

**ANNUAL PROGRAM COMMITTEE  
SPRING 2008 MEETING**

**April 11-13, 2008**

**Friday, April 11, 2008**

**I. Ingathering – Charlie King. Inspired by Rodin’s sculpture, The Cathedral**

**II Conversation with Kay Montgomery**

Questions are in *italics*; Kay’s comments and responses are bulleted (●)

- Thank you for the remarkable work you are doing. You are so appreciated. Over the last year: marketing, ads in Time Magazine, Google words, DVD being passed out- would like KM to meet with YRUU Steering Committee, Youth Ministry Working Group on Saturday, April 12.
- Just hired someone (Alicia Forde) to work in direct fashion w/ congregations who want to hire ministers of color. Aim to find the right person for the right congregation. Find ministers of color who want to work with predominantly white congregations.
- Donor has pledged 3 years of funding to work on music and worship resources. Need for better resources, now in search for person to fill that job beginning in this coming year.
- Beacon Press has been very successful this year, publishing important work. Recommended: new Mary Oliver book (best-selling poet in America),

*Barb: discussion about change in policy governance process. Heard about a disengagement between APF chair and the District as a result of the change. Will we see any change in our work?*

- The board has been involved in several years in moving toward P.G. Review of committees that are more useful under Board or President appointment. Traditionally, we have had a practice to engage District Executives and District Presidents on decision- making of selecting APF Chair. Committee appointments to be made by President, but recommendations by Districts. Makes more honest than where Board has been all along. Sees value in having UUMA representative on Committee; conversation not over.

*Should we see change in how District Executive works with APF?*

- No, that should not change at all.

*Charlie: Could Board Liaison be helpful with making relationships with District Trustees (ie surveys). There is a great need to have more collaborative effort on part of the District. APF wants collaboration btw DP and Dist Trustees. Charlie has been working on this. Can you share any light on how this is affected by change?*

- Charlie has been a model for this. BoT should have APF Liaison. We are inventing this as we go along; would be nice to have conversations on what is happening. Conversation on Board

Liaison appointment . Policy Governance does give clarity on procedures, but we are “in this together”

*Neil: Marketing. Is there anything you can say on the measured results of our marketing campaign?*

- will send everything we do have on metrics. What we have is largely anecdotal. Brand awareness. Let people know that Unitarian Universalism exists. Self image. Let members know they do have a voice in the public arena, have an identity. Numbers. Hardest to measure. We do tight metrics with regional marketing. KM to send to Cttee. National marketing is hard to measure. Measuring “hits” on website. Not huge response, bump every time ad runs. The ads we ran in 1<sup>st</sup> half of fiscal year were 1-page and 1-page paired with 1/3-page advertorials. Advertorials not successful, less successful than full page ad. Google ad words have been enormously successful, and affordable to do. National combined with regional campaigns have been amazingly successful. KM would like to hear from APF who have been in one of these campaigns.

*Neil: There is an interest in John Adams in America. Any tie in to our campaign?*

- We have not chosen to tie in, not appealing for those seeking a church

*Kriss: Process to connect non-affiliated congregations?*

- Yes, Tracey Robinson-Harris can help with that.

*John: PSW one of the recipients of UUA marketing program. On planning committee, very successful. Any plans to repeat this?*

- We have not had congregations to do follow-up campaigns. But a great idea. You don’t do marketing just once. Urge JM to make that conversation alive. Catherine Lynch put together a marketing brochure.

*Gerry: At annual assembly, whether national campaign has had any effect on OMD. Any metrics on this? What might be possible to determine effectiveness? How do you gauge whether someone visited the church as result of ad, etc.*

- Not have had a conversation. How do we best use districts to help determining that?

*Bertha: How are the regions for marketing chosen? The area that was chosen was successful UU area already. Will we choose an area that is not so strong in UU?*

- Select area where already strong community, potential donors. StewDev partners w/ districts to identify, cultivate. Success breeds success.

*Jim Sanders: Knowing that MNY will not be test market, have found anecdotally that there is a bump up on congregation websites. Visitors are not seeing national marketing campaign. Coordinate local websites to UUA website. Does not cost anything.*

- Something we have intentionally done, more work to do.

*Kay’s Question for the APF Committee: Any feedback in changes for ministry to youth?*

- We did a survey on what district were doing, review feedback. Came up with YRUU has been extremely successful for a relatively small group of people. Few people are good at it. Looking for broader range of how we do that. There is a process of how the new structure will be born.

*John: Is the conversation going to include a discussion on resources to subsidize/shared grant (experienced) youth directors? Youth directors remain largely insulated.*

- Yes, this is in discussion. Moving part time DRE to full time status was successful. Figuring out how to effectively use youth directors. Much more engaged relationship with youth.

