



**PARISH PROFILE of the
EPISCOPAL CHURCH
OF THE GOOD SHEPHERD,
October 2014**

An enduring spiritual presence located on the
campus of
Ohio University, Athens, Ohio

The Episcopal Diocese of Southern Ohio

The Episcopal Church of the Good Shepherd is a small parish nestled in the campus of Ohio University in the small but vibrant university city of Athens, Ohio. The university, a state-supported institution with over 21,000 students at the Athens campus alone, is the major factor in the economic, cultural, social, and intellectual life of the city. It is an institution that is ranked 65th in the nation in *U.S. News & World Report* (2012), is the oldest institute of higher learning west of the Alleghenies (established in 1804), and contains distinguished undergraduate and graduate programs in a wide array of disciplines.

The parish was situated at its present location in the center of the Ohio University campus in the early 1950s by Bishop Henry Wise Hobson, who wished to establish Good Shepherd in Athens as one of three university parishes in the Diocese of Southern Ohio, along with St. Stephen's, Columbus, and Trinity, Oxford. Good Shepherd has continued in its role as the Episcopal presence on the campus and in the city ever since.

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RECENT HISTORY

From 1979 until 2002, our Rector was the Rev. E. F. "Mike" Morgan, who left us to lead a parish in the Diocese of Pennsylvania. After a period of supply priests, the Rev. Michael Jupin assumed the role of Interim Priest from 2003 until 2006; after six months of supply, the Rev. William Carroll was hired as Rector in May 2006. He departed in March of 2012; we continued with supply priests until December 2012, when the Rev. Wesley Hills became Priest-in-Charge. Fr. Hills spent only six months in Athens, leaving in June 2013, and we have continued with supply priests since that time. The Rev. Katharin Foster, who is retired, lives in Athens and is a longtime member of the parish, has acted as Assisting Priest during this period. We have also benefited from the presence of the Rev. David McCoy, also retired and living in Athens, who fills in with supply whenever his schedule permits.

There are still some unresolved feelings of bewilderment and confusion surrounding the sudden departure of Father Wes, and our new Priest-in-Charge will need to explore and help redirect some of those feelings.

OUR MISSION STATEMENT

Our mission statement is: "Seeking to know and serve Christ in loving service to the Campus, the Community, and the world."

We recognize our historical imperative in serving the campus, its students, faculty, administrators, and support personnel. At the same time we serve a community which is poor relative to the rest of the state: over 32% of persons in Athens county are classified as below the poverty line, compared to 15% for the state of Ohio overall. Athens County consistently ranks at or near the bottom of the median income scale for Ohio counties in spite of the presence of the university and its over 21,000 students and approximately 3000 estimated total employees on the Athens campus.

As a parish on campus, we are also constantly made aware of the rest of the world through our contacts with parishioners who are international students, faculty, and visiting scholars. Students and faculty from Haiti, Honduras, India, Nigeria, and many other parts of the world have come through our doors as visitors, members, and visiting clergy over the years.



The end of summer vacation "Welcome Back" picnic on campus.

Campus ministry continues

to be an important part of our mission, as evidenced by a Campus Ministry Grant issued to the parish for 2014-2015 by the Diocese of Southern Ohio.

OUR GOALS: (Adopted June 2014)

1. To continue to build upon our Episcopal heritage of worship that is centered in the Eucharist and in the Book of Common Prayer and supported by a strong music program.
2. To develop programs and provide worship designed to attract young families, their children, college students and other underserved groups.
3. To revive our historic mission of Campus Ministry by nurturing, sustaining, and invigorating our ministries to university students, faculty, administrators, and others connected with the university.
4. To learn about and foster the financial stewardship necessary to sustain the operation and mission of the parish.
5. To encourage and strengthen vestry and other lay ministers who provide consistent and visionary leadership.
6. To continue to encourage and support existing individual and small group ministries and to work to establish new programs and ministries.

