



GREAT ENDEAVORS MINED & SHARED

from an International Adult Faith Formation Best Practices Study

#56 - August 2015

A Royal Welcome: Some Secrets of Belonging (Update IV)

A while ago, [GEMS #3 through #9 and #15 through #18](#) explored the role of welcome and hospitality within parish life as well as specifically in adult faith formation.

In [GEMS #46 through #48](#) we took another look at hospitality. This issue – and the following two – offer three more updates.

In this issue, we take a few moments to reflect on **the spirit of welcome within all our communications**.

A woman answered the knock at her door and found a destitute man. He wanted to earn money by doing odd jobs, so she asked, “Can you paint?” “Yes,” he said, “I’m a pretty good painter.”

“Well, here’s a gallon of green paint and a brush. Go behind the house and you’ll see a porch that needs repainting. Be very careful. When you’re done, I’ll look it over and pay you what it’s worth.”

It wasn’t more than an hour before he knocked again. “All finished,” he reported with a smile. “Did you do a good job?” she asked.

“Yes. But, lady, there’s one thing I’d like to point out to you. That’s not a Porsche back there. That’s a Mercedes.”

Often communication doesn’t always go the way we think we have it planned!

The single biggest problem in communication
is the illusion that it has taken place.

- *George Bernard Shaw*

As we take another look at the importance of hospitality within our parish communities, the area of communication is an integral component.

There are, of course, many reasons for communication:

- to share information
- to form relationships
- to build community
- to create a sense of shared ownership

Recently, I worked with a parish pastoral council and commissions to discern and write goals and objectives for the next three years. After much consultation with the parish and conversation among themselves, one of the goals that surfaced was a need to expand and deepen the ways the parish communicates.

The more they worked with the goal – to decide upon objectives - the more they realized the expansiveness of communication; they could have objectives for the next several years (and then begin all over again).

Communication is extensive. The reality is that **everything communicates**. Just as our Catholic heritage shows us that we communicate not just with words but with symbol, music, movement, mystery, season, space, time, ritual, and tradition, everything that we do (and don’t do) in parish life communicates something to the community.

- What do our buildings say?
- How are people welcomed when they enter any of the buildings, when they call on the phone, when they wait in the parking lot, etc.?
- How do we pray together? What do those prayers – and the way we pray – communicate about what we believe about God and one another?

Everything communicates; everything has the potential to send the message to parishioners, to visitors, to the community: you are welcome here; you are valued here. In this issue we look at some of our communication methods and their potential for hospitality. There are books and books written on this topic, various courses, etc., so we’re only scratching the surface – but reminding ourselves of the **constant possibility for hospitality**.

This issue will explore:

- General Guidelines about Communications
- Some Specific Guidelines for Enhancing Communications
- A Few Distinctive Methods of Communication
- A Beginning to Practical Suggestions
- Two Things to Remember

Communication leads to community,
that is, to understanding, intimacy
and mutual valuing.

- Rollo May

General Guidelines about Communications

Communications is a Ministry. Often we might view communications as something we can do quickly without much thought, something to check off our to-do list (for now - until we have to do something about it again). Not so. Communication is:

- Welcoming
- Evangelizing
- Not just about information, but also enables formation
- All about stewardship and discipleship

Communications is Driven by Strategy. As in everything, communication works best if we know our vision, if we've intentionally and pastorally planned for it. [5 Ways to Execute a Church Communications Strategy](#) gives some suggestions for implementing a pastoral plan for communications.

The posed questions in [10 Questions about your Church Communications](#) might be helpful in looking at our communications strategies.

Communications is Intentional. As the communications strategy is being planned, one important question to ask is: "what effect do we want our communication to have on our audience?"

Probably the most common effect desired is to have the parishioners and

visitors decide to participate in an advertised event. An article about the upcoming Easter Vigil might be considered unsuccessful if it does not result in greater participation at the Vigil. Therefore, the article might include an explicit invitation to this liturgy – the highpoint of our liturgical year - mentioning the gifts and blessings that come from participation.

Not all communications are intended to get people to do something, but they should all have a purpose clearly articulated in the mind of the communicator. Sometimes we simply want people to know something or we want to cultivate a particular attitude or impression.

Communications is Guided by Policy. Part of the plan includes clear policies for our parish communications. Many parishes establish a committee to oversee communication, often including a point person (usually a staff person) to coordinate all the efforts.