*Kerry: Reinforce needing more resources for training. Youth director has average of 11 youth, anomaly, calls them UUouth. Paying her would make a difference.*

*Laurel: Will help APF Committee get information on youth programs. Engaging youth a local level is something APF Committee has expressed.*

### **III Read Vision, Mission, Ministry Statement together.**

### **IV CCF Conversation--Barb & Laurel serve as CCF reps to APF Committee.**

- A. Two handouts: Report of the Congregations Come First Team (2/26/08) and Congregations Come First Initiative PowerPoint presentation (3/15/08).
- What if all congregations had access to resources in the same ratio?
  - What if all congregations had access to specialized staff and services based upon their needs rather than their location?
  - Can we imagine a more equitable method to distribute money and other resources or share costs between and among districts?
  - What would the structure an accountability of our system look like to reflect growth as a priority?
  - Engage congregation in a way that reflects the covenantal relationship.
  - Interested in the quality and the strength of congregations and the Association on the whole. Covenantal or contractual? Contribute vs. "What do I get?" How do we structure the cooperation and covenantal relationships around accountability?
- B. CCF Partner groups: District Presidents, District Staff, StewDev, APF, Administration. What are the ways we can live out our covenant more deeply?
- C. Send comments to [ccf@uua.org](mailto:ccf@uua.org)
- D. Break out into small groups:

#### **Group 1:**

1. Equitable distribution of resources has to be matched by equitable receipt of finances (winners/losers)
2. Fear of change/catastrophic thinking

3. Why are we as APF Committee members talking about this? Somebody wants our role to change. Tax collectors vs. financial advisors. Hint in the atmosphere: helping congregations being better stewards to money; helping members of congregations being better stewards of their own money (Visionary Budgeting of Congregation → to do's)

Group 2:

1. Talked about identity issues. Districts are a source of identity for congregations. Fear of losing that identity.
2. APF should be on per-member basis for everyone.
3. Will the idea of CCF team add a layer of beauraucray or make things easier?

Group 3:

1. If there is a movement away from Fair Share, how would the new amount be calculated, what to call it?
2. Movement on making people feel connected to UUA
3. The name "Congregations Come First" is not accurate because it is about the UUA

Group 4:

1. Congregations are rigidly introspective. Sharing of resources (ministries) . There is no reaching out to neighbors. Congregation to congregation "cluster" collaborations can build successful models. Who builds this and coordinates resources
2. Overall process of cultural shift. Should be showcased and mirrored.
3. We are all joining in the CCF conversation at different points in the conversation. What if we restructure ourselves more around strengths and needs, rather than by districts. What if we put together a concrete 5-year plan?

## **V Keynote Presentation by Wayne Clark, Director of Congregational Stewardship Services, with Robin Nelson, CSS Administrator**

A. Handout: Frequently Asked Questions

### **Questions & Comments for Wayne Clark:** (*Committee Questions*, ● Wayne's responses)

*Neil: Would the same consultant do strategic planning as well as capital campaign?*

- Yes, each consultant can help congregation from assessment all the way through campaign. Good for continuity.

*Kriss: Cost of services?*

- 2-5 percent cost of what is raised is the highest cost of what it would be. Consultants are paid, UUA does not make money on this program. Mandate from UUA is to break even as close as possible.

*Don: Are the consultants full time or part time job?*

- Depends. Will run through the roster and go over who is more full time.

*Pat: Is it ethical and possible for APF to know when there is a consultation?*

- Melissa and Robin have shared lists. Would like to mimic procedure where District Executive is notified before the consultation.

*John: can congregations get strategic work through the District?*

- Yes, though many go through CSS

*Jim Staton: Of the 45 congregations that have a strategic assessment, how many go back for a 2<sup>nd</sup> or 3<sup>rd</sup> time?*

- About 20 have come back for 2<sup>nd</sup> time. Depends on interpretation of 2<sup>nd</sup> time, most come back for annual canvas. CSS has dealt with several hundred congregations since the program began.

*Jim Sanders: If we could start all congregations at year 1 and begin with Beyond Fundraising. However we are working with systems of a tapestry-like structure (all different approaches and background). Is there any conversation that can be shared w/ congregations around how to get started when you are in the middle of the tapestry?*

- We start with congregations where they are. There's no left-to-right, top-to-bottom; work is individualized.

*Martin: The assessment of how much money likely to raise in my congregation was extremely helpful.*

- Parameters to start: 50% by 1<sup>st</sup> year 25% by 2<sup>nd</sup> year, 25% by 3<sup>rd</sup> year.

*Charlie: Congregation about to start capital campaign (formerly accessibilities capital campaign), when steering committee formed, "accessibility" dropped from language; wondering what the objective of the campaign will be. What is the effect of having dropped the language?*

- The compelling case should meet the expectations of as many people as possible. Ask, "what else needs to be done?" An external consultant can be very helpful for engaging this conversation.
- During 3 years, annual operating income will be flat. In 4<sup>th</sup> year, you are likely to make up all cash flow deficit. (Average pledge \$1500/Median pledge \$1200.) The problem is that congregations don't ask.

*Jim Staton: what is your experience w/ ratio of annual budget drives who know what everyone gives? (Laurel Hallman says about 50 out of 1,000 First Church Dallas members.) Treasurer doesn't want to know what people are giving.*

- This is irrelevant. Move away from secrecy, from the myth that we don't have enough. Don't need to know what was given last year, actually hinders (expectations). Moving toward making this not a big deal. Not just New England congregations have a hard time talking about money; it's the culture of the congregation. Being uptight about talking about money makes for an indirect ask. Encourage congregants to use Fair Share Giving Guide, rather than a specific amount.

