

**Report to UUA Board of Trustees
Congregational Services Staff Group
January 2008**

As the wheel of the year turns onward into winter and a new year, may the blessings of this season touch your life deeply.

This report focuses on two aspects of the work and ministry of the Congregational Services Staff Group – marketing outreach and JUUST Change – and provides brief notes on several other aspects of our work.

Marketing Outreach

Prepared by Valerie Holton, Marketing Outreach Director

Our marketing outreach continues to include and be supported by excellent resources for congregations focusing on hospitality and inclusion. You will find links to our core resources (all available on line) at <http://www.uua.org/leaders/leaderslibrary/hospitalityand/20011.shtml>. From the left hand navigation bar you will find links to many more including resources for membership committees, small group ministry as well as forms for a guest interview and an exit interview. The remainder of the marketing outreach report focuses on our recent marketing outreach efforts.

San Francisco Bay Area Marketing Campaign

The San Francisco Bay Area marketing campaign concluded the end of October (with some smaller publications continuing into November). Remaining dollars will be spent in early January 2008 on KDFC, a classical radio station, to attract visitors looking for a spiritual home in the new year. This regional campaign was the largest ever in several ways: number of congregations participating (17), dollar amount raised (\$300,000+), donor participation (600) and diversity of the media mix.

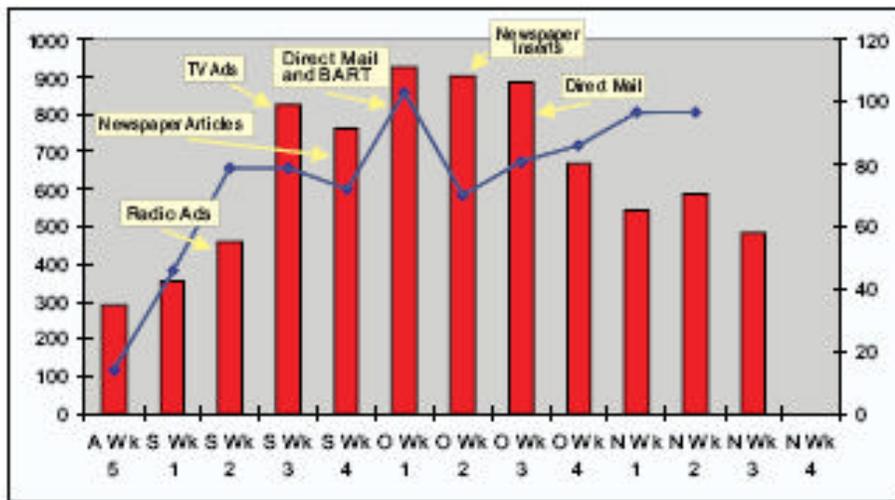
The media plan included:

- KQED public radio: four weeks of General Service Announcements on shows such as All Things Considered, Morning and Weekend Edition, News, and Prairie Home Companion.
- KQKE, six weeks on Air America with Thom Hartman, a new environmental show called Green Seed Radio and the Progressive News Hour with John Scott.
- KGO, Sunday GodTalk (a liberal religious program) three Sundays in October, three spots per program.
- TV - The Daily Show and Colbert Report on the Comedy Network: To attract the younger liberal audience we ran 4 weeks of commercials on these popular shows.
- Newspaper Inserts: ~460,000 four page, 4-color flyers were inserted in the major newspapers the weekend of October 4-7. These were inserted by targeted zips provided by the congregations.
- Direct Mail: 250,000 oversized postcards were sent to households the week of September 24th. Those same households received the four page insert mailed directly to their homes the week of October 15th for a one-two punch.
- Specialty Publications: Newspaper ads in the major GLBT weekly publication - the Bay Area Reporter, and full page four color ads in the following national magazines - Parents, Parenting, Family Fun and American Baby reaching 200,000 subscribers.

- 100 transit boards on BART stations the month of October.
- Internet: Google ads and web banners on specialty sites; 500,000 impressions on SFGate.com
- Guerrilla Marketing: \$10,000 was provided to a local regional marketing group for ads in small specialty niche publications and media.