- [Holy Trinity Parish, Bremerton, WA](#) describes their committee on their website.
- One example of policies is available from [St. Thomas the Apostle Parish, Naperville, IL](#).

Communication Enables Engagement. The way we communicate with parishioners can encourage the sense of engagement among parishioners, the reality that the experience of belonging leads to greater faith commitment.

We can report on what happened, for example, not just on what is going to happen; we can cover events as a newspaper would. Those who are engaged have an interest in all significant events in the life of the parish.

Keep parishioners informed of the activities of important parish organizations. Information not directly disseminated, parish pastoral council minutes, for example, could be readily available through means that are periodically publicized (e.g. on the website).

Some Specific Guidelines for Enhancing Communications

Know our Audience; shape our message for them. A starting point would not be: "What do we want to tell people?" but rather, "What matters to the people with whom we are communicating?"

What guides us is how our message relates to the felt and actual needs of our parishioners and visitors; communication is as much (or more) about

listening as it is about talking. How are we listening first to our people? How do we find out where they are and what they're thinking? Communication is always two-way. We do have important information to share. Yet, do we always find ourselves informing parishioners (and visitors) or do we ask for their input, their ideas, their needs?

An example of knowing your audience:

A group of regional parishes decided to host a program for Catholics away from the church.

The planners settled on the title,
"Catholics Come Home."

They had hundreds of lawn signs printed with the title and a phone number, distributing them throughout the neighborhoods.

Calls began coming in to the parishes inquiring about how one could about purchasing one of these Catholic homes.

For some reason, the message was interpreted – by many – to be about real estate.

Thus, consult focus groups and/or other committees before rushing into a communication campaign.

Why did so many in these communities think of the real estate angle rather than returning to the practice of their Catholic faith?

Vary our Methods. Different people within the parish (and community) receive information in different ways. If a message is important, use many methods of communicating (newsletter, Sunday bulletin, announcements, bulletin board/kiosk, website, social media, and special calls/mailings). It is nearly impossible to get the message out too much. It might seem that way to parish leadership, but often "over-coverage" is just enough to get the news through to everyone.

Researchers say that today, because of the many messages which people see/her each day as well as the pace of life, people need to see/hear

something 24 times before they really take notice.

Use Target Marketing. People need to know why something will benefit their lives. We may have one program planned/offered; do we use different marketing strategies and messages – about this one program – to uniquely reach various groups within the parish?

For instance, how does this one program meet the needs of those in their maturing years? At the same time, what aspects of this one program might appeal to young marrieds? Can we tweak the advertising to help the various groups realize "what's in it for me" (WIIFM)?

Attract Attention. Even if we have the perfectly crafted message for our intended audience, it is still necessary to gain people's attention. A small item on a crowded bulletin board or the two-line item in a long list of announcements in the bulletin could easily be missed by many readers.

Large headlines, clip art, or photographs can catch people's attention, particularly if these elements are as specifically relevant to the message as possible.

Remind Often. This is another issue which, at times, we might not plan well, perhaps because we focus too much on the message and too little on the audience. We may think that a single notice of an event means that we have publicized the event. Think about the last time you bought concert tickets as soon as you learned of the concert. Most of us need to be reminded again and again. Some of us need a lot of lead time; others make decisions at the last minute.

Consider your audience, and view advertising for events not as an event itself, but as a campaign.

A Few Distinctive Methods of Communication

Although we frequently think of communications as the written word (and now the cyber-word), it is much broader than words. We are communicating each and every time there is any interaction: someone walks into the parish building, parishioners receive a newsletter, a person views the parish website or calls the parish and listens to the answering machine. For each and every one of these interactions: what is the first impression that people receive?

We also might tend to think of communication as the things we want to –

need to - share, etc. Yet, the heart of hospitable communication is listening. Listening to another validates that person's experience and existence. When we are listened to, it creates us. It makes us unfold and expand. It actually takes great inner resources to be a good listener. Many times, we feel that unless we are doing the talking, no real communication is going on.

Our parishes can be places where people know they will be listened to - no matter what. The Book of Sirach reminds all of us, but especially we who are ministers, of the necessity - and beauty - of listening: "If you love listening, you will learn. If you lend an ear, wisdom will be yours." (Sirach 6:33)

The Written Word

This, of course, takes many forms: formal letters, e-mails, memos, handwritten notes, the church bulletin, brochures, the parish website, newsletters for various ministerial groups, etc.

