2017 Evaluation Report

UNITED METHODIST COMMUNICATIONS

Table of Contents

United Methodist Communications

2017 Evaluation Report

Overview

The United Methodist Communications 2017 Evaluation report presents a summary of objectives, metrics and measurements of the work of our agency. Included in the report are an overview of the agency strategic plan; evaluation methodology, which includes both qualitative and quantitative data, and findings for 2017.

- ➢ Agency Objective – Percentage of milestones completed

  Objective #1 - Engage…………………………96%
  Objective #2 – Equip …………………………98%
  Objective #3 – Claim Role…………………..98%
  Objective #4 – Nurture …………………….97%

Strategic Plan and Agency Objectives

The leadership and staff of United Methodist Communications spent several months in 2016 thinking, dreaming and visioning for the current quadrennium. Assessing our mission statement, "Communicating all the good we can, in all the ways we can, to all the people we can, in all the places we can," we asked ourselves, "How can we achieve this?" and developed four **Agency Objectives**:

1. **Engage** people with the story of God's work in the world through The United Methodist Church.
2. **Equip** The United Methodist Church at all levels to become effective communicators, as together we seek to grow the church in the 21st century.
3. **Claim** our role as the strategic communications and marketing agency for the global United Methodist Church.
4. **Nurture** our people and demonstrate good stewardship of our resources.

These four objectives focus on strategic responsiveness to guide our work and align our efforts to serve the future of The United Methodist Church. They encompass the 22 mandates outlined for UMCom in the Book of Discipline and drive us toward fulfillment of our mission statement.

Building upon these four objectives, each team developed its own concise list of goals that supported these objectives. Six of these goals were identified as "high priority," and special emphasis and resources were allocated to them.

Once team goals were established, Team Leaders, working with each staff member, developed individual goals which collectively reinforced the team goals. This alignment of goals ensured that each employee saw how their daily work directly related and supported team goals and agency objectives.

Evaluation Methodology

The objectives of United Methodist Communications' evaluation process are to:

1. Set, align and track objectives, team goals and individual goals which help us meet disciplinary mandates and which support the agency's strategic plan. Goals should cascade down and be visible to everyone within the agency. The method used to track goals should be more straightforward than previous tracking software.
2. Utilize research to assess changing local church communications needs and outcomes related to desired changes in behavior, perceptions, capabilities, etc.
3. Assess performance by identifying metrics and measures that focus on both the overall success of the agency as well as specific programs and processes.
4. Provide data to prepare an evaluation report for the GCOC Board of Directors. Complete the Logic Model, an evaluation tool prescribed by the Connectional Table. Assess the work done to support the Four Areas of Focus.

1. Track goals and objectives

United Methodist Communications began using a new software tool last year to track agency, team and individual goals. "Teamphoria" allows each staff member to see how their own day-to-day work aligns with and impacts both their team's goals and agency objectives. Individual goals and milestones aggregate up to team goals, which aggregate up to agency objectives, allowing everyone within the agency a snapshot of progress. Additionally, the agency has tagged goals within Teamphoria to reflect activities and programs that support each of the Four Areas of Focus.

United Methodist Communications formatted its Teamphoria evaluation process prior to the development of the Logic Model for Connectional Table tracking. Consequently, the agency restates its Teamphoria tracking to meet Connectional Table Logic Model reporting needs separately.

2. Utilize Research

Research equips us with the information we need to make informed decisions about different audiences. The 2017 goals and objectives reflected the research that, for many of the goals, also provided benchmarks against which to measure future progress. Going forward, United Methodist Communications intends to complete the establishment of benchmarks through tracking studies and to undertake a program of more frequent evaluations of individual agency activities and outcomes. In addition, agency staff will support Connectional Table personnel in creating an evaluation study of all agencies by Annual Conference and Central Conference staff.

3. Assess Performance

A select group of agency-wide Key Performance Indicators (KPI) are identified annually as "most significant." These KPIs relate specifically to agency objectives, focus on overall performance of the agency and span across multiple teams. Information about KPIs are collected centrally and monitored periodically. Moreover, team-specific metrics and measures are tracked to assess the status of individual programs and processes and the outputs of those programs. Highlights of KPIs are included in the body of the report and additional data on KPIs can be found in the appendix. United Methodist

Communications also intends to establish a "performance dashboard" in 2018 to facilitate tracking of these KPI's.

4. Evaluation Reports

A preliminary progress report and presentation, which included information about agency objectives, team goals, KPIs, research and team metrics was submitted to the GCOC Board at the fall meeting after approval by the Evaluation Committee. This final end-of-year report has been prepared for the board's first 2018 meeting and includes qualitative and quantitative data, findings and conclusions about program accomplishments.

