

CONGREGATIONAL CHANGE IS PERSONAL:

Meeting People Where They Are and Moving On

Unitarian Universalist midsize congregations are changing. “Congregational Change is Personal” helps us ask and answer questions that are central to midsize church organizations, including what we are and aren’t willing to do to encourage growth, what steps to take to insure financial stability now and in the years ahead, what methods of governing are the most effective, how to nurture our many generations, and how to find our place in the larger community.

The Conference for Midsize Congregations provides a practical and inspiring framework for learning from the successes and experiences of other midsize UU congregations. It is an opportunity to build relationships among those congregations and their leaders — both lay and professional.



The 6th National Conference
for Midsize Congregations
Phoenix, AZ March 2-5, 2006

UNITARIAN UNIVERSALIST
ASSOCIATION OF CONGREGATIONS





**Keynote
Speaker**

Sarah Bridges, Ph.D., L.P., is a licensed psychologist, executive consultant, and a regular speaker on the topics of transition management, leadership, and professional development. In her consulting practice she advises senior executives and organization leaders at a broad range of nonprofit and Fortune 100 and 500 clients, including United Health Group, Alcoa, McKesson Corporation, Northwest Airlines, Target, Ceridian, and Guidant. Her work addresses issues of transition management, leadership assessment, organization effectiveness, and individual coaching. Dr. Bridges received her B.A. in psychology from Wesleyan University and her Ph.D. in psychology from the University of Minnesota.

Formerly an executive at Deluxe Corporation, she was a practice leader of the assessment business for Personnel Decisions International, an innovator in the psychology and organizational consulting field. She is a frequent speaker at trainings, universities, and conferences such as the Association for Type (Myers Briggs), Outsourcing Summit, University of Minnesota, Mentium, and the Organization Development Network.

Dr. Bridges' interest in the field of psychology and human development extends to her interests as a writer. She has published investigative articles and personal essays for the *Washington Post*, *Mothering* magazine, *SEED* magazine, *Organic Style*, and other publications as well as a series of children's books. She is currently at work on a book that explores "career ecology" and the role of the environment on the professional and organization success. Born and raised in Northern California, Dr. Bridges lives with her husband and four children in Minneapolis.

“Congregational Change Is Personal: Meeting People Where They Are and Moving On”

Opening Worship with Rev. William G. Sinkford

Join Rev. William G. Sinkford, President of the UUA, for the Thursday evening program of dinner, worship and welcoming.

FRIDAY PROGRAM

Keynote Address: Sarah Bridges, PhD, L.P.

Churches certainly qualify as 'Organizations in Transition' these days, and the success of the changes that are going to be necessary for UUA churches to grow and thrive will depend on whether or not the people affected by those changes can get through their transitions favorably. 'Transition' is not the same as 'change' and in a time like ours, it is essential for leaders to understand the difference. Leaders also need strategies for dealing with transition, for it is actually the transitions rather than the changes that upset people and lead to serious problems. This presentation will provide the leaders responsible for congregational changes with a 'roadmap to transition' and a set of actions that they can take to bring people through transition successfully. "When properly harnessed, social capital generates "greater coherence of action due to organizational stability and shared understanding."

Following the keynote:

A practical, hands-on application of the above model of organizational transition. This highly interactive session will allow participants to develop a personalized action plan for their own congregations. Dr. Bridges will be with us for the post-keynote program

With Facilitators:

Cilla Raughley, District Executive, Pacific Central District
Ken Brown, District Executive, Pacific Southwest District
Teresa Cooley, District Executive, Massachusetts Bay District
Angela Merkert, Congregation Consultant - Merkert, Brown & Assoc.

Saturday Workshops

SESSION 1 - 9:15 to 10:45

1A – Radical Hospitality: How to Attract and Retain Visitors

A recent survey indicated that over 65% of our members take more than three months to make the decision to join, with many taking almost a year or more to decide! How do we “build relationships” with our guests while they make the conscious choice to formally affiliate with a congregation? You’ll learn about the first critical steps of the membership journey and your congregation’s obligation to provide “radical hospitality” along the way. *Valerie Holton, Marketing Outreach Consultant; Rev Dr Tracey Robinson-Harris, UUA Director of Congregational Services*