*Neil: Offering his own services, but is creating competition with CSS. Should he withdraw and recommend CSS?*

- We don't own the market. Suggests Neil to inform them about CSS services.

*John: Wayne consulted Frederick, Maryland. Could have integrated the 4<sup>th</sup> year into campaign. Could we be ambassadors to CSS at GA workshops? Has Wayne thought about training people to discuss this at GA?*

- Would like to begin exploring that possibility. can utilize APF and ministers.

*Pat: If a congregation asks where to go for services?*

- Best to do is to inform about all options available. Refer them to the chapter that refers consultants. Should not be in a position to tell congregations what service to use.

## **VI Stewardship and Development Update from Terry Sweetser, with Beth Graham in follow up.**

A. Thank you for the wonderful work you have done. The Annual Program Fund has been a big success. Makes a difference for Unitarian Universalism, for our denomination. Enhance our relationships with congregations. Stewardship is about relationships. Wayne's book is a huge contribution to Unitarian Universalism.

B. National campaign ads are displayed at the Pickett & Eliot Houses.

A booklet describing the national marketing campaign will be distributed to APF Committee. Many congregations have framed, displayed Time Magazine ads.

C. The concerns about the economy—People (major donors, people in congregations) are concerned. That stewardship is not related to the concerns of the economy.

D. Stewardship is a matter of intuition. People intuitively feel that their relationship with the UUA and others is vital. Otherwise, we wouldn't see 80% of our congregations complying with Fair Share. This figure has remained remarkably the same. Generosity is not going to go out of style with an economic downturn. Realistic assessment of what matters to people is necessary..

### **Questions & Comments for Terry Sweetser & Beth Graham:**

*(Committee Questions, • Terry's & Beth's responses)*

*Pat: How do you see our work being different/not different now that we are being appointed by staff and not Board*

- TS--Feels the same to me. We cannot disturb what has been the most successful fundraising campaign.

*Pat: Do I represent the staff now?*

- TS--You are a presidential appointee. The president is responsible to the board, but is the elected person who is at the center of what the UUA does.

*Barb: The things that I see that are changing: we've decided not to have the committee luncheon with the President's Council luncheon. We used to give a report to GA and to our congregations, which we can't do now that we are staff appointees. Just how important is this group to our delegates?*

- TS--APF can have its own luncheon. We've urged Gini, the Moderator, to put the GA reporting back on, but it is the Moderator's position.

*Barb: need to have clarity in the direction we are headed. It's a conversation we need to struggle with and find the words to struggle through it.*

*Neil: If we were to find ourselves in the next 3-4 years that our sources of revenues would go away or that we had elected a president to step into a brave new world of financial maturity. Would we be included in a conversation about how to raise the money?*

- TS--Yes, for sure.
- BG--You are appointed by the Administration, and it provides an opportunity for more clarity. I wasn't aware of how (Barb) felt about the APF/GA luncheon. Last year, this was a schedule decision for the president to be able to thank and recognize both groups for their work for the Association.

*Barb: The APF luncheon was a chance to be able to be together, just the committee, to say goodbye. It wasn't as much about getting thanks from the staff side. I miss that time with the committee b/c it is a time to have a final sendoff for the year.*

- BG: We can certainly give that time back, but it was a chance to lift up both groups of volunteers. This year, the hotel suite will be available to APF for a gathering. The APF program is the most successful StewDev budget line. You meet the goal at a low cost per dollar raised. Thank you for what you do.

*Bertha: How is the Now is the Time campaign?*

- BG: Now at 80% of the cash goal, and about 78% toward the total goal of cash and bequests. Association Sunday was hugely successful, raising \$1.4 million which went to national marketing campaign. The successes we had in the congregations are because of the work you have done in the congregations. The success was on congregational gifts.

*Gerry: The Association Sunday survey e-mail was a great way for people to feel involved.*

- BG--The Board mandated to the staff that staff needs to communicate to congregations more. StewDev staff group was poised to do that. This e-news mail goes out to every e-mail we can send to (ministers, APF, Board, etc). the survey gives us an opportunity to ask in real time what people want.

## **VII Small Group Discussions about chapters in Wayne's book, Beyond Fundraising:**

### **Group 1: Chapters 4, 7, 5 represented:**

Chapter 4: Annual Budget Drive chapter is helpful. New direction for viewing the annual budget drive. Understanding where a particular congregation is, what their challenges are. Can help them to become better stewards.

Chapter 5: Personal Stewardship. Provides us opportunities to understand where this comes from

Chapter 7: Lays out a stewardship strategy. Not just single event, continual process. Take a look at congregations that have challenges in fundraising process. Where are they in the 5-year plan? Strategies for stewardship: the nominating committee responsible for nominating budget & campaign chair.

Many of the areas of training build from a basic level to something more advanced. The basic level gives concrete examples, but gives less direction at more advanced levels. Provides opportunity for APF to help develop

#### **Group 4: Chapters 3, 4, 5, 6 & 7:**

Regarding the chart, a congregation can find itself in many of the phases, not necessarily in a plan. We all have to be in a covenantal relationship. Nurture Your Spirit, Help Heal Our World: nurturing your own spirit leads to healing the world easier. Instead of Annual Report, do a self evaluation on year's work. The stewardship conversations can include gift officer training. New APF brochure provides a case statement for us.