The General Conference has tasked the Connectional Table to evaluate the missional effectiveness of agencies. This evaluation focuses on an assessment of each agency's effectiveness of their cooperative partnerships in making disciples and is primarily concentrated on programs and strategies that represent $50,000 or more in spending in any of the Four Areas of Focus. The primary tool used for this evaluation of the Four Areas of Focus work is the Logic Model. UMCom participated in the Logic Model pilot project on "Developing Principled Christian Leaders" and completed the other three modules in late 2017.

Goals and Performance

Agency Objective #1 – Engage people with the story of God's work in the world through The United Methodist Church.

UMCom seeks to produce dynamic content that communicates the value of being a part of The United Methodist Church, sharing how we are working in the world and raising awareness of the values and theological positions of the church. We focus on how the denomination is making disciples of Jesus Christ for the transformation of the world, reaching people and changing lives.

In 2017, we concentrated on aligning our messages and our communication channels to effectively reach and serve our audiences: church members, church leaders and spiritual seekers.

Informed by research, we have shifted our approach so that the foundation of our messaging is our audience's needs and interests and we recognize that different audiences have different needs.

This objective was supported by 23 team goals (Table 1) and encompassed seven of United Methodist Communications' Book of Discipline mandates (Table 2). **At the end of 2017, 96% of the goals/milestones associated with this objective were completed.** Of the 23 team goals that supported this objective, eight were under 100% completion.

The Key Performance Indicators (KPIs) for this Objective were:

- Development of Denominational Communication Plan
    - o Phase one (Analysis) has been completed. Phase 2 and 3 (Implementation) are currently in-progress.
- Launch of new Leader site
    - o Initial plan was for a new leader site to go live in 2017. However, this was a very aggressive timeframe and selection of new technology has taken longer than originally planned. The new tentative go-live date is scheduled for May 2018.
- Website and social media engagement
    - o Total Page Views on UMC.org – 16,610,987
    - o Total Page Views on UMCom.org – 1,280,417
    - o New twice-monthly subscription-based Member e-newsletter "United Methodist Now" has 51,000 + subscribers.
    - o New twice-monthly subscription-based Seeker e-newsletter "Compass" has increased subscriber database by 9.5 percent since launch and currently has 9,000+ subscribers.
    - o On Sept. 12, 2017, the UMC Facebook page hit 500,000 Fans and ended the year with 531,000+ followers and reach of 109 million
    - o Followers, reach and engagement have increased on all active UMC Social Media (Facebook, Twitter, Instagram)
- Awareness and perception of The United Methodist Church
    - o This study is done bi-yearly and will be fielded again in 2018.
    - o Favorable Impression – 40 percent (2016)
    - o Willingness to visit a UMC – 17 percent (2016)

- Reach of news stories
  - We consistently had more than 100,000 total views each month in 2017 — a first for us since we started using Google Analytics in 2010. That first year, we averaged about 36,000 total hits a month.
  - Total 2017 UMNS page views – 3,011,602
  - Total 2017 UMNS stories - 399
  - Most-read stories of 2017: Consecration of bishop against church law (141,813); Way Forward gets input on Church Future (22,702); Way Forward proposes 3 models (25,059); Two big churches exit denomination (24,589); Breaking the Silence (24,157); Gay UM Choir Director Fired (20,124)
- Amount of research
  - Sixteen research projects started and/or completed in 2017
- Increase in number of records in database
  - 69,000+ increase in database records
- Increase in number of subscriptions
  - 32,000+ increase in subscriptions

Table 1

Team Goals supporting Agency Objective #1 with percentages completed

1. Engage people with the story of God's work in the world through The United Methodist Church.				% Completed
#	Group	Team	2017 Team Goal	YTD
2.1	Communications	Communications (ALL)	Build and maintain a content calendar that shows content across all channels with metrics.	98%
2.11	Communications	Member Communication	Drive engagement with members through messaging and interactions that produce more members who understand what it means to be United Methodist and more closely identify with the UMC.	100%
2.12	Communications	Member Communication	Represent the diverse voices of our global church while informing United Methodists of the churches theology, history and practice that make us unique	91%
2.17	Communications	Seeker Communication	Maintain awareness of The UMC above 87% among the US population	94%
2.18	Communications	Seeker Communication	Drive Engagement with seekers through messaging and interactions that produce more people connecting with the UMC.	100%
2.21	Communications	Training	Provide training that educates members on what it means to be United Methodist (UM Basics, Connectional Giving, Four Areas of Focus, Exploring GC)	100%
2.7	Communications	Interpreter	Recreate Interpreter as a magazine for the people of The UMC that provides relevant timely content for members to increase their understanding of what it means to be United Methodist and how that informs their daily lives as Christians in the 21st Century.	100%
2.8	Communications	Interpreter	Streamline delivery channels for this area of the agency so that it supports our goal of telling the church's story with a cohesive and consistent voice.	100%
2.9	Communications	Interpreter	Increase readership of The United Methodist Magazine across the connection so that members have a stronger sense of our shared identity as a denomination and are given practical information to inform their faith journey.	88%
4.12	Global Voices, News, Information	General Church Content	Support United Methodist Communications' editing and photography needs and create original content that promotes the work of the church.	100%
4.2	Global Voices, News, Information	Global Voices, News, Info (ALL)	Build audiences for e-newsletters, web and social media platforms, and print resources offered by the Global Voices, News and Information Team.	63%
4.3	Global Voices, News, Information	Global Voices, News, Info (ALL)	Provide coverage and perspectives that build understanding and address challenging issues confronting the church and wider audiences.	100%
4.4	Global Voices, News, Information	Global Voices, News, Info (ALL)	Have an approach for engaging people in each official language of the church, as well as engaging Native Peoples, by the 2020 General Conference. (In addition to English: German, French, Korean, Portuguese, Russian, Spanish, Swahili and American Sign Language.)	100%