1B – Staffing for Growth in the Midsize Congregation

Whether you realize it or not, how your congregation is staffed will impact its capacity for growth. It’s possible to have an abundance of paid staff and still be positioned for membership decline! What’s the difference between staffing for maintenance (or even decline) and staffing for growth? Why do well-staffed churches experience an *increased* volunteer pool? What are the staff characteristics of congregations that are staffing for their next size rather than their present size? *Rev Stefan Jonasson, UUA Coordinator for Large Congregations*

1C – Many Paths One Journey – Taking the Next Steps

Is your church committed to social justice, antiracism, anti-oppression, but unsure about what to do next? The JUUST Change Consultancy was designed to help you. Consultants can bring new ideas and help you to focus your efforts, and identify next steps to take. This workshop will introduce you to JUUST Change and tell you how to get involved. *Paula Cole Jones, Lead Consultant for the UUA’s JUUST Change Consultancy; Phyllis Daniel, JUUST Change Consultant*

1D – From “Large Midsize” to “Small Large”: Breaking Through Self-Defining Barriers

With an adult membership of 545, and over 300 children and youth, White Bear UU Church is growing not only in numbers, but in depth and scope of programming. The congregation has never sought to grow on purpose, but its continuous commitment to radical hospitality for all ages, to proactive staffing and to relevant worship and witness in the world has moved this “breakthrough” congregation from “mid-size” to “large” in less than five years. We will share how a series of “reasoned risks” have led to growth in membership, attendance, annual and capital giving, and – most of all – an expanded vision of what the church can be. *Jon Bloomberg, President-Elect; Katy Lowery, President; Rev Victoria Safford, Minister – White Bear UU Church*

1E – Deep & Soulful: Vital Youth Ministry

Explore the ways congregations can deepen the relationship between youth and larger church community – rich worship experiences, intergenerational SGM, inspiring music circles, and leadership opportunities from bagel sales to the Board of Trustees. Come feed a vision of vibrant youth ministry and leave with tools to make it happen. *Mandy Keithan, Director of Religious Education, UU Church of Silver Spring, MD.; Jesse Jaeger, UUA Youth Programs Director*

Team Learning

Your congregational team gathers periodically during the conference to share learning and develop a plan to communicate your knowledge with your congregation. For individuals attending who are not part of a team, we will create on-site teams to work with during the team learning exercises.

SESSION 1 - 9:15 to 10:45 (Continued)

1F – Transforming Congregations: Transitions in Governance and Organization

Vital mid-size congregations engage in mission-vision focused change. These changes include adapting governance models, clarifying authority, roles, responsibilities, and the organizational structure. How leaders support transformational change and engage the congregation in creative transitions will be presented, and effective models will be shared. *Dr Angela Merkert, Congregational Consultant, Merkert, Brown & Associates; Rev Dr Kenneth Brown, District Executive of the UUA Pacific Southwest District*

1H – Stewardship is a Personal Lifestyle, Not an Annual Church Event

Stewardship is an attitude reflecting the way we live our lives. It addresses the spiritual need of the giver to give. Fundraising emphasizes the needs of the recipient. Stewardship must precede fundraising. Workshop goals are (1) to introduce understanding of stewardship, (2) show how to make it a year-around issue, and (3) show how to implement a stewardship development program in your congregation. *Dr. Wayne Clark, UUA Congregational Fundraising Services Director*

SESSION 2 - 11:00 to 12:30

2A – Marketing 101 for Congregations

Marketing is about providing services that “customers” need and want, attracting new customers, and retaining existing customers. How does your thinking change when you view visitors and members as customers? We’ll discuss the basics of marketing – how to decide who you want to attract, determine what that group wants and needs, and design plans to attract your target market. Hands-on building of usable marketing plans. *Valerie Holton, Marketing Outreach Consultant*

2B – Goldilocks and the Three Boards

Governance and growth are dynamically intertwined since congregational size is a critical factor in good governance. You’ve read *The Leadership Secrets of Attila the Hun* and *Jesus, CEO* -- now discover the organizational insights of Goldilocks as she searches for an organizational structure that’s “just right!” (For most midsize churches, this might be called “the Mother of All Boards!”) *Rev Stefan Jonasson, UUA Coordinator for Large Congregations*