From mid-September through mid-November, 820 first time (recorded) visitors attended one of the 17 congregations. In addition, weekly visits to the uuba.org website increased significantly. Prior to the campaign, visits averaged ~20/day – during the campaign visits increased three fold. The chart below, provided by Cilla Roughley, District Executive of the Pacific Central District, summarizes these statistics.

Weekly visits to the website (the red column and left y-axis) mirrored the bell-curve spending of the campaign, with a campaign high of over 900 website visits the first week in October. Visitor attendance (the blue line and right hand y-axis) also peaked that week with over 100 visitors. Visitor attendance experienced another spike after the second direct mail dropped several weeks later, and remains strong, reflecting the lag effect of the advertising.



Release of new DVD “Voices of a Liberal Faith – Unitarian Universalists”

The response to the DVD “Voices of a Liberal Faith” has exceeded expectations. It is the UUA’s desire to have “Voices” used by congregations and shared by members as an outreach tool. To that end, and for a limited time, Congregational Services offered UUA districts a substantial discount (price: \$1.00) for orders of 500 or more. To date, the UUA has fulfilled orders for well over 17,000 copies and orders continue to come in on a daily basis. We are delighted that the DVD has been so well received by congregations.

National Advertising Campaign

This fall the UUA embarked on its first national advertising campaign in fifty years with an integrated marketing campaign with Time Magazine and time.com. Time, with a weekly circulation of 3.25 million (and 21.4 million weekly readership), is the oldest and most widely-read news magazine in the country. Time subscribers are “influencers” or thought leaders. It is the #1 news magazine for key audience segments such as:

- adults ages 30 - 44, who listen to, watch, or have contributed to NPR/PBS
- adults ages 30 – 44 who have participated in, or contributed to, environmental organizations or causes. (Source: MRI Data)

The UUA ran two full page ads and two “advertorials,” October through December 2007 (see schedule below). An “advertorial” is a two-page spread which includes a 1/3 page ad on the far left and a 2/3 page ad on the right. Between the ads is a Time magazine story. The 2/3 page ad directed readers to time.com/religionpages, a web page highlighting past Time articles on religion and prominently featuring UU advertising and content. The page included links to uua.org as well as to articles sharing our unique Unitarian Universalist perspective on many of the topics covered in the archive pages.

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

**Time Person of the Year Edition

To further leverage our presence in Time and on time.com, we began a Google AdWords program just before Thanksgiving that includes both keyword search and site-specific advertising activities. It is intended to help those who are actively searching for information about religion and spirituality find the help and the hope offered by Unitarian Universalism.

Results of the national marketing outreach campaign are pending. To date, we’ve received positive anecdotal stories of UUs being energized and an apparent increase in visitors. Our website statistics have shown a modest but not (yet) dramatic increase in visitors to our welcome pages. Google Ad Words statistics are promising- and we continue to refine and target our keywords as we learn more. A thorough evaluation of phase 1 of the campaign including Google AdWords will be done in mid-January in anticipation of decision making on phase 2.

Congregational Services supported the campaign by providing many resources on the UUA website to help congregations with their hospitality and membership processes. In addition, generic ads, outdoor banners, and graphics were made available for congregations to use.

Seasonal College Football Bowl Game Program Book

The UUA, in an attempt to leverage the Time ad campaign and target a new audience, bought a four color full page ad in the program book for 13 college bowl games with over 2 million attending fans. These bowl games will be held during the holiday season, a good time for attracting visitors to our congregations. The ad for Unitarian Universalism “Find us and ye shall seek.” is incongruous with the other advertisers in the program book and therefore, should be received with curiosity and interest. We

were able to negotiate a very favorable deeply discounted “fire sale” price. We plan to inform congregations in the bowl game host cities of our ads.