1. Engage people with the story of God's work in the world through The United Methodist Church.				% Completed
#	Group	#	Group	#
4.5	Global Voices, News, Information	InfoServ	Position InfoServ as the listening tool and information resource for the global church, providing feedback throughout the agency.	85%
4.6	Global Voices, News, Information	Hispanic/Latino Communication	Expand our engagement with Hispanic/Latino congregations by strengthening partnerships and providing programs and services that meet audience needs.	100%
4.7	Global Voices, News, Information	Korean/Asian Communication	Develop a strategy and expand into a program for serving the primary United Methodist Asian communities with communications resources, tools and information.	38%
4.8	Global Voices, News, Information	French Communication	Build the French language ministry into a full-fledged program with services and platforms based on audience input.	100%
7.1	Relationship	Relationship CC	Identify key leadership roles in each Central Conference and populate a database with names, roles and contact information in order to streamline communication.	100%
8.12	Strategic Marketing	Public Information & Social Media	Expand visibility and raise awareness of the church through creative storytelling and news media placements.	98%
8.13	Strategic Marketing	Public Information & Social Media	Increase The United Methodist Church's social media influence among internal and external audiences.	100%
8.5	Strategic Marketing	Strategic Marketing	Increase the size of global database.	100%
8.6	Strategic Marketing	Marketing and Advertising	Retarget/focus US advertising campaign on the new identified behavior of seekers.	100%
8.7	Strategic Marketing	Marketing and Advertising	Expand advertising capability globally	100%

Table 2
Book of Discipline mandates supported by Agency Objective #1

Agency Objective	Paragraph	Topic	Team(s)
1. Engage people with the story of God's work in the world through the United Methodist Church.	¶1806.1	Official newsgathering and distributing agency for the UMC	United Methodist News Service
	¶1806.2	Relate to the public media	Public Information
	¶1806.3	Give special attention to television	Communication (All) Production
	¶1806.4	Create and participate in partnerships	Relationship
	¶1806.6	Supervision over Public Relations strategy for the UMC	Public Information
	¶1806.7	Resources vital to the religious life of all United Methodists	Member Leader Seeker United Methodist News Service Languages Creative Services Strategic Marketing Production
	¶1806.20	Produce materials for program interpretation, including program calendar	General Church Content Connectional Giving Creative Services

Agency Objective #2 – Equip The United Methodist Church at all levels to become effective communicators, as together we seek to grow the church in the 21st century.

As communication experts, United Methodist Communications seeks to equip church leaders by providing training, tools and resources that enable communications at all level of the church. We keep our local churches at the center of all we do.

We continue our collaborative efforts with annual conferences and work to build connections and to resource and equip communicators. Our work with Central Conferences is concentrated on determining what needs exist and what resources are available for their leaders.

This objective was supported by 20 team goals and encompassed eight of United Methodist Communications' Book of Discipline mandates. **At the end of 2017, 98% of the goals/milestones associated with this objective were completed.** Of the 20 team goals that supported this objective, 5 were below 100% completion.

The Key Performance Indicators (KPIs) for this Objective were:

- Number of leaders and members trained
    - Training and Development shared communication knowledge at 24 events across 20 Conferences (including on-site training in Zambia) by the end of the year with 4000+ participants, exceeding our 2017 goal of 2500 participants.
    - We completed the rebuild and relaunch of UMCom's online learning environment. This change has allowed us to be more dynamic with our course creation and enhance the user experience.
    - In addition to our full-length courses, we have begun development of online microtrainings which vary across communication topics. Microtrainings are a learning method designed to deliver effective content in a time frame ranging from 15-20 minutes.
    - As of Sept. 1, the Training department has earned $68,000 of resource income through online courses and services.
- Number of church websites hosted/managed
    - Have added 729 new webhosting accounts this year and exceeded our end-of-year goal of 1400 by currently hosting 1450 websites.
- Number of demographic studies provided to local churches
    - YTD – 823 demographics reports provided to local churches
    - Local churches received 338 grants to help boost their marketing and outreach efforts.
- Publication and distribution of new UMC handbook
    - Since June 23, 2017, UM constituents have ordered 202,097 copies of the new UMC Handbook, "Therefore Go!"
- Scope of event attendance
    - Attended 20 Annual Conferences and 19 other UM-affiliated events
- Development of Local Church Team plan
    - A strategy, business plan and preliminary budget was developed for the Local Church Team and approved at the October board meeting. The implementation of this plan

