible are already using Facebook—including yourself! If you're not on Facebook, create an account with some help from a fellow congregant, family member, or friend. It is not essential, but this website is extremely useful for maintaining contact with members of your group, as well as promoting and advertising events, projects, and the group in general.

TACTIC: MAKE YOUR PRESENCE KNOWN BEYOND YOUR SCHOOL AND CHURCH

Once your group is established, make sure that you connect with the larger campus ministry support networks that are available, such as the Facebook groups [Campus UUs](#) and [Campus Ministry Professionals](#) and the regular conference calls on campus ministry that the UUA district office organizes. ([E-mail us](#) for more information on these conference calls.) You may even find it helpful to connect with these networks while establishing your group.

Your district and regional staff members are dedicated to the work you are doing, and they want to support you. Contact your district office to let them know you exist, and supply them with your group name, location, and contact information. They may be able to supply various means of support, including funding, training, and other resources.

There is also networking and resource support at the continental level for campus ministry groups and leaders. Contact the UUA district office at any time by calling (617) 948-4355 or [e-mailing](#) us. You can also e-mail us to register your group in the new campus ministry searchable online interface.

The office also provides flyers and posters to download and print. You can add your group's specific contact information and designated meeting time and location. Visit [Top Picks for Campus Ministry](#) for these resources.

ATTRACTING AND RETAINING MEMBERS: RAISING THE VISIBILITY OF UNITARIAN UNIVERSALISM ON YOUR CAMPUS

Unitarian Universalists have so much to share with college campus communities. We are increasingly becoming more visible and present for those who need a liberal faith community—and there are many people who *do* need us. Make it easy for them to find us. Try these tactics to draw campus members to your group and then retain them—both lifelong UUs and newcomers.

Σ **NOTE:** *Always* contact the appropriate office and/or persons before using or even advertising in common spaces on campus. The office of student life is a great place to start. Tell them what you want to do, and they should direct you to the right person on campus to assist you.

TACTIC: BUILD MULTICULTURAL COMPETENCIES

It's important to keep in mind that Unitarian Universalists are predominately white and of European descent.

It is resoundingly clear and evident that the congregations and campus ministry groups that engage in intentionally building their multicultural competencies experience greater success in fostering and maintaining authentic relationships among group members and with other groups on campus. The more your group grounds your initiatives, projects, or events in strong anti-racism, anti-oppression, and multicultural (AR/AO/MC) practices, the more you will attract and earn the respect of people from historically marginalized groups—and the more far-reaching and effective your ministry will be.

Anti-racism work is a priority in our community. The UUA is committed to addressing the realities of oppression and to working as a community for justice. This work draws on both our experience and our considerable resources on gender identity, sexual orientation, accessibility, and AR/AO/MC justice issues, and it is led with an understanding of the intersections of oppressions.

As an Association of Congregations, the UUA has dedicated itself to AR/AO/MC community-building through the 1997 resolution titled *Journey Towards Wholeness* and subsequent resolutions.

There are several ongoing opportunities and resources for UU groups to engage in this work. For more information on these, as well as resources on all multicultural issues (including social justice and LGBTQ issues), please refer to the homepage for the [Office of Multicultural Growth and Witness](#) on the UUA website or contact them via [e-mail](#). Information about their resources and services is also provided in [PROGRAMS AND CURRICULA FROM MULTICULTURAL GROWTH AND WITNESS](#) on page 60.

TACTIC: HAVE A CLEAR AND SIMPLE GROUP NAME

Many groups have struggled over the years in their attempts to be creative and fun with their names. Unfortunately, this practice can create a culture of exclusivity and alienation from

interested campus community members—and confusing or excluding people is the fastest way to limit your attendance and numbers. You want a name that easily communicates who you are. You can still be creative, but be sure to include Unitarian Universalism so folks know that you are, definitively, a religious campus ministry group and so that new and older UUs can find you!

TACTIC: LOCATE AND RECRUIT LOCAL UUS

There is a good chance that people who are familiar with Unitarian Universalism and/or who were raised in the faith are already on your campus, waiting to hear from you. They may have moved from a distant city or town and are desperately waiting for a strong leader to provide the ministry they miss from their religious home.

Contact your school's admissions or spiritual life offices and ask if they can provide you with a list of students who indicated their religious affiliation as Unitarian Universalist. In addition, request the names of students who indicated that they are atheist, agnostic, pagan, or associated with no religious organization. These students might love Unitarian Universalism if they have the opportunity to experience it!

Σ NOTE: Due to increased and necessary security measures, there is a good chance that the office cannot provide this information, so don't be disappointed if that is the case. Sometimes the office can only release the list to an ordained minister—another essential role for the minister in your campus ministry development.

Once you have the phone numbers and/or e-mail addresses of self-identified UUs and other appropriate students, below is an example of what to say to invite them to join your efforts at starting and building a UU campus ministry group (feel free to edit and revise as necessary—your wording will be different depending on whether you're calling or e-mailing):

Hi, I'm calling for _____.

Hi, my name is [your name] with the [your church or university], and I'm working to organize a Unitarian Universalist campus ministry at [your church or the university]. Do you have a few minutes to talk?