#### **Group 2:**

Stewardship is holy work. Beyond Fundraising provides a step-by-step guide on what to do. One of the steps is to tell people what they can get out of the book. There are congregations that are lost, and finding one champion in a congregation can get the ball rolling. Reading the book or getting a consultant is a step in the right direction. The consultant can teach the process, which is the best way to do it. Congregations need to start 7 months beforehand. Chapter 5 provides what should be done.

#### **Group 3:**

Chapter 3: The idea of appreciative inquiry and the idea about valuing rather than evaluating. Find things to celebrate

Chapter 4: Know what each of our congregations are doing for their annual budget drive. Face to face is best in congregations and with APF

Chapter 5: conversations with congregational leaders are relational. Just a small part of the conversation should be about money

Chapter 7: asking congregations at District Assembly to ask if they have a stewardship cttee. When congregations can take care of their own, the whole Association will do better.

Chapter 1: Our name is Annual Program Fund. We are the Annual Program for our Association. This book is a book about what APF does. What we are missing is the personal relational, covenantal visits to grow our Association and make it stronger.

### **VIII Conversation on the Committee on the Whole**

*What is our message? What is the next step? What do we want to do differently for next year?*

Last year, we set up a committee on stewardship program/personal philanthropy. There is a disconnect btw this program and the relationship people have with their money. Want these two parallel tracks to meet again. Stewardship education in Phase 1 supports the stewardship program.

To continue this conversation at low cost, we can utilize technology to meet for low cost. Telephone and internet to talk and share materials w/out leaving home.

Jim Sanders piloting personal philanthropy program at his congregation. 18-35 year olds can be trained to teach courses.

**Saturday, April 12, 2008**

**I Ingathering**

**II APF Year-End Push Strategy—Pay by May**

Everyone to look at their District Reports, look at biggest churches, identify where there are no projections. Barb to follow up with those APF Chairs where there are no projections to help them determine how to get that figure plugged in. 71.9% of year done overall; each District should be about 71% done as well.

Sharing of ideas on how to Pay by May:

- Threat of no ribbons at GA
- Get checks in before UUA books close

More on this during small groups this afternoon

**III Stewardship and Development: Beth Graham, Laurel Amabile and Melissa Ferris**  
(*Committee Questions*, • Beth's, Laurel's & Melissa's responses)

- A. Forwarding the Giving and Generosity e-news has function to forward the e-mail to a friend. This function does not sign up that friend to the list. To be added, the friend can reply to the UUA e-mail address.
- B. Regarding the new APF brochure. There can be an insert of current figures into the brochure. For the purposes of an overview, our operating budget FY 2007 \$22 million (Friends 11%, APF 29%, restricted endowments 37%, Legacy 26%)
- C. Campaign: every week the Leadership Council receive a StewDev (including APF income and APF Committee commitments to the Now is the Time!) report of numbers and metrics. Sample from April 2 to be passed around to the group and one will be sent out via e-mail shortly.

Now is the Time! is at 80% of our cash goal.

*Barb: New folks on the committee has not had the opportunity to give to NIIT. Is there an opportunity for them to do so?*

- BG: of course! We will follow up with the new folks.

*Gerry: pledged to campaign over four years. When will we know when to give the gift for the second year? And where to send it?*

- BG: our staff will let you know. Reminders sent at the end of each year. New colleague on StewDev will implement proactive rather than reactive reminders.

*Barb: asked for a list of APF who have given so that she can follow up with those who have not.*

D. National Marketing: Part of Now is the Time Phase 1, Time Magazine. Those funds were raised through Association Sunday. Now in Phase 2. we have not have a reservoir of money to play with, making analysis on marketing. The add in this week's Time is part of Phase 2. Includes a way for people to respond and receive a free DVD. Over 200 requests for DVD as of last report. National marketing brochure proof to be sent around; final copy to be mailed out once back from the printer.

*Pat: feedback on ads, felt a little "edgy".*

*Barb: Well received in St. Louis, MO*

- BG: Meant to be edgy to get the attention of those who aren't UUs. "Nurture Your Spirit, Help Heal Our World" came out of dialogue about the campaign (a bit softer), and seem to state what UUs have been feeling all along.

*Jim Staton: Any feedback on the advertorials? The middle stories were eye-catching stories and may have detracted from the UUA ads.*

- BG: Yes, the advertorials would be featured on the religion pages, and we did not have control over which stories would be featured.

*Neil: If you don't have a lot of money, best to be edgy to get attention of print-media readers.*

- BG: advertorials weren't successful in some ways. Starch Report analyzed ads and found UUA's ad 3<sup>rd</sup> most memorable (featured in Person of the Year issue). Utilizing more functions on the Internet, which is more affordable. Google word search (report can be sent out to APF) "gay friendly church", "humanist church", "liberal church" sponsored links on the right-hand side of the site (\$10,000). Launching more refined word search to come. \$0.81, charged per click, cost lessens with more clicks.