began in December with the realignment and expansion of the team and development of goals for 2018.
- Further development of ICT4D infrastructure and programming
  - Renamed "Global Communications Technology Team"
  - Role of Strategic and Relationship Director accepted by Ashley Gish, formerly of the Imagine No Malaria Team

Table 3
Team Goals supporting Agency Objective #2 with percentages completed

2. Equip The United Methodist Church at all levels to become effective communicators, as together we seek to grow the church in the 21st century.				% Completed
#	Group	Team	2017 Team Goal	YTD
2.10	Communications	Leader Communications	Align leader communications to one brand - UMCOM.org as a gateway to all of our services.	100%
2.2	Communications	Communications (ALL)	Build toward websites as the recognized landing place for targeted audiences.	100%
2.20	Communications	Training	Provide relevant and timely communications training (social media, web ministry, church, marketing, branding) to leaders and members of the church.	100%
2.3	Communications	Connectional Giving	Promote understanding of the connection and of connectional giving system giving using best practices.	94%
2.4	Communications	Connectional Giving	Support the general apportions funds, The Advance and Special Sundays by educating church members and leaders on the connection the value of these special giving opportunities.	100%
2.5	Communications	Connectional Giving	Expand distribution and adoption of connectional giving content. And explore integration with other leader and member channels within the agency for increased reach and efficiency.	100%
2.6	Communications	Connectional Giving	Resource district superintendents in their ministry to promote and support generous giving, with special attention to empowering them to teach Biblical principles of giving.	100%
7.2	Relationship	Relationship CC	Foster a "Listen to Understand" culture that reinforces hearing Central Conference needs before offering solutions. Adapt agency responses to meet those needs.	100%
7.6	Relationship	Relationship US	Leverage understanding of local church communications needs to develop programs and resources that encourage local church partnerships with UMCom.	99%
7.7	Relationship	Relationship US	Establish process to provide other UMCom teams with information on to local church needs relevant with agency capabilities.	99%
7.8	Relationship	Relationship US	Conduct pilot test of Client Services function to help local churches plan and implement local communications.	95%
7.9	Relationship	Relationship US	Establish research program to support the agency and its teams in planning and implementing their strategies.	100%
8.10	Strategic Marketing	Marketing and Advertising	Develop multiple offerings of Church Marketing Plan tool and increase its usage	100%
8.1	Strategic Marketing	Strategic Marketing	Optimize UMCOM presence at Annual Conferences and other church events.	100%

2. Equip The United Methodist Church at all levels to become effective communicators, as together we seek to grow the church in the 21st century.				% Completed
#	Group	#	Group	#
8.14	Strategic Marketing	Public Information & Social Media	Equip church leaders to communicate more effectively through news media and in crisis situations.	100%
8.15	Strategic Marketing	Public Information & Social Media	Work collaboratively with UMC entities and general agencies to further our mission and ministries.	100%
8.23	Strategic Marketing	Creative and Branding	Increase brand adoption (alignment/usage) within the UMC - what it means to be United Methodist.	100%
8.9	Strategic Marketing	Marketing and Advertising	Evolve MyCom marketing program to the next level	100%
9.2	Technology	ICT4D	Execute ICT4D projects that focuses on core of communication and recognizes technology is a ministry tool to connect Christians in common witness to the world.	94%

Table 4
Book of Discipline mandates supported by Agency Objective #2

Agency Objective	Paragraph	Topic	Team(s)
2. Equip The United Methodist Church at all levels to become effective communicators, as together we seek to grow the church in the 21st century.	¶1806.9	Provide guidance, resources and training for local church communicators	Local Church Support Creative Services Strategic Marketing
	¶1806.10	Educate and train in communication principles and skills	Training Public Information
	¶1806.11	Determine and implement policy for marketing financial causes	Connectional Giving
	¶1806.12	Central agency marketing church funds.	Connectional Giving
	¶1806.14	Cooperate with Discipleship Ministries in order that stewardship programs are in harmony	Connectional Giving
	¶1806.15	Provide content, resources and information for clergy and laity to 1) encourage participation in initiatives and 2) assist them in carrying out their ministries.	Member Leader Seeker UMNS Languages
	¶1806.19	Provide resources, counsel and staff training for communication programs	Training Public Information Local Church
	¶1806.21	Plan and implement the UMC presence on the internet	Web Ministry Customer Experience Public Information Member Leader Seeker

Agency Objective #3 - Claim our role as the strategic communications and marketing agency for the global United Methodist Church.