Tampa Bay Area Marketing Campaign

A regional marketing campaign is scheduled for February-April 2008. Eight congregations are participating, and a \$300,000 fund-raising goal for the media buy has been set. A preparation workshop was conducted on November 3rd with over 90 lay leaders attending. The campaign anticipates (1) significant TV advertising, including Oprah, Dr. Phil, The Colbert Report, and The Daily Show, (2) newspaper inserts in the St. Petersburg Times, Tampa Tribune, Sarasota Herald, and Bradenton Herald, reaching 200,000 people, (3) two direct mailings to 150,000 targeted households; the first an oversized postcard, followed by the newspaper insert adapted to a mail piece, (4) niche marketing in community newspapers and alternative newspapers, including targeting senior citizens and the gay, lesbian, bisexual, and transgender community. The campaign will also have support from the JUUST Change Consultancy in helping regional leaders to think more expansively about outreach and growth.

JUUST Change Consultancy Report

Prepared by Paula Cole Jones, Lead Consultant, JUUST Change

The JUUST Change Consultancy continues to work on building consensus among UU leaders that the work of antiracism, anti-oppression, and becoming multiculturally competent is our calling as a spiritual community; to offer guidance and support for leaders to lead institutional change that will give us the capacity to transform social norms that limit the inclusion of people with diverse identities, whether through membership or partnership.

Resourcing the Diversity of Ministry Team (DOMT) Initiative

The DOMT initiative to prepare and resource congregations to call or hire ministers of color is a response to the increasing number of people of color and Latina/Latino/Hispanic persons who are preparing for ministry and the Association’s need to support healthy ministries for all of our ministers. What does it mean to be truly inclusive and to have a long-term healthy shared multiracial/multiethnic ministry when our experience has yielded some, but too few, successful ministries so far? JUUST Change Consultants are working with the Diversity of Ministry Team in conceptualizing and strategizing the Association’s response to this question. Drawing on our experience working with congregations to address issues of race, oppression and organizational change, JUUST Change is providing direct support to some of the first round of congregations most likely to be able to place ministers or interns of color: First Pittsburgh, Annapolis, and Davies. (Oakland is also in preparation.)

The Tipping Point: A Strategy for assessing and enhancing institutional readiness

The transformation of Unitarian Universalism regarding multicultural inclusion is directly dependent on the number of people in UU congregations and the number of congregations that recognize the need to learn new skills in multicultural and cross cultural interactions and are willing and ready to grow and change. The relationship between districts and congregations make it imperative for district leaders to be involved in this self-examination and change process. District leaders have the ability to facilitate cultural change or to reinforce barriers to change. Are UU districts equipped to model healthy multicultural practices and support congregations in making the shift to being competent in multicultural and cross cultural relationships? There have been a growing number of requests from districts for JUUST Change to assist them in preparing for more effective leadership in the areas of race and class. These districts have been requesting assistance on their own initiative rather than as a shared district priority, which makes it is easy to miss the big picture of what is happening.

The ministers, DRE's, and seminarians of two UUMA chapters, Baltimore-Washington Region (BWR) and the Mountain Desert District (MDD), have been the first to effectively embrace the "Tipping Point" strategy. In each case, a critical mass (20-30%, of religious professionals) have volunteered for their congregations to be proactive in addressing antiracism, anti-oppression, and multicultural competency (ARAOMC). Identifying and invigorating this critical mass is essential if we are to stand a chance at cultural change and a more multicultural future. The point at which this change will take place, where we experience a shift in UU culture, is the "tipping point." This is significant to the UUA's big picture because we now have proof that what was accomplished in the Baltimore-Washington Region's UUMA chapter, identifying "Tipping Point Congregations" (TPC), 17 of 27, can be replicated in other districts. We were uncertain about the readiness of other religious professionals to invite ARAOMC assistance. We understood that the BWR and the Joseph Priestley District had an infrastructure for supporting this collective decision through the regional growth initiative, active district support, and ongoing healthy peer relationships. This past November, when similar results were achieved in the MDD, the uncertainty gave way to confidence that this strategy can be replicated within the existing infrastructure between congregations, district offices, and national staff when there is a willingness by lay leaders and religious professionals to engage in looking at how matters of race, class and oppression impact and shape Unitarian Universalism. These two UUMA chapters hold promise of what can be achieved across the country as we work to build a movement and transform our future.