I got your name from [who and how], who said you were someone who might be interested in campus ministry. I'm starting this program because [why campus ministry is important to you]. Would you be interested in getting involved with a UU campus ministry group?

[If the person says yes] Might you be interested in a leadership role, such as [name some roles]?

Great! Our first [or next] meeting will be [date, time, location]. Can I check to make sure I have your current contact information so we can stay in touch? Would you like to be on our e-mail list? [Get full name, alternate phone numbers, e-mail address, and dorm address, if applicable.]

Thanks so much for your time. I looking forward to seeing you this year!

Σ **NOTE:** Other questions you might ask: Are you living on campus or off campus? Are you from this area originally, or did you move here from somewhere else? What church have you been involved in?

TACTIC: BUILD ALLIANCES AND PARTNERSHIPS

Much like the experiences of our Unitarian and Universalist ancestors, embodying a progressive liberal faith tradition in the twenty-first century is not always a walk in the park. It is essential to build strong alliances and partnerships in order to thrive and attract the people who are thirsting for the community you provide.

Approach groups who are natural allies in achieving your mission. This may include: human rights or environmental justice student groups or identity groups for those marginalized by society, such as the organizations for LGBTQ folk and people of color. You might also reach out to other religious groups on the campus. Invite their participation in your group, and see how you may collaborate for the advancement of both of your groups. (Some good opportunities for collaboration might include a religious panel on sexuality, Latino History Month, AIDS Awareness Week, and Gay Pride Week.) You can mail a card or send an e-mail to the listed group leader demonstrating your interest in supporting the group, and/or you can invite them to attend your next meeting.

Associating with and supporting the projects or activities of other groups who share our values of environmentalism and social justice is a good way to build rapport and relationships. Your objective is always to be seen as an ally first and foremost. You want to keep a balance between offering unconditional assistance and support to these groups while simultaneously inviting them to become members.

Remember that UU community norms may be new and quite different from the experiences many have in this nation. Be gentle but consistent with your evangelism, and open to incorporating the cultural norms of others into the UU culture of this new community. As UUs, we are always learning new ways to vocalize the gifts of our faith tradition to our peers and larger communities.

TACTIC: ADVERTISE WHO AND WHAT YOUR GROUP IS

In order to thrive and benefit from a constant flow of interesting and motivated new members, your group should not be a secret. Advertise to bring attention to your group and announce your presence on the campus. You want to be highly visible to let both lifelong UUs and newcomers know the benefits of belonging to a liberal faith community. One of the most common critiques we hear about campus ministry is that people ***just didn't know it existed***. Be so visible that people can't miss you!

Here are some suggestions for publicizing your group:

- Contact the college's student life office to learn the rules for posting flyers or using other means to advertise and promote your group. They may also be able to key you in to what modes of communication are used on campus.

- Pay attention to how other groups effectively advertise, and follow suit.
- Make use of the student newspaper. Publish the date, time, and location of your meeting, as well as a catchy picture or phrase to garner the reader's attention. Keep it simple, but get your message across: Why should people want to come to your meeting? What's in it for them?
- Post flyers on campus bulletin boards. (If you like, you can download and print the flyers available on the Office of Youth and Young Adult Ministries [webpage](#).)
- Does your college have a radio station or campus news show? Submit an announcement to the radio station host. Here is some sample text you can adapt:

[Group name] is a space for all students to experience and be part of a radically inclusive and justice-seeking religious community. We welcome people of all identities and backgrounds. You can find us at [meeting location] on [date] at [time]. Contact [your name] at [your e-mail address or phone number] to learn more.

TACTIC: STAFF A TABLE AT THE FALL OR SPRING STUDENT ACTIVITIES FAIRS

Tabling is the number-one activity for outreach. UU groups that table each year see success in retaining and gaining new members. It is best done during large student fairs, often at the beginning of the school term, where you can display your information and have a sign-up list for folks to be added to your e-mail list.

Contact the student life office to find out the dates, times, fees, and rules associated with tabling.

Here are some basic things to include on your table:

- A bright-colored tablecloth
- A UU Campus Ministry banner and posters (these are available from the [Office of Youth and Young Adult Ministries](#))
- Takeaway contact information for the campus ministry leader, the local congregation, and/or the minister (such as phone numbers and e-mail addresses on a business card or flyer)
- A sign-up sheet, mounted securely to your table or on a clipboard, with space for interested students to note their name, e-mail address, dorm room, phone number, and whether they want to be added to your group e-mail list and/or Facebook group (this sheet of paper is **extremely important!**)
- Several pens
- Giveaways—such as condoms, lollipops, or pens—something that will make them remember you and Unitarian Universalism
 - Rev. Dee Graham of Sarasota Campus Ministries in Florida brings beach stones (can be bought at a craft store if not near the water) and permanent markers so folks can write messages such as “peace”, “love”, and “be”. She always makes a few beforehand as samples, and they’re always a hit.
- Inflated balloons in rainbow colors, to attract queer and queer-friendly folks

Σ **NOTE:** Campus ministry leaders find these basics very helpful, but feel free to be creative and unique! Your goal is to leave a positive lasting impression.