THE TRANSITION PROCESS:

Information for the transition process was gathered in two ways: first, we conducted a survey of the parish, with the results included below. Second, we held three small group forums, followed by a general parish forum open to all. The summaries of all four forums are contained below:

SUMMARY OF THE PARISH SURVEY, January 2014:

A survey of the parish was conducted in December and January. Forty-seven respondents participated in the survey, which contained three parts: the first asked for demographic information, and the second aimed to identify the aspects of parish life that parishioners consider to be most important and the parishioners' level of satisfaction with each of these aspects. The goal was to identify not only areas in which the parish is performing well but also areas in need of improvement. The third part of the survey was designed to identify specific ministry skills that parishioners believe the next Priest-in-Charge/priest of the congregation must possess to minister effectively to the needs of the parish.

Notable statistics that emerged from the demographic portion included the information that we are 1), an aging parish: 30% of respondents (14 people) indicated they were 70 or older.

11% were 18 to 29, and 27% were 30 to 69 (23% did not report their ages). 2) We are a well-educated parish, with nearly 70% of us possessing master’s degrees or higher. 3) 28% of us have been attending Good Shepherd for 20 years or more, balanced by 39% who have attended for five years or less. 26% have attended between 5 and 20 years. 4) 37% of us give weekly to Good Shepherd; 13% give twice or three times per month; 30% give once a month, and 13% give more than once per month. Other statistics can be found in the full survey results at <http://www.chogs.org/chogarchives/ParishSurveyReport15feb2014.pdf>

The Importance-Performance Action Grid listed 35 attributes that characterize the life of the Church of the Good Shepherd. Respondents were asked to rate each attribute by its level of relative importance to them, and by its relative performance (that is, their satisfaction with the attribute). Results of the importance-performance analysis (IPA) were plotted on a two-dimensional grid with importance on the vertical axis and performance (satisfaction) on the horizontal axis (see Figure 10 on the Survey Report). The two axes formed crosshairs at the value of 4.27 (grand mean score of importance attributes) and 3.63 (grand mean score of performance attributes) on a 5-point scale for each.

<p>Nine attributes (25.71%) fell within Quadrant I “Concentrate Here” (high-importance/low-satisfaction):</p> <ul style="list-style-type: none"> • Church Growth/Development • Christian Education • Pastoral Care • Youth Ministries • Nursery • Sunday School • Meaningful Youth Participation • Campus Ministries • Spiritual Development 	<p>Twelve attributes (34.28%) fell within Quadrant II “Keep up The Good Work” (high-importance/high-satisfaction):</p> <ul style="list-style-type: none"> • Church Administration • Stewardship • The Marthas • Sunday Service • Liturgy • Preaching • Music Ministry • Inclusiveness • Fellowship • Community Outreach • Food Pantry • Free Lunch Wednesdays
<p>Six attributes (17.14%) fell within Quadrant III “Low Priority” (low-importance/ low-satisfaction):</p> <ul style="list-style-type: none"> • Church Facilities • Good Shepherd String Band • Variety in Music Worship • Children’s Christmas Pageant • Interfaith Activities • Evangelism 	<p>Eight attributes (22.86%) fell within Quadrant IV “Possible Overkill” (low-importance/high-satisfaction):</p> <ul style="list-style-type: none"> • Variety of Liturgical Styles • Coffee Hour • Second Sunday Brunch • Soul Biscuits • Prayer Shawl Ministry • Good Earth Farms • Lindley Inn Worship Service • Lay Ministry Involvement

What all this means is that in the future, Good Shepherd needs to concentrate on doing better in the activities of Quadrant I—which have mostly to do with youth and youth ministry, Christian formation, and pastoral care. Six attributes—church growth and development, pastoral care, youth ministries, the nursery, Sunday school, and meaningful youth participation—fell within this quadrant. That is not to say that the activities in the other three quadrants are of less importance. Rather, we recognize them as an integral part of the overall life of Good Shepherd.



Flowering the cross

MINISTRY SKILLS:

The portion of the survey having to do with the ministry skills we desire from our next Priest-in-Charge/Priest demonstrated that the top ten desirable skills in order were:

Pastoral Care
Preaching
Christian Formation/Education
Collaboration
Liturgy

Theology
Spiritual Guidance
Church Growth/Development
Youth Ministry
Teaching.

A complete table and an explanation of the categories and their meanings are located starting on p. 14 of the Parish Survey.