2C – Congregational Identity and Board Effectiveness in a Multicultural World

This workshop introduces multicultural competencies and provides a discussion forum for exploring the relationship between competencies, change and church identity, with particular emphasis on congregational leadership. A church Board can find its role in leading and supporting real systemic change with a commitment to antiracism and multiculturalism. Come and learn how Boards can set their sights on the future and discover what it means to be effective in a multicultural world. *Paula Cole Jones, Board member of All Souls Church, Washington, DC and UUA consultant for anti-oppression programs*

2D – The Congregation That Found Its Wings

Ten years ago the Unitarian Society of Santa Barbara was struggling. Changes needed to be made and healing would have to take place in order to move into an era of vitality. Through time and a concentrated effort the healing process happened and was instrumental in helping to transform USSB into the vibrant, growing Unitarian Universalist congregation it is today with a membership of 505. The Minister and congregants will lead an interactive discussion on the transformative process undertaken by USSB and how healing can become part of your own congregational vision. *Rev Ken Collier, Minister, UUSB*

SESSION 2 - 11:00 to 12:30 (Continued)

2E – Effective Adult Programs in the Program-Sized Church

Congregations that create vibrant adult programs – courses, study groups, forums, community service, and small groups – are poised for success, not only in growing new membership but also in growing souls. Gain practical tips and resources to help your congregation do adult programs well, no matter where you are in the process of adult programming. *Rev Sarah Gibb, UUA Lifespan Faith Development, Adult Programs Director*

2F – Transforming Congregations:

Transitions in Staffing Models

Vital mid-size congregations engage in mission-vision focused change. These changes include selecting a staffing model that will support the ministry needs and outreach of the congregation. Proven staffing models will be shared. How leaders can support transformational change and engage the congregation in creative staff expansion will be presented. *Dr Angela Merkert, Congregational Consultant, Merkert, Brown & Associates; Rev Dr Kenneth Brown, District Executive of the UUA Pacific Southwest District*

2G – Spiritually Vital and Alive: Creating Inspiring and Contemporary Worship

Studies show that congregations whose worship is "spiritually vital and alive" attract more young adults. The model of worship used in many UU congregations is anything but. Young adults aren't the only people who are bored stiff sitting through week after week of "sermon sandwiches." UUs of all theologies want worship that is vital and embodied, that appeals not only to our mind but also to our senses and our heart and our soul. How can our worship come alive? Come find out.

Dr Michael Tino, UUA Director of Young Adult and Campus Ministry

2H – What We Can Learn From the FCT Survey

The 2005 Faith Communities Today Survey provides us with a fascinating glimpse of growing and declining mid-size congregations. Thanks to the 2000 FCT Survey, we're now able to have a longitudinal view of changes in the practices of mid-size congregations. Come to this workshop for an intimate, "hot-off-the-press" look at ourselves.

Rev Charlotte Cowtan,, Interim Minister and UUA Project Consultant

SESSION 3 - 2:15 to 3:45

3A – Build it – They will Come!

Now, more than ever, people are searching for religion on the web. In this culture of consumerism and choice, what can our congregations do to stand out to attract visitors and newcomers to the congregation? It starts w/outreach – through electronic means. Take this tour of the elements needed to offer dynamic/appealing presentations of our congregation through the magic of cyberspace. *Deborah Weiner, UUA Director of Electronic Communication*

3B – Life Above the Plateau:

Could Your Midsize Church Be Larger?

Few congregations experience growth as a steady, continuous process. In the real world of congregational life, most tend to grow in blips, spurts and bursts! Along the way, many find themselves resting on a plateau. Your midsize congregation has already come a long way -- but could it be larger? Drawing on the experience of midsize congregations that have broken through the glass ceiling, we'll examine what it takes to move beyond the plateau. *Rev Stefan Jonasson, UUA Coordinator for Large Congregations*

SESSION 3 - 2:15 to 3:45 (Continued)

3C – Inspired Faith, Effective Action

This workshop outlines why and how to ensure that (1) religious grounding is central to congregation-based justice work; (2) the work builds relationships and is accountable to those most affected by injustice; and (3) is strategic and effective. The blend of theory and practice is designed to inspire faith and creative, effective action. *Rob Keithan, UUA Director of the Washington Office for Advocacy & Witness*

3D – 505 in '05

First Unitarian Church of Des Moines will speak on the transformation of their congregation, which included an analysis of a 35-year plateau and creation of a 5-year plan. The congregation was guided through the process by an interim minister and since adoption of the plan has gone from 230 to 375 members and several new staff people. *Harvey L. Harrison, former Board President, Chair of "Growth Committee, FUCDM*

3E – The Consultation on Ministry to and with Youth

The UUA is conducting a 2-year process to create a new vision for youth ministry in our denomination. This interactive workshop features the Consultation. Youth and adult congregational and district leadership will play a role in the success of this process. Come learn how your congregation can be involved in the process of renewing and strengthening youth ministry at all levels of the association.