You might also think about collaborating and sharing a table with other folks who support and promote our values, such as campus ministry groups for the United Church of Christ, Reform Judaism, or the Episcopal Church, or such groups as Amnesty International, an LGBT group, or an environmental club.

TACTIC: HOST AN INFO SESSION WITH FREE PIZZA AND SALAD

Hosting an info session about Unitarian Universalism is a great way to draw interested folks to learn more about what our faith can provide for them—and free food will always draw college students!

Because they are so well-informed, this is an ideal activity for ministers to be present at. The minister can facilitate a balanced and informative session for both newcomers and lifelong UUs about the history of Unitarian Universalism, our values, and how we live our faith.

Σ **NOTE:** Be sure to contact the appropriate office on campus before using any common areas.

TACTIC: USE SIDEWALK CHALK TO SHARE YOUR MESSAGE

Writing a message in chalk on campus walkways is a great way to connect with students and get your message out, and it saves time, money, and paper. Keep in mind, though—your message may or may not last long, depending on the weather!

Σ **NOTE:** Before writing anything on a walkway, make sure that you secure permission from the proper office on campus and that you use **Earth-friendly chalk**.

TACTIC: SPONSOR A MOVIE AND DISCUSSION

Sponsoring a movie night (or helping another group fund one) is a great way to demonstrate the values of Unitarian Universalism. Showing a film that addresses oppression, liberal religion, sexuality, or advocacy for a justice issue will draw like-minded individuals and/or challenge other folks to learn more about issues they may not be addressing in their lives. Also, by showing a film that helps move social justice forward, you're sending a loud message that Unitarian Universalism is a faith community for people who share these same values. Be sure to ground the film and subsequent discussion in an appropriate context and create a safe space for all viewers.

You may find *Popcorn Theology for Mature Audiences*, a curriculum written by Michelle Richards, to be extremely useful. See [CURRICULA AND WORSHIP RESOURCES](#) on page 62 for more information about this curriculum.

Σ **NOTE:** Be sure to contact the appropriate office on campus before using any common areas.

TACTIC: HOST A MUSIC PERFORMANCE OR OPEN MIC NIGHT

Inviting a local or college-based band to perform to either raise money for or bring awareness to your favorite social justice cause is a great way to show the campus what Unitarian Universalism is all about. Recruit acts or performers who raise consciousness around social justice, freedom, environmentalism, or other UU values. If students see their favorite performers associated with Unitarian Universalism, this will definitely raise their interest in your group.

You could also host an open mic night around a UU-related theme, such as justice, peace, the environment, freedom, or spirituality. Your event can be focused on poetry and the spoken word, music, comedy—whatever you think students at this college might enjoy. (Don't forget to ask them!)

Σ NOTE: Be sure to contact the appropriate office on campus or your local congregation for permission and to secure a performance space, and line up a crew of volunteers to help with set-up and clean-up.

TACTIC: HOST A GAMES NIGHT

Playing board games is a great way for people to get to know each other. Provide a variety of board games, such as Scrabble, Pictionary, Apples to Apples, and Taboo, as well as snacks and drinks. Start with familiar games to warm up your group and get them comfortable before moving on to more challenging or unfamiliar games.

Σ NOTE: Be sure to contact the appropriate office on campus before using any common areas.

TACTIC: HOST A "SOULFUL SUNDOWN" WORSHIP SERVICE IN THE CAMPUS CHAPEL

Bring liberal religious worship to the campus community by hosting a Soulful Sundown (or another type of worship service) to supplement what other denominations provide on campus. The Soulful Sundown model was developed by Rev. Marlin Lavanhar of All Souls Unitarian Church in Tulsa, Oklahoma. As the name suggests, this service is offered on Sundays at 5:30 p.m., just before sundown. What you include in this service is up to you, but these are some common elements:

- A greeting
- A band
- A short video presentation on a theme connected to the band's music
- Candle lighting
- A blessing for those for whom the candles are lit
- A message, homily, or commentary
- Singing of multicultural and upbeat music (such as the African celebratory song "We Are Free," or "There's Honey in the Rock")
- Passing of jars for voluntary contributions, while music plays
- More music, with an invitation for people to come and dance
- Post-service socializing and refreshments

- Post-service breakout groups on Unitarian Universalism, what the church is about, and other related topics

The slogan developed for Soulful Sundown is, "It's about inspiration, not conversion," and in this way, it differs significantly from what might be encountered in many of Tulsa's other churches.

—Rev. Marlin Lavanhar

Σ NOTE: Be sure to contact the appropriate office on campus before using any common areas.

TACTIC: HOST A PANEL DISCUSSION

Collaborate with one or two other organizations on campus, such as the LGBTQ group or groups for people of color, for a panel discussion. Choose a current events topic, such as feminism, multiculturalism, or queer rights. Secure a space (perhaps even your congregation), and invite panelists from these groups as well as faculty and staff. Be creative in your title and in your advertising. Make sure to publicize the event around town as well as on campus.

Σ NOTE: Be sure to contact the appropriate office on campus before using any common areas.