Short, attractive, and affirming are good rules for the written word. Share the information that is needed and of interest; people generally prefer short sentences with little or no jargon.

Tastefully designed notices or brochures create the impression that the gathering - or the announcement - has some significance.

Printed materials should be:

Welcoming
Concise
Readable
Neat
Spacious
Clear
Engaging
WIIFM (what's in it for me?)
Discipleship-oriented

The Sunday Bulletin. Several surveys show that above 90% of churchgoers read the weekly bulletin. It has the potential to be an invaluable source of

announcements and news. To be most effective, the bulletin needs to be kept fresh in appearance and content.

- Are there items in the bulletin which help people feel welcome, very much at home? One of the pages of the bulletin from Old St. Patrick's, Chicago, IL is entitled: "Please, Make Yourself at Home." It continues "For your comfort and convenience, we would like you to know..." and then gives information about:
 - Location of rest rooms
 - Elevator information
 - Gluten hosts
 - If you need a large print missalette...
 - If you need a hearing device...
 - If you need Communion to be brought to your pew...
 - Sign language interpreter at the 5 pm Mass
 - How to exit in case of an emergency
 - Invitation to bring forward the offertory gifts
 - If you would like someone prayed for during Mass...
 - Babysitting services during liturgy
 - Location of - and phone numbers for parish offices
 - Website address
- Look over your bulletin to see if there are any messages that fall short of communicating their intended message of hospitality, such as:
 - "If you are visiting today, please give generously."
 - "Please feel free to speak up loudly and clearly in those moments of the liturgy that call for congregational response. You will be setting a good example."
 - Announcements that almost exclusively talk about money in one way or another.
- Are large print bulletins prepared and easily available, if needed?
- In a welcoming, inviting spirit, do we share our bulletin? Do we mail it to college students, those in prison, in treatment centers, the elderly in retirement/nursing homes?

Some additional thoughts about the Sunday bulletin can be found at [9 Smart Tips For Improving Your Church Bulletin](#).

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Newsletters. Many parishes – in addition to the Sunday bulletin - produce a monthly or quarterly newsletter. It is an opportunity to regularly reach 100% of your parishioners, including seniors, people who are registered but might not be participating and infrequent attenders.

The newsletter is an opportunity to educate, build community, and create a sense of ownership and belonging, focusing on people, not just events.

An example of a newsletter, using communication technology, can be seen in this [online newsletter](#) published three times a year in PDF format by St. James Cathedral, Seattle, WA.

Printed materials should include:

- Parish name
- Address
- Phone number
- Website
- Disability symbols

Printed materials might include:

- Logo of parish or specific ministry/event
- Contact person
- Emails of staff and/or contact person

A Church Pictorial Directory. This can be an invaluable tool to being a welcoming parish community, allowing parishioners to call each other by name and getting to know one another.

Visual Displays and Bulletin Boards. Make visual displays (e.g. posters) big, bold, and visually appealing. Bulletin boards should be changed frequently, so people don't stop looking. Include in bulletin boards: welcoming of new members, special activities, spotlighting different ministries, new library books and materials, service opportunities, etc.

Special Invitations. Print special invitations to dinners, adult faith formation gatherings, community service projects, parish retreats, etc. that people can

“deliver” to friends. Plan special events – lectures, concerts, etc. – that appeal to those who are not currently part of the parish and that parishioners feel comfortable inviting someone to.

Snail Mail. Even though we're going to talk in a moment about the necessity of using today's online technology, get in the habit, too, of sending hand-written notes or cards to people who would appreciate them (who wouldn't?):

- Someone who needs a word of encouragement
- Birthday cards
- Cards to parents on the baptismal anniversaries of their children
- Notes to parishioners who are grieving (during the holidays, on the anniversaries)

Radio Ads, Billboard Signs, Newspaper Ads, Community Bulletin Boards. How often do we use these avenues - all with one goal in mind: telling folks that they are welcome?