*Rita: commercials in Bay Area were great. Utilizing these wider?*

- BG: videos on You Tube, Laurel and Melissa to send link. Videos will be national.

E. Association Sunday: 5 areas of growth over 5 years. Growth in Numbers 2007 (694 participated), Growth in Spirit October 12, 2008.

F. Laurel: take APF brochures for your District Assembly or one for each congregation. Brochure aims to answer questions that have been asked. Streamline on the amount of paper we give out. Incorporated feedback on limiting quantity on number of brochures.

G. Laurel will get information about making the brochure content and design available for use

by APF committee and districts. We can send out the new brochures with pledge forms (during the next fiscal year).

H. Laurel shared her document “Anticipating the Effects of the US Economy on Congregational Giving in 2008”

I. Beth: Stewardship

Consider sending out Wayne Clark’s book to each congregation. Think about the road map that starts in August. If we really want to practice stewardship, a way to do it is to lift up Association Sunday. A.S. gives us the opportunity to lift up the congregations, the relationships between them. The Handbook provides a road map for what to do each month of the year. What can we do to lift up stewardship, not just giving money?

## **IX Liaison Reports:**

### **A. Board of Trustees—Charlie King**

- Because by-laws require us to have a General Assembly, and because of the cost of moving GA, the Board stands by its decision to remain in Fort Lauderdale. GAs are planned 4-5 years in advance. Fence built to protect port; fence incorporated port into secure zone. City of Fort Lauderdale has been urging Department of Defense to remove fence from around the convention center.
- Registration badges will be required. While government-issued ids will be required to enter fenced area, anecdotes that ids are not regularly checked. If attendees are flying, they would also need to show government-issued id.
- Fence manned by sheriffs office of Briar County, who are given diversity training. Registration is down. Encourage people to attend GA. Been spiting our nose to cut our face.
- Panel on Theological Education wants to use \$50K from Meadville-Lombard and Starr King to fund projects that will be more widely utilized, rather than the monies going toward the schools’ operating budgets.
- Independent affiliate status. We re-affiliated UU Ministry for the Earth. Many groups did not re-apply for affiliate status. Need to encourage affiliates to work with each other, as affiliates of the Association of Congregations. Work together to put out joint material. Board working on that.

### **B. District Presidents Report—Dick Jacke**

Nothing to add to written report. (Addendum #1)

### **C. Liberal Religious Educators’ Association-- Susan Freudenthal (unable to attend)**

See written report. (Addendum #2)

### **D. UU Ministers’ Association—Naomi King (unable to attend)**

See written report (Addendum #3)

## **XII Regional Group Reports on Stewardship** (based on Beyond Fundraising concepts)

### **Group #1—North Atlantic District Staff**

- Stay on top of the APF calendar
- First year outreach, second year develop spirit
- Beyond Fundraising –offer to congregation claiming to lack funds or are in deficit, being clear about the fact that a deficit is NOT a reason for not contributing to the APF.
- Association Sunday—giving money back to district is a good event to get congregations to participate.
- Important to be proactive rather than reactive.

### **Group #2—South**

- Enthusiasm rekindled
- Learning curve for each of us is different
- Good to be aware of our back up system and people at the UUA
- Meeting by regional groups works well
- Make more use of our handbooks
- Are we the stewardship educators in our districts? Mixed responses.
- The use of our resources as a reflection of our values—Kerry is relating the process the Fayetteville congregation is using to promote stewardship using the Parable of the Talents. Hand out envelopes with \$50 bills in them. Ask the (\$100) congregants to come back in 7 weeks with illustration of how they found a way to increase what they received. Kerry asked the Board and Finance people to agree to the concept and determine the amount given out.

### **Group #3—Middle America**

- Hold attitudes that are more helpful than that of the “Bill Collector”
- Look for opportunities to correct incorrect notions that may be out there in congregations and districts.
- Think about which congregations could benefit from Wayne’s book.
- Bring Wayne into districts to speak, offer workshop, etc.
- Let people know the many ways the UUA is a help to them, a resource, and how our districts benefit from funding support from the UUA.

### **Group #4—Wild, Wild West**

- It’s about relationships, not money.
- Spread the Faith

### **Group #5—NRG\***

- Be mindful of our place in the context of the UUA, our role in promoting stewardship, model stewardship for our congregations.
- Be proactive in sharing tools with congregations, a vision of where we want to go with stewardship development.
- Use the language of stewardship, the vocabulary that is consistent, practices Appreciative Inquiry (positive framing to lift up health and building on that foundation)

**Barb—readjustments to the agenda and schedule.**

### **XIII Follow up items from the Stewardship and Development Staff Group—Beth Graham**

- “Nurture Your Spirit”—for banners and bumper stickers, contact Susanna Whitman, Congregational Services, [Swhitman@uua.org](mailto:Swhitman@uua.org)
- Time ads to display—all of the ads are downloadable from the website.
- NOW! Campaign—gifts and pledges will be follow up with a letter at one year, and annually after that. We are implementing a reminder system.