TACTIC: THINK ABOUT WHO *ISN'T* SHOWING UP

One component of being a relevant and effective ministry on campus is to consider who *isn't* present for your meetings. Who attended and didn't return?

Follow up with folks whom you've haven't seen for a while and simply listen to what they say. If they had a negative experience with the group, gently ask them if they are interested in returning. If they say they are too busy to attend, encourage them to carve out time for spiritual self-care with your group. You might also plan a future session about time management and self-care and personally invite that person.

SUSTAIN

Your group's vision and covenant are defined. Your meetings are happening regularly, and the members are receiving fulfilling ministry with the programming and pastoral support you and your congregational community are providing. You are active and visible on the campus community, and your reputation as a liberal progressive religious faith community is growing.

You want to sustain this so that more people can benefit from what you provide.

🔗 TIP: CONTINUE TO PONDER WHO IS MISSING AND WHY

What are the identities of your group members, and which identities are not present in the room? For example, are adult students and students with families, who may not follow a residential student's lifestyle, being served? Are LGBTQ people and people of color finding a home in your group?

It is essential that we not only attract and welcome people of various identities, but also create a safe space for them so they want to continue their participation. One important way of doing this is to collaborate and nurture intentional authentic relationships with identity-based groups on campus.

The UUA is steadily improving its awareness around anti-racism, anti-oppression, and multiculturalism (AR/AO/MC), and so can your campus ministry group. Your group may even want to take part in an AR/AO/MC training. For more information on training, as well as resources on all multicultural issues (including social justice and LGBTQ), please refer to the homepage for the [Office of Multicultural Growth and Witness](#) on the UUA website, or contact this office via [e-mail](#).

You might also revisit [ATTRACTING AND RETAINING MEMBERS](#) (page 48) and [BECOMING AN OFFICIAL UU CAMPUS MINISTRY GROUP](#) (page 44) and see [PROGRAMS AND CURRICULA FROM MULTICULTURAL GROWTH AND WITNESS](#) (page 60) for some good suggestions on this issue.

This vital work enables us to create a community that intentionally invites and welcomes *all* people.

🔗 TIP: FOSTER LEADERSHIP DEVELOPMENT

In addition to meeting the spiritual needs of its students, a good campus ministry group should also provide vital leadership development opportunities.

Your own congregants can lead a session by sharing their gifts, talents, and expertise and/or teaching a vital skill, such as managing finances, building a resume, or maintaining a healthy lifestyle.

Among the students in your group, be sure to anticipate and be prepared for constant, rapid, and sometimes unexpected turnover in leadership or membership. Strong leaders will eventually move on, no matter how much you have come to depend on them. As students graduate or leave your campus group, you will find new leaders emerging and seeking new opportunities for leadership development.

Your district office may provide regional training opportunities for leaders in your group. You can contact them through the [District Services](#) page on the UUA website.

TIP: NURTURE THE CAMPUS-CONGREGATION CONNECTION

As with any partnership, it is very important to foster healthy communication and right relationship between your campus ministry group and your congregation. With support from your minister or other congregational leaders, host gatherings and opportunities for members of both groups to build strong relationships and personal connections. Make sure that everyone feels heard, nurtured, loved, and supported by this program.

With your congregational campus ministry committee, continually revisit the goals and objectives identified during your initial [START-UP CONGREGATIONAL CONVERSATION ABOUT CAMPUS MINISTRY](#) (page 14) and measure your progress toward meeting those goals.

Maintain strong relationships on campus, constantly seeking ways to learn more and be more actively involved with campus life. In particular, try to be aware of major crises or hate crimes that occur, significant social justice initiatives or successes, and any turnover in administration and faculty.

Lots to Do!

There is no limit to the activities and events you can design and implement to build community, be visible to attract new members—and enjoy each other's company!!

TACTIC: CHOOSE IT

Workshops

You can lead a workshop on a topic you are knowledgeable about, or, even better—invite a group member or someone outside the group (a congregation or community member) to lead a workshop on a topic they are passionate about. Below are some ideas for workshop topics:

- Spirituality and Time Management
- Campus Safety
- Resume-Building
- Vocation and Career Choice
- Identity and Faith Development
- Engaging in Interfaith Dialogues
- A Spiritual Approach to Relationships
- Meditation Techniques
- Feminist and Liberation Theology
- Sex and the Soul: UU Sexual Beings on Campus
- OWL (one, some, or all the workshops from the young adult or adult curriculum)

Σ **NOTE:** OWL contains no explicit religious references. The *Sexuality and Our Faith* companion books for young adults (ages 18–35) and adults (ages 36+), which are intended as a supplement to OWL, introduce explicitly UU and United Church of Christ material. This series is highly recommended, and you may find it very useful.