UMCom is striving to coordinate communication across agencies with a centralized messaging and content strategy and a clear understanding of our role as the primary point of communication in the denomination to members, leaders and seekers.

We continue to expand the visibility of The United Methodist Church through advertising, news media and social media, utilizing creative storytelling techniques. A new creative team provides more consistency in design and execution.

The foundation of our marketing is becoming more comprehensive as we integrate our content management system (CMS) and customer relationship management (CRM) in order to track our audiences' interests and needs so that we can understand them better and improve customer experience.

This objective was supported by 25 team goals and encompassed seven of United Methodist Communications' Book of Discipline mandates. **At the end of 2017, 98% of the goals/milestones associated with this objective were completed.** Of the 25 team goals that supported this objective, six were under 100% completion.

The Key Performance Indicators (KPIs) for this Objective were:

- Implementation of technology platforms
  - Marketing Automation Software
    - **Marketo** was selected and implemented in 2017
    - Marketing Team now sends emails that dynamically pull content into the template based on an individual's job role or specific interests. Instead of church leaders getting several one-off emails, they get one consolidated email with only the pieces of content they prefer.
  - Customer Relationship Management
    - Selection of **Pega** CRM in June 2017
    - November 2017 – Moved Pega to final Testing
    - February 2018 – Transition from ELK to Pega as primary database
    - April 2018 – Total adoption of Pega, with all functionality moved to that system.
  - Content Management System
    - Selection of **Sitecore** CMS in August 2017
    - September 2017 – CMS Project Kick-off
    - March 2018 – UMNS.org Go-live
    - June 2018 – UMLeader.org Go-live
    - December 2018 – UMC.org Go-live
- Advertising reach
  - More than 164 million views of our advertising on television and online during the first half of this year with 233,263 clicks. Easter advertising alone generated 31,656 clicks.
  - Television advertising ran for seven weeks in March and April targeting adults ages 25-49 across the country. These ads had more than 84

million impressions, the sum total of TV sets and the number of appearances on each.

- In August, we placed full page ads in The New York Times and USA today in response to the violence in Charlottesville. Together those two papers reach about 2 million people.
- In December, we wrapped up the year with the "True Meaning of Christmas" tour in 21 cities, which resulted in 91 media placements.

- Participation in church wide initiatives
    - UMCom participates in the Four Areas of Focus/Vital Congregations Strategy Team; development of overall Communications/Marketing Plan with resources available to Annual Conferences in 2018.
- Cultivation points with other agencies
    - There have been mixed results of this performance indicator. While we have strengthened and developed stronger relationships with some boards and agencies and are providing increased marketing, communication and research support, other agencies have not been as responsive to collaborative work.
    - There is a need to develop more precise units of measurement for this KPI if we continue to utilize it in 2018.
- Development of Global Voices Strategy
    - A strategy, business plan and preliminary budget were developed for the Global Voices Strategy and approved at the October, 2017 board meeting. We have reorganized and are filling staff and contract positions that will enable us to implement the strategy, of engaging more effectively in different languages and cultural contexts.

Table 5
Team Goals supporting Agency Objective #3 with percentages completed.

3. Claim our role as the strategic communications and marketing agency for the global United Methodist Church.				% Completed
#	Group	Team	2017 Team Goal	YTD
2.13	Communications	Member Communication	Integrate Rethinkchurch.org with UMC.org in a way that helps all audiences have easy entry points to the UMC. While still having exposure to the depth and breadth of the church.	100%
2.14	Communications	Production	Work strategically with other UMCom departments and UMC Agencies and Boards to support initiatives that grow UMC engagement and understanding through all delivery platforms.	100%
2.16	Communications	Production	Quadrennial goal: Continue to identify and develop key production resources to ensure UM Productions stays current throughout the quadrennium as we move toward production of the 2020 General Conference.	100%
2.19	Communications	Seeker Communication	Have a messaging strategy to connect seekers globally with The UMC.	100%
2.22	Communications	Training	Quadrennial goal: Create a global training program that is contextual and available in multiple languages to strengthen our communications work around the connection.	100%
2.23	Communications	Training	Quadrennial goal: Increase the visibility of Training and Development through the global United Methodist Church.	100%
4.10	Global Voices, News, Information	United Methodist News Service	Develop an autonomous brand identity for UMNS.	100%
4.11	Global Voices, News, Information	United Methodist News Service	Develop content that puts the voices of the church in dialogue with one another and provides contrasting perspectives on different topics.	100%
4.9	Global Voices, News, Information	United Methodist News Service	Increase the denomination's engagement with United Methodist News Service and its content, and clarify and affirm the news service's role.	100%
7.4	Relationship	Relationship CC	Develop internal processes for coordination of global communication efforts so that work is strategic and aligned.	100%
7.5	Relationship	Relationship CC	Set the top three priorities for the agency's international work.	100%
8.16	Strategic Marketing	Public Information & Social Media	Support all programs of UMCOM to increase awareness and usage	100%
8.17	Strategic Marketing	Customer Experience	Develop a system of dynamic content.	100%
8.18	Strategic Marketing	Customer Experience	Provide a next generation User Experience (UX)	100%