*Question—Is there a way for the UUA staff to let the APF Committee know when coming into their districts? Beth, Melissa, and Laurel*

### **XIV Work in the Five P’s**

- Praise: The more praise, the better. Always find something to praise about.
- Personalize personal contacts (handwritten notes, etc.)
- Pledge (done), Projections (Melissa to follow up with Barb the week after she contacts APF Chairs that still have gaps),
- Push (in the season now). “Pay by May”

#### **A. Small group breakouts by Regional Group (45 minutes)– what works well for you?**

Recorder to present ideas that work really well at this time of year.

#### **Cluster 5:**

- It is important to articulate Pay by May but not in those words. By close of fiscal year, get ribbons at GA.
- Review report to see which congregations that have not completed pledge. Identify late-paying congregations and follow up.

*When do we receive push guidelines?* Handbook says Director of APF to send push guidelines. Laurel follows up with APF chair on the “anomalies” after she has looked at the May report.

#### **Cluster 4:**

- Send e-mails to several people in congregations that seem to be doing okay (no concern).
- Then make phone call directly to congregations worried about to get as much information as you can.
- Convey that they need to “pay by May” to get ribbons.
- Send thank you cards to those that have paid. Can include business cards.
- Send survey out about changes in leadership “who does what?”

#### **Cluster 3:**

- The time of the year that ducks need to be in a row.
- Know who to contact/know who has influence.
- Know who follows up on correspondence.
- Triage: *who is on track to pay based on payment schedule? Who’s not on track? Who’s at zero?* (1<sup>st</sup> priority).
- Use district staff or board to coordinate.
- Send out a ribbon stamped “void”/cut ribbon in half.
- UUA consider sharing registration lists (individuals and/or congregations)? [Can ask own District Office to see what congregations have registrants. Avail June 1]

## Cluster 2:

- Send a letter to those identified as behind/zero paid – start with praise.
- Make phone calls.
- Written letters and e-mails should be copied to the minister, as the minister seems to have some influence due to them going to GA and wanting to get the ribbon.
- E-mail tends to get a quick response; letter gets no response.
- PowerPoint presentation of photos of churches presented at District Assembly to recognize.
- In annual report to District is a list of all Fair Share congregations.
- Booth at district meeting. “What is the UUA?” PowerPoint presentation being updated by Barb (CD, no software needed).
- Contact as many people as you can at district meeting.

## Cluster 1:

- Use e-mails to contact congregations that have a balance mid-/end-May including UUA and District balances due.
- By mid-June, telephone calls.
- Anytime during the year, if we learn that it is not the treasurer who should be contacted, let APF staff know who.
- Keep pushing until the end.
- Can use the 8-10 days after June 30 before books close to get last-minute gifts in.
- Develop ribbon or sticker that says “I believe in APF” for those who are not eligible to receive H,M,L ribbon to take back to congregation for work next year.

Think about a sticker or ribbon for someone who is not eligible for any ribbon at all. *What would inspire others to know they believe in APF?*

## XV Updates on Special APF Stewardship Development Projects—Laurel & Melissa (see handout, Conversations and Concepts to Develop):

### A. Individual stewardship:

*How do we help our individual UUs make better decisions about their finances, generosity, etc?*

- Ensure support of Stewardship and Development staff group and of any staff group where material may intersect. We have support of StewDev, and Wayne Clark, Peter Henrickson and a few others (as consultants) in developing a program geared around personal finance/philanthropy.
- Skinner House is excited about what information we can generate. We do not need to create all the info—can put out a request for a proposal then negotiate terms on what is published and how distributed. Currently 20 pages have been generated.

*How would a recognition program look like?*

- Similar to Welcoming Congregation, Green Sanctuary programs...)
- *What are the elements of development of stewardship formation? What are those stages? What does this start looking like?*
  - *How can we ensure accountability?*
  - Need to consider the means of delivery

- Consider review/renewal process
  - Pulling resource people to help (e.g. Jean Pupke, Cecilia Kingman-Miller)
  - Stewardship encompasses everything the UUA does/stands for
  - Dave Ramsey has developed a new secular video version of his program
- *What we can generate this summer? (new fiscal year)*
    - resources for children
    - resources for parents
    - Betsy Williams editor of UU&Me. Submitted proposals on informational piece for parents and families as well as annual Mission interpretation materials for children to be engaged in UU stewardship.
    - Can make stewardship program a topic during presidential campaign (staff limited in how involved they can be in presidential/Moderator campaigns)

## **XVI Commission on Appraisal – Principles discussion—Stan Kidder**

### A. Review of Principles/Article 2 needs to be done every 10 years

*Why are “generosity”/”stewardship” missing from the principles? [Generosity = Liberal]*

1. Comments due by January 2008. Hearing at GA 2008, Friday 1:30 room 222
2. Because by-laws change, needs to be voted on twice (2009 & 2010)
3. We would like to see “generosity” added to principles.
4. *Motion: We proposed adding the word “generosity” to the second principle: We affirm to promote justice, equity, compassion and generosity in human relations. (amend)*

*Friendly amendment: in the event that the principles are entirely reworded, we propose to include the word “generosity” in the principles. See previous motion for placement of the word in the current Second Principle*

Barb to carry forward.