Group Activities

Convene a group of people to participate in some fun team-building activities (or some mellow and relaxing ones!). Below is a long list of examples* to get your creative juices flowing:

- Welcome "mixer" for freshman and new members
- Camping trip
- Weekly lunch and/or potluck dinner with a discussion topic
- Service project
- Sports event (either on campus or seeing a local professional team)
- Monthly worship service at a congregation
- Study breaks involving movement, worship—or coloring!
- Recognition of graduating seniors
- Progressive dinners (a different course at every dorm)
- Ballroom dancing
- Movie night
- Barbecue
- Stargazing
- Play, ballet, symphony, or concert

- Beach bonfire
- Dance club
- Comedy club
- Haunted house
- Holiday party
- Swimming/hot tub
- Murder Mystery Dinner
- Board games night
- Arts and crafts night
- Folk dancing
- Formal dinner
- Guided visualizations or meditation
- Walk around town or shopping trip
- Bike excursion
- Aquarium or zoo
- Art museum
- Skydiving
- Attending other faith services (Quaker, Jewish, Muslim, etc)
- Mini-golf
- Ice skating
- Boat cruise
- Super Bowl party
- Roller-skating
- Mountain climbing or hiking
- Horseback riding
- Apple picking
- Flying kites
- River rafting or tubing
- Paintball
- Fishing

** Thanks to Tim Kutcha of the Portland UU Young Adult Group for many items on this list.*

TACTIC: ORGANIZE AND PROMOTE IT

Once you've chosen what you're going to do, determine the when, where, and cost of your event or gathering. How will you make sure that your event is welcoming and accessible to people of different cultures and levels of ability? Determine transportation logistics—who has a vehicle, and who needs a ride? Send e-mail reminders, create a Facebook event, and ask your congregation to list your event in its bulletin. Several days before the event, have several people call and remind the group members.

TACTIC: DO IT!

Get out there and *have fun!*

Before you head out, make note of any health concerns of individual members. Make sure that everyone has your cell phone number and that you have established a meeting place should people get separated from the group.

If applicable, be sure that the group stays together. Encourage community-building at every level; try to break up cliques and generate conversation with members who seem distant or left out. Do your best to ensure that everyone is participating at their own comfort level

TACTIC: DO IT REGULARLY!

Keep the following activities in mind when scheduling events for the year. Having regular activities offers a sense of ritual to the group and can help keep your group functioning smoothly.

Annually

- Offer a welcome event in the fall for students and the congregation, with free pizza and drinks and a short worship with your minister
- Invite a local religious leader of another tradition for a group discussion with the students
- Host an overnight retreat for campus students and their friends

Once Per Term

- Staff a table at the Student Activities Fair, student orientation, or other student fairs
- Do a postering and brochure-dropping blitz on campus
- Bring a guest speaker to campus
- Invite your members to bring a friend to the UU campus group event to learn about one another's spiritual journeys

Monthly

- Host a potluck dinner or brunch
- Offer a worship service
- Provide lunch after Sunday service
- Do a social justice project
- Have a check-in meeting with the group coordinators or organizers

Biweekly or Weekly

- Have your regular campus ministry group meeting
- Do a check-in with your campus ministry group

PROGRAMS AND CURRICULA FROM MULTICULTURAL GROWTH AND WITNESS

To learn more about these and other offerings, please visit the UUA [online](#) or [e-mail](#) us.

Building the World We Dream About

Authored by Mark Hicks, Ed.D., and available online, this self-administered program offers a strong introduction to anti-oppression. Consisting of twenty-four two-hour workshops, with activities, reflections, and readings to be done between sessions, it promotes multicultural welcome, inclusion, and affirmation in all facets of UU congregational life; cultivates participants' knowledge and skills in addressing issues related to race, ethnicity, and cultural identity, both individually and institutionally; and identifies ways that congregations can build multiracial and multicultural communities of love and justice. An introductory/training workshop is also available.

Jubilee Anti-Racism Training

Previously called *Jubilee II*, this workshop provides a two and a half-day power analysis of racism. From Friday evening through Sunday afternoon, two experienced trainers help participants examine and analyze the historical development, social construction, power dynamics, and manifestations of racism. This resource is designed specifically for congregations, districts, regions, and other organizations that are looking for intensive and advanced anti-racism training.

Examining Whiteness

Authored by Rev. Dr. Bill Gardiner and available online, this self-administered six- to eight-module curriculum is targeted to white individuals and groups who want to further their white anti-racist identities. The curriculum covers such topics as the history of white supremacy in the United States, the shaping of white identity by racism, white power and privilege, and developing a positive white identity.

JUUST Change

This consultancy may be tailored to meet congregations, districts, regions, and other organizations where they are. Participants work with one or two experienced consultants to analyze the justice work already in process, identify next steps, and help build on existing strengths to create a plan for transformation grounded in anti-oppression. By linking oppressions, *JUUST Change* provides a comprehensive approach rooted in UU identity, theology, and values, helping participants increase the effectiveness of their anti-oppression and social justice work.

Social Justice Empowerment

Led by an experienced facilitator, this one- or two-day workshop helps participants assess the quality and effectiveness of their organization's social justice work and how they can best put their faith into practice. The workshop shares best practices around engaging the whole organization, identifying social justice initiatives that are a good fit, and developing an action plan for next steps. Workshops for clusters are now available.

Welcoming Congregation

This self-administered curriculum consists of a series of workshops developed by the UUA to assist congregations in becoming more inclusive of sexual and gender minorities. We also offer *Living the Welcoming Congregation*, an online curriculum for Welcoming Congregations that

want to deepen their work. The workshops offered through these two programs seek to reduce prejudice and increase understanding, acceptance, and safety among people of different sexual orientations and gender identities.