Reading and Listening Materials. These provided materials can send the message to people that all of their concerns, needs and questions are significant and welcomed:

- Pamphlets
- Leaflets
- Books
- Reflection booklets (especially during Advent and Lent)
- CD rack

Signs. [GEMS #47](#) looked closely at the importance of signs which exude hospitality. All of our signs – exterior and interior - should be

- Visible
- Clear
- Welcoming



The Cyber Word

Consider some of today's realities:

- More than 40% of church seekers begin and end their search for a new church home on the internet. Most Americans under the age of 40 – parishioners as well as guests – regularly communicate by email, cell phone, Facebook, and Twitter. Among the under-30 crowd landline telephones are becoming extinct, and the majority of American youth and 20-something adults consider email “old fashioned.” They prefer text-messages.
- The words written on Twitter every day would fill a 10-million page book.
- There are 10,000 times as many photographs on Facebook as there are in the US Library of Congress.
(1,227 Quite Interesting Facts to Blow Your Socks Off by John Lloyd, John Mitchinson, and James Harken. W. W. Northon & Co., 2013)
- Larry D. Rosen, in his book *Rewired*, suggests that the “I” generation is incapable of unitasking and that this is a reality we must learn to appreciate. Rosen writes: “Literally their minds are changed – they have been rewired.”
- Frequent studies and research tell us that today people pay more attention to emails, websites, and faxes than snail mail. Are we where the people are?
- For many years now [the church](#) has reminded us frequently that “Church leaders are obliged to use the full potential of the computer age to serve the human and transcendent vocation of every person, and thus to give glory to the Father from whom all good things come.”

Websites. Perhaps, then, one of the first steps in using today's communication strategies is an up-to-date website; it is as much a necessity for today as the weekly parish bulletin is (or used to be). In [Status Update: How Well is the Church Reaching Out to People in the Digital Age](#), Fr. Jim Martin, SJ cautions that “if Church organizations do not maintain a fresh website or blogs, fewer people – especially those who get their information digitally – are going to visit these sites and hear the Church's message, or even care the Church is speaking.”

A website can be designed with both members and visitors in mind. [Are We There Yet?](#) provides some thoughts and practices for this dual purpose which might be helpful and applicable for us.

Most church website hits come from the members of a parish. Think of your website as a “community center for your parish.”

- Post newsletters, minutes, schedules, offerings, etc.
- Homilies can be offered as MP3s (audio files)

Parishes without a website are losing an opportunity to reach their own people as well as visitors and those who are searching. For example, if we post our bulletin on the website, parishioners who were out of town or sick can keep up with what's going on.

The website is very often the first contact new people have with our parishes.

- Create a page newcomers can print with vital information – schedules, staff names, a map to the church.
- [Creating a Visitor-Friendly Parish Website](#) provides some helpful ideas and suggestions for us.
- [Do Welcoming Parish Websites Exist?](#) shares many good questions and examples.
- More practical examples can also be seen at [Why a Welcoming Parish Homepage is Important](#).

Some reminders and things to do with/on our websites:

- Our websites should always be a most trusted source of information. Then all other media (Facebook, Twitter, Pinterest, etc.) should point to that content.
- An important element in reaching our online audience is engagement. Don't just relay the information we want people to hear. Dialog with them. Ask questions. Post photos. Invite them to respond to blogs. Use chat rooms and online discussion groups. Have fun!
- Select the photos for websites with care to convey a sense of welcome and belonging. Visitors will get the best sense of what our parishes are like from the pictures.

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- Pictures speak more than words. In addition to photos, use videos – videos that can easily be made today right at the parish. See [St. Clare of Montefalco, Grosse Pointe Park, MI](#)
- Check the ideas in [10 Dos and Don'ts for Web-Savvy Organizations](#) by Fr. Jim Martin, SJ in the July 4, 2011 issue of *America*.
- Today some people go to our parish websites on their smartphones. Do we know how our website looks on a smartphone? (Some don't look that good.)

Website Suggestions

Contact info for staff
A button that says: “Make us your home page”
Directions to the parish
Weather forecast and time
A Google Search Box
A message board
Question of the Week
Request email addresses from parishioners

Liturgical schedules, homilies, adult faith formation opportunities, bulletins, committee reports, social activities, etc.