3. Claim our role as the strategic communications and marketing agency for the global United Methodist Church.				% Completed
#	Group	#	Group	#
8.19	Strategic Marketing	Customer Experience	Align technology to support constituent lifecycle and drive engagement.	100%
8.21	Strategic Marketing	Customer Experience	Identify/acquire marketing campaign management/automation solution.	100%
8.22	Strategic Marketing	Creative and Branding	Build out a full creative services team in order to bid and fulfill communications projects in all levels of the church.	95%
8.24	Strategic Marketing	Customer Experience	Converge websites to one platform	100%
8.25	Strategic Marketing	Customer Experience	Create a global CRM/member profile	100%
8.4	Strategic Marketing	Strategic Marketing	**STRETCH GOAL** - Make UMCOM a marketing/creative support agency.	83%
8.8	Strategic Marketing	Marketing and Advertising	Promote UMCom and all its programs to increase awareness and usage	99%
9.1	Technology	Technology (ALL)	Develop Data Systems with the ability to collect and decimate information globally.	95%
9.4	Technology	Network Operations and Engineering	Identify the systems that will move UMCOM forward strategically; create both a current and long-term systems road map.	94%
9.7	Technology	Web Development	Collaborate with partners by providing communications infrastructure for their programming.	94%

Table 6
Book of Discipline mandates supported by Agency Objective #3

Agency Objective	Paragraph	Topic	Team(s)
3. Claim our role as the strategic communications and marketing agency for The Global United Methodist Church.	¶1806.5	Promote and protect freedoms of religion and the press	United Methodist News Service
	¶1806.8	Oversee communications system and create network of communicators.	Web Ministry Customer Experience Information Technology
	¶1806.13	Marketing of causes demanding church wide promotion or publicity	Connectional Giving Strategic Marketing Creative Services
	¶1806.16	Lead in communication study and research	Research
	¶1806.17	Represent UM interested in new technology developments in the field of communication.	Technology Customer Experience
	¶1806.18	Develop information, resources, databases and services that provide channels of communication	Technology Customer Experience
	¶1806.22	Responsible with setting the official brand guidelines	Creative Services

Agency Objective #4 – Nurture our people and demonstrate good stewardship of our resources.

Our staff is our most important resource and we are mindful of how we utilize all of our resources as we work creatively and innovatively for the people of The United Methodist Church.

This objective was supported by 23 team goals (Table 7). **At the end of 2017, 97% of the goals/milestones associated with this objective were completed.** Of the 23 team goals that supported this objective, seven were under 100% completion.

The Key Performance Indicators (KPIs) for this Objective were:

- Staff engagement/net promoter score (fielded June 2016)
  - "On a scale of 1-10, how likely are you to refer someone to work at United Methodist Communications?"
    - Over half of employees (55 percent) are "loyal promoters"
    - Net Promoter Score average is 43 percent
  - "On a scale of 1-10, how happy are you at United Methodist Communications?
    - One in five (21 percent) are exceptionally happy.
    - Over 75 percent chose 8, 9 or 10.
- Cumulative years of service – 767 years
- Employee personal development/training
  - During our goal-setting process last fall, employees were encouraged to select one or more personal development goals for themselves. At the end of 2017, 95% percent of those goals had been completed.
- Budget variances
  - The finance committee will report on the budget.

Table 7

Team Goals supporting Agency Objective #4 with percentages completed.