Σ **NOTE:** In addition to the above curricula and programs, Multicultural Growth and Witness offers additional useful resources, such as the *Diversity of Ministry Initiative*, which provides extensive support to facilitate the pairing of ministers of color with congregations that want to become more intentionally multicultural; *Standing on the Side of Love*, a public advocacy campaign focused on challenging exclusion, oppression, and violence based on sexual orientation, gender identity, immigration status, race, religion, or any other identity; and our online [video loan library](#).

CURRICULA AND WORSHIP RESOURCES

A vast array of resources are available to you as a campus ministry group leader. In addition to the online and print resources listed, we've included networking resources, a recommended reading list, and some grant opportunities from the Office of Youth and Young Adult Ministries. Remember to check with your district office to see what they have available to support you.

ONLINE RESOURCES

The advantage of online resources is that they are fast and free. The UUA Office of Youth and Young Adult Ministries offers multiple resources for easy downloading (as PDFs), printing, and use! The [Campus Ministry homepage](#) is a great place to start.

ADVERTISING

Unitarian Universalist campus ministry groups may download either or both of our [free posters](#) to advertise your group, meetings, worship services, or other events. Posters may also be used as ads in school newspapers. Be sure to include your group's contact and event information in the blank space provided. Both posters are PDFs and in color but can be printed in black and white.

SMALL-GROUP MINISTRY

[*Young Adult and Campus Ministry Covenant Group Manual*](#) (PDF, 13 pages)

Authors: Rob Cavenaugh and Michael Tino
April 2003

Small-group ministry, or covenant groups, is a wonderful way to build young adult communities within our congregations and campus groups. These intimate and welcoming groups offer a familiar format for those who grew up in UU youth groups and are easily accessible to newcomers. This manual was designed to help congregations and groups adopt the small-group ministry format with young adults.

GUIDES TO YOUNG ADULT AND CAMPUS MINISTRY

[*The Campus Organizers Handbook*](#) (13 pages)

2008 Revision

This handbook is designed to give those organizing campus ministry groups helpful, accessible, and practical ways to work effectively. It includes resources and tips on networking.

[*Guide to Young Adult Ministry*](#)

Editors: Erik Kesting and Michael Tino
2008 Revision

A guide for congregations on effective models for engaging in young adult ministry—how to welcome young adults into your community, worship, programming, and events.

WORSHIP AND CURRICULUM

[UU Identity](#)

Author: Kate Tweedie Erslev
June 2003

Kate Tweedie Erslev, author of the popular curriculum *Traditions With a Wink*, offers young adults this ten-session curriculum designed to explore Unitarian Universalism with humor and fun, while engaging the many ways in which we learn. Sessions include looking at the seven UU Principles, examining UU theology, and understanding the role of ritual in our lives.

[Finding Your Path](#)

Author: Michael Tino
June 2004

In this eleven-session curriculum, participants are asked to think about their gifts and values and to then connect them to what they do in the world. This curriculum is intended to address the transitions of the young adult years and the need for each of us to find our calling in life.

[Tapestry of Faith](#)

Tapestry of Faith is a new series of programs and resources for curriculum and worship for all ages that nurture Unitarian Universalist identity, spiritual growth, a transforming faith, and vital communities of justice and love. These resources resulted from a broad series of conversations on the future direction of UU religious growth and learning and denomination-wide focus groups. Our vision is a program that offers a variety of resources—downloadable, printed, viewable, interactive, and more—for religious growth and learning in the twenty-first century.

[WorshipWeb](#)

The resources in these pages come from our congregations and campus ministry groups. They come from you. They come from lay people, music professionals, religious education professionals, and ordained clergy people. WorshipWeb is organized in interconnected modules. As we continue to share resources with one another, the number of these modules—as well as the amount of content within them—will continue to grow. The newest addition to this is a Young Adult module. Please continue to come back often, and please share your resources generously.

PRINT RESOURCES

Printed curricula and other books are available from the [UUA Bookstore](#).

Articulating Your UU Faith (72 pages)

Authors: Barbara Wells and Jaco B. Ten Hove
2003

This creative five-session course guides participants through a series of easy and engaging exercises that equip them to discover and articulate their beliefs, including personal reflection, role play, discussion, and even the creation of a worship event. While originally written for

young adults, it is suitable for any age group wishing to explore how they talk about their faith. Through the activities in this curriculum, participants work with each other to learn to talk about Unitarian Universalism, their own theologies, and what our faith has to offer the world. It is wonderful for newcomers and also a great next step for long-time UUs.

Backpacker's Notebook: Exploring Unitarian Universalist Faith and Community

Authors: Donna DiSciullo and Michael J. Tino

2004

This curriculum is intended for use by youth and young adults ages 16–25 in the context of a congregation or campus ministry group. A complete update of the original program "UU Backpacking: A Faith for the Road," *Backpacker's Notebook* asks participants to work with a mentor in traveling metaphorical paths of faith discovery through projects designed to address a wide range of learning styles. Participants explore history and theology, community building, service to others, worship and spirituality, social justice, and leadership.