Opportunities to blog
Chat rooms and online discussion groups
A changing photo gallery, showing real people of all ages
Videos
Daily Scripture readings
A reflection/meditation for each day
A Question and Answer (changed each week)
A listing of helpful and approved websites
An opportunity for parishioners to request prayers

- Check other parish sites. Read their “About Us” statement. We can tell a lot about a parish by the way they describe themselves. Tone and personality can come through in their statement. How is ours? How welcoming and inviting?
- Google churches in the area. Does ours come up high on the list? If it doesn't people might miss us.
- Is our web address on everything we print and on our exterior signage?
- Use technology such as websites and e-mail, but be sensitive to people who do not have access to these or who choose not to use them. (The e-mail address of a parishioner who checks his/her mail once a month is largely useless.)
- For more ideas on parish websites, check:
 - [Many Parts, One Body: 5 Ways To Make Bulletin And Web Work Together](#)
 - [Building a Better Church Website](#), at [SundayResources](#)
 - [An Astonishing Vision: Casting Our Nets on the Net](#)
 - [Church Event-Specific Web Sites](#).

Emails and e-newsletters. At our disposal today are various emailing messaging systems, such as [Flocknote](#), [Constant Contact](#), and [MailChimp](#). Their databank capabilities are extensive, providing a greater outreach to information, a better tailored communication system.

The advantage of many of them is that they not only allow us to broadcast information about an event, but there is an immediate opportunity to sign up for the event or ministry via the online linking.

Possibilities for emails:

- Send the Sunday readings each Friday
- A daily meditation
- Advent and Lenten reflections
- Alerts for up-coming adult faith formation gatherings and parish service opportunities

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Social Media. As of June 2015 the population of Facebook users was 1.44 billion. If it were a country, it has now surpassed the population of China (the largest in the world. (<http://expandedramblings.com/index.php/by-the-numbers-17-amazing-facebook-stats/>)

We explored some beginning thoughts about the use and importance of social media in [GEMS #40 and #41](#). As we reflect on hospitality in communications in this issue, it is obvious that all the various social media venues offer countless opportunities to be inviting and welcoming – to our own parishioners, visitors, and seekers.

Some perceptive thoughts as we continue exploring this exploding field of possibilities: [Advantages/Disadvantages to Catholic Groups Using Social Media Websites](#).

Many parishes and (arch)dioceses today have formulated a social media policy to guide their efforts. Some examples and helps:

- [Social Media Guidelines from USCCB](#)
- [Social Media Policies for Church Groups](#)
- [The Ultimate List of Social Media Policies for Churches & Ministries](#)
- [How-To Create a Social Media Policy for Your Church](#)
- [10 Must-Haves for Your Social Media Policy](#)

Think like a wise man
but communicate in the language of the people.

- William Butler Yeats

A Beginning to Practical Suggestions

Hav a excelent editr and profreadr. ☺ People are less likely to take our publications seriously if there are lots of misspellings, wrong dates, and other errors.

Invite someone who is not on staff, who is not intimately involved in the parish or an event, to read a brochure, a section of the website, etc. Does it

make sense to them? Are all their questions answered? Often we can be so close to the event or message that we leave out some necessary information.

An example which illustrates
the necessity of reading and re-reading
what we've written in all our communications.

Are we saying what we mean?
Can it be read in more than one way?

A sign in front of a church said:
“We Love Hurting People”

Give Plenty of Advance Notice. Give plenty of advance notice for upcoming events. Brief notices to “save the date” can be run periodically until it’s time to give more details. In today’s world, people’s calendars can fill up very quickly. If we communicate at the last minute, people might desire to come, but already have the date filled.

Create a contact list. Within your communications plan, create a contact list of local news media: newspapers, community newsletters, list serves, local TV and radio. Update it regularly. Be aware of media deadlines and production schedules.

Don’t say too much. Even though it is imperative to give important details, if we try to say everything, we’ll end up communicating nothing.

If letters, emails, the church bulletin, the website have so many words (and paragraphs and extended articles), people won’t try to sort through it all. Two (of the many) guidelines:

- White space (empty space) is good!
- People often find it easier to read items that are bulleted rather than long paragraphs.

Think outside the box. One adult faith formation committee, when they were trying to get a parish program started which was open to the public, did not get much response from any of the local media. So they decided to make

signs and walk back and forth in front of the church, advertising the program, to get people's attention.

It didn't take long for reporters from the local news and newspaper to show up. After all, it looked like they were picketing the church! So – their story made the news and they got a great group of non-parishioners to join their program.

More Practical Suggestions:

- [8 Simple Ways to Improve Church Communication](#)
- [50 Ways to Communicate Effectively](#)
- [12 Essentials to Church Communications](#)
- [5 Ways to Do Church Communication on the Cheap](#)
- [8 Ways to Improve Church Communications with No Money](#)

A humorous example which illustrates the power of saying a little:

When *Les Miserables* was first published in 1862, Victor Hugo sent a telegram to his publisher to ask how it was selling.