Jesse Jaeger, UUA Youth Programs Director

3F – Spiritually Effective Decision Making

Within congregational polity, leaders often struggle with how to make decisions that are inclusive of congregational concerns, yet also in a way that moves things along in a timely and useful fashion. We also have difficulty putting these decisions in a spiritual, rather than "business-like" context. Different models of seeking balance in these areas will be presented using the congregational discernment model. *Rev Dr Terasa Cooley, District Executive of the UUA Massachusetts Bay District*

3G – Transitions in Worship and Faith Development

Vital mid-size congregations engage in mission-vision focused change. These changes include consideration of our place in these post-modern times. Given the life stages and related concerns and potentials of congregational members and friends, models of worship and faith development will be offered. Leading congregations through transitions into new worship experiences will be addressed. *Dr Angela Merkert, Congregational Consultant, Merkert, Brown & Associates; Rev Dr Kenneth Brown, District Executive of the UUA Pacific Southwest District*

3H – Beyond the "Any Warm Body in the Eleventh Hour"

Method of Nominating

What is the best way to recruit and sustain effective lay leadership? Is your church's leadership personality-driven? Do you have to retrain new committee chairs and board members each year as to what the job is? Have you missed a meeting and later found out you were elected President? Yikes! Come learn how your congregation's leadership development/nominating committee can be more effective, including best practices etc. *Lynn Thomas, District Executive of the UUA Clara*

What is midsize?

The UUA counts a midsize or program size congregation as one with 150-549 members. This conference also welcomes leaders from congregations that are slightly over or

The National Conference for Midsize Congregations is a program of Congregational Services at the Unitarian Universalist Association, 25 Beacon Street, Boston MA 02108. Like the host of other services for congregations, this conference is possible, in part, because of congregations' generous support of the Annual Program Fund of the UUA. Inquiries about this conference and other services offered by Congregational Services and the UUA should be directed to Diane Martin, Congregational Services Administrator, 617-948-6461 or dmartin@uaa.org. Or visit our website at www.uaa.org/cde/

SESSION 4 - 4:00 to 5:30

4A – The Uncommon Denomination: The Good News about Marketing Our Faith

Over the last several years there has been a concerted effort to promote faith by using marketing and advertising. Regional ad campaigns have happened in Kansas City (2003), Houston, TX and DFW, TX (2005), with more regional campaigns planned for the future. Learn about the plans, results, and lessons of these campaigns. Learn also, about the resources available to districts and congregations from the UUA to support your outreach efforts. *Valerie Holton, Marketing Outreach Consultant; Rev Dr Tracey Robinson-Harris, UUA Director of Congregational Services*

4C – Our Unfinished Journey

Courageous successes and spectacular failures have marked the UUA's Journey Toward Wholeness so far. Join the authors of the forthcoming *Journey from Calgary: An Unfinished Dialogue* as they explore the progress of "wholeness" in our association: from denial to a monolithic vision, through dissent and controversy, to the current and potential steps in our institutional and individual attempts to become more welcoming and inclusive. *The Rev Leslie Takahashi-Morris, Co-Minister of Thomas Jefferson Memorial Church Unitarian Universalist; Dr Leon Spencer, former member of the UUA Board of Trustees; Rev Chip Roush, Interim Minister of Religious Education of Countryside Church Unitarian Universalist*

4D – Breaking Through to Large Church Size

In 1999 the average Sunday attendance to All Souls Unitarian in Washington, DC was 160. Now it's a vibrant, growing congregation with over 500 regular Sunday worshippers. This workshop will look at five areas that the congregational leaders believe helped turn around All Souls. These areas are: worship and music, small group ministries, creating a community of communities, healing the congregation for shared ministry, and social justice programs. *Meredith Higgins, member All Souls Church, Unitarian and UUA Presidents' Council*