Our Whole Lives: Sexuality Education for Young Adults, Ages 18–35

Authors: Michael J. Tino, Laura Anne Stuart, and Sarah Gibb Millspaugh

2008

The fourteen-session curriculum helps participants navigate young adulthood with accurate information, increased self-knowledge, enhanced safety, and strengthened interpersonal skills.

Our Whole Lives, Adults

Author: Richard S. Kimball

2000

Using values, communication skills, and spirituality as starting points, this program explores sexuality issues for adults of all ages. The curriculum builds understanding of healthy sexual relationships, affirms diversity, and helps participants accept and affirm their own sexuality throughout their lives. Twelve workshops are suggested, plus introductory and concluding sessions, but the program is adaptable for many formats.

Popcorn Theology for Mature Audiences: Exploring Theology and Ethics Through R-Rated Movie

Author: Michelle Richards

This eighteen-session curriculum uses R-rated feature films to help participants explore a variety of issues and concepts: life, identity, truth, meaning, theology, ethics, death, the right of conscience, etc.

Σ **NOTE:** This curriculum is not available through the UUA Bookstore but may be purchased from [Shancar Publications](#).

Sexuality and Our Faith: A Companion to Our Whole Lives for Young Adults

Authors: Mandy Keithan, T. Michael Rock, and Lynn Young

2008

This sexuality education curriculum, supplemented with information from UUs and the United Church of Christ, helps participants apply their religious values to issues such as body image, birth control, sexual health, sexual fantasizing, and family life.

Sexuality and Our Faith: A United Church of Christ Companion to Our Whole Lives for Adults

Authors: T. Michael Rock and Lynn Young

2009

This curriculum invites adults to strengthen connections between their sexuality and spirituality, their values and their behavior, themselves and their religious community. It offers suggestions for group building and for creating a worshipful context for the OWL program. It is packaged in a two-pocket folder and has been three-hole punched for easy insertion into the *Our Whole Lives for Adults* book.

Soulful Sundown: Re-Imagining Unitarian Universalist Worship for Young Adults

Author: Rev. Marlin Lavanhar

This book describes how to provide a worship experience targeted to young adults through music and the performing arts. It offers practical advice on publicity, funding, finding and paying performers, and creating a budget, and includes sample orders of service and publicity flyers.

NETWORKING OPPORTUNITIES

Young Adult and Campus Ministry Anchor Congregations

The Anchor Congregation program, introduced in 2004, recognizes congregations that have made a significant commitment to young adult and/or campus ministry and can serve as a model to other Unitarian Universalist congregations. This award is aimed at institutionalizing strong, congregationally based young adult and campus ministry programs across the country.

Anchor Congregations demonstrate competence in three areas in their young adult and/or campus ministry programming:

- Institutionalized support for young adult and/or campus ministry (staff support, lay leadership involvement, budget, etc.)
- Balanced young adult and/or campus ministry programming (worship, social, and social justice components) and a thriving multigenerational community
- Outreach (efforts to grow their ministry; their leadership at the district, regional, and national levels; efforts to help other congregations, etc.)

The Anchor Congregation designation is a five-year designation. Congregations are expected to renew their certification by re-applying for the award. Beginning in 2011, [current Anchor Congregations](#) are eligible for an annual small programming grant from the UUA Office of Youth and Young Adult Ministries to further enhance their ministry.

[Applications](#) to the Anchor Congregation program are due by April 1 of each year. It is our intention that the application process to be an Anchor Congregation will be used as a guideline by congregations seeking to expand their ministry to young adults and college students. We

further hope that congregations will use this process to enter into a relationship with our office around their vision for young adult and campus ministry and their program needs.

Congregations selected for Anchor Congregation designation will be recognized at either the General Assembly of the Unitarian Universalist Association of Congregations or the Annual Conference and Meeting of the Canadian Unitarian Council.

UUA Directory and Find-a-Campus-Ministry

The campus ministry database is moving into the twenty-first century. Stay tuned—campus ministry will soon be part of the UUA Directory! We're also launching a Find-a-Campus-Ministry search tool. [Contact us](#) for more information or to sign up your group.

Facebook.com

Many UUs use Facebook to connect with their peers, promote events and activities, and advocate for various causes. Campus ministry group leaders find the site helpful because so many students know about it and use it daily, so it makes communicating with them extremely easy. If you're already familiar with Facebook, consider how useful it may be for your group. If you're not familiar with it, seek out a friend or colleague who can help you learn.

There are two Facebook groups for UU folks involved in campus ministry:

- [Campus UUs](#) is a networking and information-sharing site for all involved (or interested in being involved) in Unitarian Universalism on college campuses.
- [Unitarian Universalist Campus Ministry Professionals](#) is a similar site for those who have UU Campus Ministry in their professional portfolios.