The success in galvanizing a critical mass of congregations in these two districts leads to our next big realization. We have to-date a critical mass of districts that have initiated the work of ARAOMC among their district leadership. While it is clear that some district and congregational leaders are still mired in the past, preventing them from taking a proactive stance, there now is a critical mass of district leaders who are preparing to lead or leading on these matters. It is this critical mass that we can refer to as "Tipping Point of Districts" (TPD), in that they have the potential for establishing and modeling new and healthy cross cultural /multicultural norms - the change we want to be.

We have both the challenge and the opportunity of helping individual districts bridge with one another to strengthen their relationship to ARAOMC values and to become a collective voice for cultural change. The challenge is that there are many needs and priorities on district agendas and too few opportunities for district staffs establish ARAOMC as a collective priority. The opportunity is that through the interest of individual districts and the use of open space technology during Big Complex Meeting ARAOMC became part of the collective district agenda. A quick assessment of JUUST Change Consultancies (recent or upcoming) with districts as well the efforts of individual districts led to the realization that at least half (10) have begun this work:

UUA Districts that have Initiated ARAOMC	
Joseph Priestley District	Florida
TJ District	Pacific Northwest
Metro New York	Prairie Star District
St Lawrence	Mass Bay District
Mountain Desert District	Heartland District

This level of readiness has also been moved along by the Journey Toward Wholeness Transformation Committee's recent assessment of districts, the past two GA Responsive Resolutions (2006 and 2007), and a host of other opportunities for district leaders to face their growing edges.

Marketing Outreach and Multiculturalism

The Regional Marketing Campaign in the Tampa Bay Area will include JUUST Change Consultancy in helping the regional leaders to think more expansively about outreach and growth. How do we find ways to address “UU Hospitality, Inclusion, and Transformation in Multicultural Communities?” In order to do this, we must engage in a conversation about growth that connects us to the people in the communities that surround our congregations. This conversation should precede plans and efforts to conduct marketing outreach. Timing our involvement is important. While we are still early in our learning curve and lagging in our preparation for true, wide-spread multicultural inclusion as an institutional norm, leaders need to be engaged in creating a new vision and with it, opportunities to try new approaches during the planning processes. If we had sufficient diversity among UU leaders, the discussion of timing may not be a major concern. But for now, we must intentionally bring this conversation to the table. In face-to-face meetings at the BCM, Marketing Outreach Director Valerie Holton; JUUST Change Lead Consultant Paula Cole Jones and Florida District Executive Kenn Hurto and were able to develop a plan for ARAOMC training to take place before the Tampa Bay region launches its campaign; early enough we hope, for it to influence the district’s outreach, and growth.

JUUST Change continues to respond to requests from congregations, committees, and staff groups for consultation, coaching and guidance.

Brief Notes from CS

Congregational Stewardship Development: Demonstration Project

Using *Beyond Fundraising: A Complete Guide to Congregational Stewardship*, seven UU congregations has begun their participation in the three-year demonstration project. Seven stewardship consultants (one for each congregation) are guiding these congregations through a process to determine best practices. Once determined, these best practices will be shared with all UU congregations. Congregations are paying for consultant expenses, but the services are being provided without other costs.

Leading Congregations Into a Multiracial, Multicultural Future

Sales of the DVD of the multiracial, multicultural conference held in February 2007 have picked up since its introduction at General Assembly. In general there is an increase in interest many ARAOMC services and resources provided by Congregational Services including the loan library of DVDs and videos, Jubilee workshops, and inquiries regarding JTW and JUUST Change consultants. Planning for the next conference, “Leading Congregations into a Multiracial, Multicultural Future – now is the time!” is underway, and will be in San Jose CA February 22-24, 2008. Conference information can be found at <http://www.uua.org/events/multiracialmulticultural/index.shtml>

7th National Conference for Large Congregations

Susan Beaumont of The Alban Institute will be the keynote presenter at the 7th National Conference for Large Congregations in Louisville, Kentucky from March 13-16, 2008. In addition to the keynote presentation, "From Perspiration to Inspiration: Spiritually-Grounded Leadership for Large Congregations," there will be 32 workshops, inspiring worship, an evening devoted to UU growth, and an address on current challenges and opportunities for large churches by Stefan Jonasson, UUA Director for Large Congregations. Full conference details and registration materials are available at: <http://www.uua.org/events/largecongregations/2008/index.shtml>.