## **XVII Meeting Evaluation—Barb (√--duplicate comments)**

### A. Positive Comments—

- Thoughts and ideas of others
- Proactive discussions
- Getting connected
- Push discussion with peers
- Further conversations about stewardship
- Wayne’s keynote focus √√
- Flow of meeting, cohesive
- “Clump” meetings (in regional groups)
- Great collection of people and ideas
- Moved expeditiously
- Helpfulness
- UUs who inspire
- Small group work

B. Negative Comments--

- Discussion on book chapters difficult
- Post group reports, left us hanging (without resolve or action)
- Instructions for small group discussions not clear enough
- Cluster meetings not as effective—too much sameness
- Wayne’s presentation was more a recap of Congregational Stewardship Services than a keynote address.
- “Somebody was missing. Don’t know who.”
- Breakout sessions too long.

C. Change--August Meeting suggestions

- Need a process observer job description.
- Small group activities to get to know one another better (team-building)
- Longer lunch break
- More time for group report backs and follow up actions
- Small groups not organized enough
- Better prepared to work through APF needs
- More breaks
- Energy breaks
- Recording proceedings
- Warmer weather √√
- A success story presentation—by staff or APF rep (case study or example of best practices for discussion)
- More nuts and bolts √
- Not to meet in August (this person can’t be there)

## **ADDENDUM #1**

### **Report of the District Presidents Association Liaison to the Annual Program Fund Committee April, 2008**

#### **Term of DPA Liaison to APF Committee**

I was quite surprised at my first meeting as a full member of the District Presidents Association to be approached as a possible candidate for an officer position with that group. This would have been a position that I would take up at the end of my first term as DPA Liaison to the APF Committee. I thought that I had understood that the APF Liaison assignment was a two-year term, but that was apparently not the understanding of the member of the Nominating Committee that approached me. I have recommended that they consider making this at least a two-year commitment, as it usually takes at least a year to learn the job and understand the work of APF. In the interim, I have accepted nomination to a second one-year term to the position.

#### **Decision to Continue Liaison Relationship with the APF Committee**

Because of the recent decision by the UUA Board to change the APF Committee from a Board-appointed committee to a staff-appointed committee, there has been some discussion among groups which liaison with the APF Committee about whether or not to continue the liaison relationship. The UUA Board decision was made to bring the Board into compliance with its new policy-based governance model. Essentially, this recognizes that the work of the APF is more related to the work of the staff than to the policy-making role of the UUA Board under its new governance model. I do not believe that it suggests in any way that the work of APF is considered any less important than it was in the past or that there is any expectation that the work of the committee will change under this new arrangement. I believe that, in actual fact, most candidates for APF came up through recommendation of the staff under the old system. Although it is true that the Board made the actual appointment, it was usually little more than a rubber stamp.

Because the UUMA, in particular, thought that this change was a concern, I thought that the DPA should also reconsider its relationship with APF. I sent a copy of my report on our last APF meeting (see attached) in advance of their meeting, and suggested that this matter should be discussed.

Before discussion took place, we were assured by both Kay Montgomery and Laurel Amabile that they did not foresee any substantive changes in the operation of the APF Committee (other than its formal place in the organizational hierarchy). I would say that this was also my estimation of the situation. The change seemed more a matter of form than substance. And although the APF is not primarily a policy advisory group, I believe that the Board will continue to take seriously any suggestions made by the APF Committee.

When discussion opened, most of the questions and comments from our District Presidents were that they could not see how this change would affect the work of the committee or any reason why their relation to the committee should change. They believed strongly that the work of the committee was of great importance to the ongoing health of our Association, our Districts, and our congregations. They saw no reason to change their relationship to APF Committee.

I should mention that there was one dissenting voice. One minister who was President of a District but

was unable to attend our meeting had sent out his opinions about the change (in response to my report). He believed that it would be entirely correct for the UUMA to decline to provide a liaison to 'staff' - because staff serves elected leadership (and the UUMA and the UUA Board are both elected leadership). He was especially concerned about what he saw as the lack of communication of the UUA Board on increases to the suggested Fair Share contributions. He also believed that 'staff' could not be as effective in doing the job as volunteer canvassers would be in a local congregational setting.

Considering these observations, the group could not understand why it would make a difference whether or not the appointed (not elected) APF Committee was appointed by the Board or the staff. They were more concerned about whether continued engagement of the principal parties would continue to provide the necessary support and feedback to assist the APF Committee in being effective in its work in support of our Association, Districts, and congregations. The issue about adequate communication around UUA Board decisions on the Annual Program Fund Fair Share mayor may not be a real concern, but it has nothing to do with how the APF Committee functions or the question at hand. The example about congregational canvassers is inaccurate and actually should support this change - because, in a policy-based governance model, the canvass team is actually volunteer 'staff' - just as the APF is and will continue to be (this is a fair comparison because the minister in question indicated specifically that his own congregation used the Policy Governance model).

Although no action was necessary to allow the DPA to continue its liaison relationship with the APF Committee, the group decided to take a vote on whether or not to continue this relationship - primarily so that they could be formally on record as supporting a continuation of this relationship and in the hopes that other groups with liaisons to the APF Committee would see such a continued relationship important as well. When the vote was taken to continue the liaison representative with the APF Committee, the motion was overwhelmingly approved (I believe unanimously, but this is not reflected in the minutes).