Other Ways to Network

- [Sign up](#) to receive our monthly e-mail newsletter, *Young Adult News*, for updates on various young adult events and opportunities around the country.
- [The Church of the Younger Fellowship](#) is a unique online Unitarian Universalist spiritual community and worship space designed for UU young adults.
- UUWorld.org is a companion website to *UU World*, the magazine of the Unitarian Universalist Association of Congregations, offering news, stories, sermons, and more!
- The UUA's e-mail lists cover a wide spectrum of topics and interests. Some are very low-traffic announcement lists, and some are community chat lists. The complete list is available [online](#).
- Reach out to your neighboring congregations to see what they are doing and how you can work together. If you need help finding a congregation, use the [Find a Congregation](#) search feature.

RECOMMENDED READING

The Office of Youth and Young Adult Ministry highly recommends the following books about young adult theology, meaning in higher education, leadership, and cognitive, social, and identity development. You can use them as informative resources for your ministry or use excerpts to guide discussions with your group.

Big Questions, Worthy Dreams: Mentoring Young Adults in Their Search for Meaning, Purpose, and Faith

Author: Sharon Daloz Parks
2000

Campus Ministry: The Church Beyond Itself

Author: Donald G. Shockley
1989

Campus Ministry: Identity, Mission and Praxis

Author: Carmen Nanko, D.Min.
1997

The Church of All Ages: Generations Worshiping Together

Editor: Howard Vanderwell
2008

Colonize This! Young Women of Color on Today's Feminism

Authors: Bushra Rehman and Daisy Hernandez
2002

Cultivating the Spirit: How College Can Enhance Students' Inner Lives

Authors: Alexander W. Astin, Helen S. Astin, and Jennifer A. Lindholm
2011

Designing Contemporary Congregations

Author: Laurene Beth Bowers
2008

Do It Anyway: The Next Generation of Activists

Author: Courtney E. Martin
2010

Embracing Diversity: Leadership in Multicultural Congregations

Author: Charles Foster
1997

Essex Conversations: Visions for Lifespan Religious Education

Collected by: Essex Conversations Coordinating Committee
2001

Full Circle: Fifteen Ways to Grow Lifelong UUs

Author: Kate Tweedie Erslev

2004

Generation Debt: Why Now Is a Terrible Time to Be Young

Author: Anya Kamenetz

2006

The Hearth of Higher Education: A Call to Renewal

Authors: Parker J. Palmer and Arthur Zajonc

2010

Helping College Students Find Purpose

Authors: Robert J. Nash and Michele C. Murray

2010

The Knowledge Factory: Dismantling the Corporate University and Creating True Higher Learning

Author: Stanley Aronowitz

2000

Learning to Lead (Fourth Edition)

Authors: Warren Bennis and Joan Goldsmith

2010

The Multigenerational Congregation

Author: Gil Rendle

2002

Nobody Passes: Rejecting the Rules of Gender and Conformity

Editor: Mat Bernstein Sycamore

2006

The Power of Stories: A Guide for Leading Multi-Racial and Multi-Cultural Congregations

Author: Jacqueline Lewis

2008

Tribal Church: Ministering to the Missing Generation

Author: Carol Howard Merritt

2007

Urban Tribes: Are Friends the New Family?

Author: Ethan Watters

2003

Why Are All the Black Kids Sitting Together in the Cafeteria? And Other Conversations About Race

Author: Beverly Daniel Tatum, Ph.D.

1997

GRANT OPPORTUNITIES

The Office of Youth and Young Adult Ministries offers two types of program grants for local congregations and groups. We are always seeking to fund innovative, accountable, and sustainable young adult programs around the country.

Project Grants

These are small grants of up to \$500 for activities, conferences, outreach, worship, group start-up, and other programs. There are three priority application deadlines per year, listed below. The application is available [online](#).

Special Projects Grant

These grants (of varying amounts) are for new and innovative programs for young adults and college students. Funding is extremely limited. There are three priority application deadlines per year, listed below. The application is available [online](#).

Grant applications received by the following deadlines will be given first priority for review:

- For programs happening or beginning between September 1 and December 31, the priority application deadline is **July 1**
- For programs happening or beginning between January 1 and June 30, the deadline is **October 1**
- For programs happening or beginning between July 1 and August 31, the deadline is **April 1**

Grant applications received after the deadlines will still be reviewed but will be given lower priority. While we encourage applications by these deadlines, we understand and seek to affirm that there is often emergent energy to be tapped in creating ministry for and with young adults and college students—all applications will be considered.

Anchor Congregation Grant

All current [Anchor Congregations](#) are invited to submit a grant proposal to further enhance their ministry. Proposals are due by January 31 of each year.

QUICK REFERENCE: 10 CAMPUS ORGANIZING TIPS

All the information contained in this resource can be summarized in ten ***extremely*** basic tips. Keep them in mind, and your campus ministry program (and you) will thrive and feed your campus and congregational communities.

1. Keep up communication with everyone as much as you can.
2. Contact folks when they don't show up—you may be the reason they come back.
3. Be aware of who is not present and why, and work toward full inclusion.
4. Support both lifelong UUS and newcomers.
5. Ground your ministry first in faith development and spirituality and then in leadership development.
6. Be consistent with your programming, attitude, and passion.
7. Keep your programming simple and meaningful. Don't try to impress—just help people connect.
8. Ask students what they need or want, but never assume the pastoral care or programming needs of any individual or community.
9. Ask for help.
10. Ask for help again!