4E – Growth by Young Adults

Young adults bring energy and vitality to a congregation. They also bring families, pledges, and members well into the future. Mid-Sized congregations can attract young adults without breaking their budgets. Learn how your congregation can grow by attracting young adults, why you might want to, and what resources are available to help you develop young adult programming in your congregation. *Dr Michael Tino, UUA Director of Young Adult and Campus Ministry*

SESSION 4 - 4:00 to 5:30 (Continued)

4F – Practicing Wholeness: Resources for Congregational Leaders

This workshop will show a 12-step process for cultivating congregational wholeness: Congregational Gifts, Covenant, Dialogue, Core Story of Liberal Faith, Worship, Music & the Arts, Care of the Soul, Vision & Mission, Learning: Personal & Congregational, Caring & Commitment, Fun & Fellowship, and Prophetic Witness. *Rev. Roy Reynolds, UU Congregation of Marietta*

4G – An Introduction to "Singing the Journey"

Find out why this remarkable book is a runaway hit in our congregations as we sing through a broad selection of the diverse, faith-affirming pieces contained in this volume. *Deborah Weiner, UUA Liaison to the UU Musician's Network, Jeannie Gagne, Stan Strickland*

4H – Umbrella Giving, Planned Giving and Endowments

How can the UUA Stewardship & Development Staff Group assist the Mid-size Congregation to maximize the potential generosity of its members? We provide access to services and expertise generally not available to congregations with limited staff, volunteer and financial resources. This workshop addresses questions most frequently asked by mid-size congregations. *Gerald E. "Jay" Libby II, Esq, UUA Director of Charitable Gift & Estate Planning*

We, the member congregations of the Unitarian Universalist Association, covenant to affirm and promote

- The inherent worth and dignity of every person;
- Justice, equity and compassion in human relations;
- Acceptance of one another and encouragement to spiritual growth in our congregations;
- A free and responsible search for truth and meaning;
- The right of conscience and the use of the democratic process within our congregations and in society at large;
- The goal of world community with peace, liberty, and justice for all;
- Respect for the interdependent web of all existence of which we are a part.



SATURDAY EVENING *A little night music!!*

Join Jeannie Gagne,
Stan Strickland,
and friends,
for musical fun

8:30-9:30 PM in the General Session Room

Conference Schedule

Thursday, March 2

3:00-8:00	Registration*
6:00-7:00	Dinner
7:00-7:30	Welcome and Orientation
7:30-8:30	Opening Worship
8:30-9:30	Social Hour

Friday, March 3

7:30-9:00	Breakfast Buffet
9:00-9:30	Worship
9:30-12:00	Keynote Program
12:00-2:00	Lunch
2:00-4:15	Keynote Program (cont.)
4:15-4:30	Coffee & Tea Break
4:30-5:30	Team Learning I
Evening	Evening On-the-Town

Saturday, March 4

7:00-8:30	Breakfast Buffet
8:30-9:00	Worship
9:00-9:15	Workshop Introduction
9:15-10:45	Workshops – Session 1
11:00-12:30	Workshops – Session 2
12:30-2:15	Lunch
2:15-3:45	Workshops – Session 3
3:45-4:00	Coffee & Tea Break
4:00-5:30	Workshops – Session 4
5:30-6:30	Team Learning II
7:00-8:15	Dinner
8:30-9:30	A Little Night Music!

Sunday, March 5

7:30-9:00	Breakfast Buffet
9:00-9:45	Team Learning III
9:45-10:30	Sharing Our Learning
10:45-12:00	Closing Worship
1:00-5:30	Trip to Heard Museum



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Top 10 Things to Do at
Congregational Change
is Personal:

Meeting People Where
They Are and
Moving On

1. Meet like-minded people who share your enthusiasm for church community.
2. Brainstorm ideas in a team setting.
3. Explore a workshop topic in depth.
4. Learn about transition and change by attending Friday morning's keynote address.
5. Get an understanding of big picture AND nuts and bolts material.
6. Visit Phoenix—a great place for a spring conference.
7. Make a long list of relevant ideas to take back to your home congregation.
8. Re-energize yourself for continuing the challenges of leading your congregation.
9. Share good food and good company.
10. Learn, learn, learn!

This year's conference is at the
Hyatt Regency Phoenix
122 North Second Street, Phoenix,
Arizona
Tel: 602 252 1234

<http://phoenix.hyatt.com/hyatt/hotels/>

*Registration continues FRI 8AM-2PM
and throughout the weekend as needed.