### **Association Sunday District Grants**

During the year, the District Presidents were informed of the UUA plan to disperse the 25% of the Association Sunday collection which was to go for growth efforts to the Districts for use in their own growth efforts. Some concern was expressed that this last minute decision seemed to be at odds with what had seemed to be at least an implied suggestion in the Association Sunday planning materials that these funds would go to some kind of well-thought-out growth effort. In the end, the Presidents did agree to have the Districts disburse the funds on behalf of their own growth efforts. Based on collections to date, it appears that the funds to be dispersed in such grants will total over \$325,000.

### **District Presidents Association Role in UUA Goal Setting**

Gini Courter requested that the DPA consider rescheduling its Fall meeting to October in conjunction with the UUA Board meeting. Because many Districts are currently operating under the Policy Governance model, Gini believed that the District Presidents could offer invaluable input to the UUA Board on the crafting of Policy Governance ends for our Association. Just recently, however, the DPA was informed that the Board has further explored the logistics of such a meeting and found them unworkable. Because the full Board and full DPA would be meeting either together or on their own during the time of the meeting, it would not be possible to house everyone at P & E and the cost of rooms elsewhere would be prohibitive. At this time, it appears that the DPA will hold its regular meeting in November and about six Presidents (yet to be designated) will be selected to attend the Board meeting.

It is both a pleasure and an honor to serve our Association, the DPA, and the APF as Liaison of the District Presidents Association to the UUA Annual Program Committee.

Dick Jacke

## **ADDENDUM #2**

### **LREDA Liaison Report to the Annual Program Fund Committee Susan Freudenthal April 2008**

The LREDA annual fall conference in San Antonio Texas last October provided Laurel and I with the opportunity to offer a workshop on Stewardship and the Religious Educator. While we planned the workshop together, due to Association Sunday responsibilities, I presented the workshop alone. The participants at the workshop ran the gamut between new and seasoned religious educators who all expressed the need for updated stewardship resources at the congregational level. All of the resources provided by Laurel and her staff were well received.

Raising the profile of the liaison role has been a priority of mine and to this end I've been collecting information from my colleagues using a series of questions relating to stewardship and the Fair Share process. This spring I've heard from colleagues in the Northeast, Heartland, Southwest and Northwest districts.

They responded to the following questions:

How are your congregations fairing this year with looming financial crunches?

Are you experiencing any difficulties within your congregation that may be reflected in your pledges to the Annual Program Fund?

What other immediate concerns do you have in relation to stewardship?

What is the impact on your work and your salaries due to the difficult economic times and how might this be reflected in your congregations pledge to our association?

Are there stewardship programming needs/ideas that would help you in your role as religious educators? Please be specific as this will help me to focus the requests.

The overall comments reflect difficult financial situations among our congregations with several expressing the need to choose between paying staff salaries (at or below guidelines) and meeting their Fair Share contribution.

Canvass and stewardship drives are still very much driven by the immediate concerns of the congregation with less emphasis on long range. The majority indicated that their congregations do understand the importance of giving to the association and will continue their support but are struggling with feelings of guilt and scarcity.

Several spoke of ministers and stewardship chairs who, desiring funds for a special project, ask the folks with the deep pockets to give over and above their annual pledge contributions. While these special projects were funded, this also resulted in feelings of resentment as program budgets and other staff salaries were cut.

There were several requests for updated stewardship resources to help congregations move beyond their own pledge campaigns and hope was expressed that the Tapestry of Faith curriculum will be

available to address some of this soon. I refer my colleagues to both Judith Frediani and Laurel's office for resources.

Miscellaneous comment, a large congregation "heard" about other large congregations not meeting Fair Share and are wondering why and if they should lower their contributions.

With one exception, my colleagues asked that their responses remain confidential.

Susan Freudenthal  
LREDA Liaison to the Annual Program Fund Committee

### **ADDENDUM #3**

To: Annual Program Fund  
Stewardship & Development Staff Group

From: Rev. Naomi King  
UUMA-APF Liaison

Date: January 16, 2008

Re: UUMA-APF Liaison

In light of the decision of our Unitarian Universalist Association's Board in their shift of governance to move the Annual Program Fund from a Committee of the Board to a Staff Group, the Unitarian Universalist Ministers Association Executive declines to reappoint a liaison to the Annual Program Fund Committee, since the Committee has ceased to exist. The Stewardship & Development Staff Group may make a request for a UUMA liaison to the Staff Group, which the UUMA Executive will discuss.

Although my term does not officially end until August 2008, I am unable to attend the next APF volunteer gathering, because of a scheduling conflict. It has been my privilege and my honor to serve with such a wonderful group of volunteers.

I hope that the Staff Group will listen to the years of accumulated wisdom among the Annual Program Fund volunteers, and support the development of relentlessly useful and desperately needed materials for comprehensive principled financial education in our congregations.

In the joy and hope of our shared faith,

The Reverend Naomi King  
River of Grass Unitarian Universalist Congregation  
Plantation, Florida  
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