				% Completed
4. Nurture our people and demonstrate good stewardship of our resources.				
#	**Group**	**Team**	**2017 Team Goal**	**YTD**
2.15	Communications	Production	Bring in $100,000 in Kingswood Productions revenue for the year to support UMCOM.	67%
3.1	Finance	Finance	Provide accurate financial reports to management by the 15th of the following month, except for December.	97%
3.2	Finance	Finance	Analyze agency budget on a monthly basis and provide a report to the General Secretary within 10 business days of closing the month.	100%
3.3	Finance	Finance	Annual external audit documentation is provided to the accounting firm in accordance to their timeline and insure the audit is completed with an unqualified/clean opinion.	100%
4.1	Global Voices, News, Information	Global Voices, News, Info (ALL)	Implement a plan for developing staff knowledge and skills by pairing colleagues across teams for work on projects, training on specific skills, and collaboration on travel and field assignments.	100%
5.1	Human Resources	Human Resources	Be "Ambassadors of Culture", fostering the five values of UMCOM in all areas of the agency.	100%
5.2	Human Resources	Human Resources	Increase employee satisfaction score by __ in 2017 with a total increase of __ by 2020.	100%
5.3	Human Resources	Human Resources	Develop opening statement for each HR policy which tie the policy to UMCOM's mission statement or values. Ensure that policies are accessible and understandable to staff.	100%
5.4	Human Resources	Human Resources	Promote learning opportunities with employees and encourage all staff to have a personal goal tied to training or development.	100%
5.5	Human Resources	Human Resources	Improve the representation of minorities at all levels of the organization by expanding talent acquisition and management practices.	88%
5.6	Human Resources	Human Resources	Improve the employee onboarding process to expand employee engagement and provide consistent and relevant information about what it means to be United Methodist and how we work as an agency.	100%
5.7	Human Resources	Human Resources	Create a succession plan that helps mitigate risk associated with turnover and cultivates existing talent by matching promising employees with future agency needs.	100%
6.1	Property, Products, Sales, Service	Property, Products, Sales, Service	Execute core services for facility in order to meet or exceed staff expectations. Manage services to stay within time, resource and budget limits.	100%

	4. Nurture our people and demonstrate good stewardship of our resources.				% Completed
#	Group	#	Group		#
6.2	Property, Products, Sales, Service	Property, Products, Sales, Service	Improve the customer experience by listening intently and providing customers with options and answers. Know how to resolve all customer service issues in order to reduce the number of problems that arise.		100%
6.3	Property, Products, Sales, Service	Property, Products, Sales, Service	Implement initiatives of strategic plan that relate to current and future facility needs.		75%
7.3	Relationship	Relationship CC	Determine and adopt at least three core actions or behaviors that will help to build trust as we work internationally and practice them as a total staff.		100%
8.2	Strategic Marketing	Strategic Marketing	Become a Learning Organization.		100%
8.20	Strategic Marketing	Customer Experience	Improve internal project management capabilities.		100%
8.27	Strategic Marketing	Customer Experience	Support analytics needs of the organization		100%
9.3	Technology	ICT4D	Identify and unify communications platforms, promoting the technology that best works for each situation and providing best practices for use.		91%
9.5	Technology	Network Operations and Engineering	Select and implement a Data Warehouse that supports CRM and CMS and connects all of the agency data systems.		92%
9.6	Technology	Network Operations and Engineering	Decide on primary electronic document storage system that will offer a central location for documents, ease of collaboration, and will move the agency towards a paperless future.		92%

Interpretation and Recommendations

Research must continue to guide our work.
As UMCom continues to identify ways to be most effective in our work, research is the driving force behind that. By utilizing the information we get from research, we have made several significant changes in 2017.

- Sun setting of Interpreter Magazine
- Aligning and clarifying our English-language communications channels to the church: three proactive channels targeted one each at leaders, members, and seekers, complimented by our objective news channel (UMNS). Each of these will have a distinct brand identity, yet a common visual layout. Each will be supported by a new Customer Relationship Management (CRM) system and website content management system.
- To stop production of the UMC Program Calendar, which - while profitable – was not "essential" to our goals and objectives.

As we look ahead to 2018, we will focus on:

- Identifying and providing what local churches need instead of what we think they need, with a focus on services and not products.
- The denominational Branding Study that looks at what the United Methodist brand means to our audiences.

Aligning our work across the agency is critical to meet our goals
As UMCom lives into our strategic plan, we continue to refine our organizational structure to best meet the future and focus on our four agency objectives. Because of that, we recognize that our structure must be agile and ever-changing as we continue to meet the needs of the United Methodist Church.
In 2018, we are making adjustments to our structure to best focus on our four objectives, while giving added emphasis to supporting the local church, serving the church globally and creating clearer channels for communication with our three main audiences; members, leaders and seekers.

- The language teams will become part of the teams for each of our communications channels – Umc.org (for members), Rethink Church (for seekers), UMLeader.org (for leaders), and UMNS. This will allow us to take a more integrated and holistic approach to communicating with all our audiences, regardless of language spoken. It is imperative that we all see our work as global, not something that lives on specific teams. We will continue to review and adapt this structure.

- The Connectional Giving Marketing team will integrate into the Strategic Marketing and Advertising team. This will help us to unify our marketing efforts overall and provide more effective support.

- The local church support team will continue to evolve to offer services and platforms to support the communications needs of local churches across the globe, which will encompass the work of our local church outreach and grants staff as well as our customer service staff. By locating the local church team into our marketing structure, we will more effectively serve the needs of local churches, as much of their needs tie to the skills and expertise resident in our marketing team.

- The Technology Team will be expanded to a Central Operations Team, which will also encompass our current facilities team and web hosting. We will also be building a team of pooled administrative support, which will be a part of that team.