His telegram read: “?”

The publisher replied: “!”

Two Things to Remember

As this (long) issue comes to a close – and we reflect on two final reminders – why have we looked at so many issues, through various lens? Hospitality/welcoming is the groundwork – the background - of all we do. It pervades everything, including all facets of our communications. Even something that seems as simple as our **attitude of gratitude** and our **language** contain the potential of contributing to hospitality.

Express Gratitude. Our communications usually share with people things we need to pass on, things they need to know. One of the best ways to be welcoming is to thank often.

In the Sunday bulletin, on the website, on Facebook, thank people: for their engagement in the parish, for visiting, for all the ways they are living their call to ministry, their call to discipleship – within the parish, within the world.

Watch our Language. This can be understood from various viewpoints:

- In [GEMS #48](#) we spoke about avoiding church lingo. At times our words can be very churchy, as well as having our own terms and names (Genesis Group, Time Travelers, etc.) and certainly lots of acronyms (RCIA, USCCB, GIRM, CCC, WYD, VBS, OHWB, etc.). How welcoming and inviting are these, not only to visitors, but also to participating parishioners?
- Daniel H. Pink, well-known author and business leader, challenges people to [Only Speak Like a Human](#). How might this influence all of our communication efforts: face-to-face, print and online?
- Language is powerful. What we call something says what we think about it. Language educates and forms our thinking. As we reach out in welcome and hospitality, what are we inviting people to? How are we inviting them to understand and live their faith? As we think about this, find and use the words to accompany the welcoming vision of the church. For instance:
 - Avoid using the word “church” only in reference to the building. Church is predominately people.
 - Avoid “attending” Mass. We celebrate liturgy. We participate in liturgy. “Attending” seems to make liturgy a spectator sport.
 - Avoid “getting” the sacraments. We celebrate the sacraments. Sacraments are not “things” we get. They are celebrations; they are the actions of the community. They empower us to be someone and to live our lives in a different, a radical way.
 - Avoid language which indicates that sacramental preparation is “getting people ready for one special day.” It's a lifetime.

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- Avoid “program” when speaking about the RCIA; it’s a process.
- Avoid “volunteers” in referring to those involved in the life of the parish. “Volunteers” often connotes something extra, something you don’t have to do but decide to do to be helpful. Those involved in the life of the parish are doing that because Baptism calls us to the responsibility to share in the community’s life.
- Avoid “school” language. Catechesis is much more than an educational enterprise. Educational language keeps faith formation in the realm of memorizing facts and doctrine and, while that is part of it, catechesis is about a journey of relationship that is lifelong. It’s about being converted to a specific way of life of discipleship.

Additional Resources

- The Center for Church Communication published a book called [Outspoken: Conversations on Church Communication](#) consisting of more than sixty articles written by professional persons involved in church communications.
- [Church Communications Handbook: A Complete Guide to Developing a Strategy, Using Technology, Writing Effectively, and Reaching the Unchurched](#)
- [40 Days and 40 Bytes: Making Computers Work for Your Congregation](#)
- [Catholic Web Solutions — Supporting Catholic Organizations and Religious Communities](#)



Golden Nuggets from You

“This is GOOD "stuff" ([GEMS #33](#)). I just spent all of last week at our Center for Ministry with Nick Wagner and Diana Macalintal (<http://teamrcia.com/>) talking about this exact topic. You and Nick are definitely on the same page! I love your format with the discussion questions. I hope to use your newsletter as a study piece for our Education Commission in the months ahead.”

- Diane Seidel, Director of Religious Education,
St. Boniface Parish, Bay City, Michigan

“Beautiful, innovative and inspiring!!! ([GEMS #37](#)). Will share with my DREs.”

- Cris Villapando, Director of Faith Formation Programs,
Diocese of Charlotte, North Carolina



Janet Schaeffler, OP
www.janetschaeffler.com ~ jschaeffler@adriandominicans.org
Past issues of **GEMS** are archived at www.janetschaeffler.com

Additional ideas for Adult Faith Formation can be found at:

- <http://www.ecatechist.com/ebooks/>
Scroll down for *40 Tips: Getting Started in Adult Faith Formation*

- <http://store.pastoralplanning.com/iboplbeprfor.html>
for *Parish Leadership for Improved Adult Catechesis*