Implementation of agency initiatives and large software systems may require extended timelines.

While the communication structure of the general church is not ideal, we continue to work towards correcting that. We also continue to work persistently towards execution of initiatives and projects.
- complexity of UMC organizational structure increases length of time for discovery and implementation;
- adoption by other general agencies is slow (trust)

Appendix

Key Performance Indicator Figures and Tables

Figure 1.1 – Top Domains, January 1, 2017 – December 31, 2017

	Pageviews	New Users	% New Sessions	Sessions	Avg. Session Duration	Pages / Session	Bounce Rate
UMC.org	16,610,987	5,546,785	61.70%	8,989,915	00:01:39	1.85	70.20%
UMCom.org	1,280,417	646,748	73.12%	884,562	00:01:21	1.45	75.11%
RethinkChurch	449,673	267,552	78.13%	342,439	00:00:39	1.31	84.81%
UMNS	3,011,602	1,152,374	50.87%	2,265,246	00:00:55	1.33	85.37%

Special Initiatives

	Pageviews	New Users	% New Sessions	Sessions	Avg. Session Duration	Pages / Session	Bounce Rate
Global Migration Sunday > 2017 Year (Dec 4)	29,872	17,446	81.28%	21,465	00:01:11	1.39	77.31%
Unwrap Christmas > December 3-31, 2017	16,452	11,807	89.69%	13,164	00:00:36	1.25	85.95%

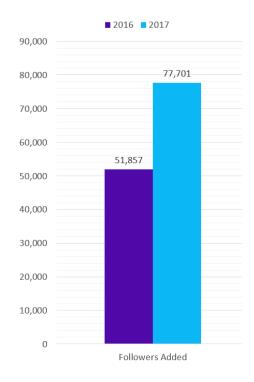Figure 1.2 – Increase in followers on active UMC Social Media Sites

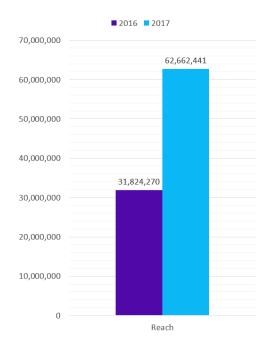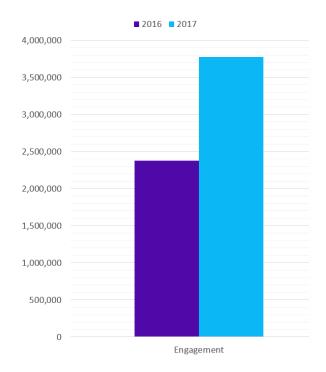Figure 1.3 – Increase in reach on active UMC Social Media Sites

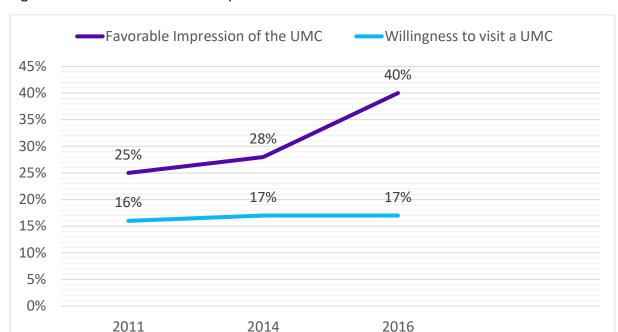Figure 1.4 – Increase in engagement on active UMC Social Media Sites

Figure 1.5 – Awareness and Perception of the UMC

Table 1.6 – Research Projects started and/or completed in 2017

1. Denominational Branding
2. African American Engagement Community
3. Local Church Communication Tools/Denominational Communication Study
4. Barna Seeker Study
5. Theological Perspectives – U.S.
6. Annual Conference Attendee Survey
7. Four Areas of Focus Message Development
8. Member Needs Assessment
9. UMCom Brand perceptions Tracking
10. The Advance 1-on-1 Strategic Interviews
11. The Advance Survey
12. Missionary Survey
13. Large Church Communications Needs
14. Annual Conference Booth Manager Feedback

Table 1.7 – UMC Events staffed by UMCom

1. Convocation for Pastors of Black Churches
2. United Methodist Association of Communicators
3. Association of Directors of Connectional Ministries
4. Religious Communicators Council Annual Meeting
5. Black Methodist for Church Renewal
6. Wesleyan Covenant Association
7. 2017 PAUMCS Meeting
8. Large Church Initiative
9. United Methodist Men Annual Gathering
10. 2017 MARCHA Annual Meeting
11. School of Congregational Development
12. New DS/DCM Orientation
13. Jurisdictional BMCR
14. Georgia's Pastor's School
15. Black Clergy Women's Gathering
16. Youth Harambee
17. Black Staff Forum
18. Native American Family Camp
19. All the People Conference