<http://www.chogs.org/chogarchives/ParishSurveyReport15feb2014.pdf>

FOCUS GROUP INTERVIEWS: (Parish Assessment Survey Forum Summary)

To present the parish profile and results of the parish survey, as well as gather input from the congregation, the parish assessment committee held four forums. The first three small group forums were held on Sunday March 14 with five in attendance, Monday March 24 with six in attendance and Tuesday March 25 with three in attendance. The final, large group forum was held on Sunday March 30 with twenty people in attendance.

The forums began with a summary of the survey results: a review of the demographic data, an explanation of the Performance-Action Grid, and a review of the desirable Ministry Skills results. After reflection and comments on the survey results, each forum performed a **SWOT** analysis (**S**trengths, **W**eaknesses, **O**pportunities, **T**hreats), with participants listing and discussing those characteristics at Good Shepherd.

The parish survey summary and the SWOT analysis generated many of the same comments and themes from all the focus groups. All groups commented on the fact that the parish is heavily made up of people over 70. People also noted that the Performance-Action grid pointed to a need for growth and an increased emphasis on youth, students, and education-related activities. Related concerns were pledges and the financial implications of our unbalanced age distribution.

In the SWOT analysis, participants discussed many items overlapping the various categories. In particular, people identified our location as having both positive and negative aspects. In general, the following themes arose repeatedly.

Strengths of the parish: the variety of skills and talents, and the remarkable energy found among parishioners, the excellence of the music and liturgy, and a commitment to outreach and inclusiveness. Two focus groups noted parishioners' commitment and persistence, particularly in the recent period of uncertainty.

Each of the small focus groups identified a general lack of Christian education as a weakness. In particular, people identified this lack as a possible obstacle to growth, both because the absence of programs for children might be unappealing to families and also because the absence of programs for children might deter families and the absence of a formation class or a clear pathway to membership deprives new members of a way to feel connected to or invested spiritually in Good Shepherd or the Episcopal Church.

One theme surrounding opportunities for participation concerned our style of music and liturgy. While most of the parish is very happy with what we have been doing, several people

suggested that it might not be particularly welcoming to those unfamiliar with it. It was suggested that we should think about finding some way of continuing to do what we do now, while also finding ways of including different styles of worship that perhaps would be more appealing to different tastes or to families and to make sure that we do those equally well. Other opportunities for improvement included outreach to the university, students, and faculty.

Every focus group listed financial issues as a threat and related this concern to growth and the demographic imbalance. People also discussed the lack of a priest and the frequent changes in church leadership over the past several years as threats.

Overall, each of the focus groups all seemed to be in general agreement, with growth and Christian formation being the largest concerns and music and individual strengths being considered our strongest assets. Other concerns also arose in individual forums, particularly aid for the hearing impaired, our connection with the Boy Scouts, and social media.

STEWARDSHIP

With an aging congregation, many of whom are on fixed incomes, the church struggles to maintain its pledge base. We have been successful in doing so, and our finances are generally sound. A full statement of our finances is found near the end of this document under Administration. We have made two major financial commitments this year, with the help of the Diocese: first, we are contracting to repair our roof; second, we have agreed that we will hire a full-time Priest-in-Charge.

WORSHIP AND MUSIC

From September through most of June, our regular Sunday worship services consist of a Rite I Eucharist without music at 8:00 AM, followed by a Rite II Eucharist with choir and organ at 10:30. In the summers we move to a single Rite II Eucharist at 9:30. For well over a year we have relied on supply clergy. When a priest has not been available to celebrate the Eucharist, we have relied on laity-led Rite II Morning Prayer. During Lent, laity-led Rite II



Evening Prayer on Wednesday evenings complements the Sunday services.



We have a highly qualified, long-time organist and music director, who holds a B. Mus. degree in Church Music and a M. Mus. in Organ Performance. The choir

consists of about twenty volunteer members and is supplemented during the academic year by four paid soloists (Choral Scholars), usually music majors at Ohio University. The Choral Scholars program has been underway for many years and functions as part of Campus Ministry; the Choral Scholars alumni include many who are now church musicians, teachers, Episcopal priests, and participants in Episcopal parishes across the country.

EDUCATION

Over the years we have had a traditional Sunday school for young children, youth groups and confirmation training for teens, and Bible study and other educational programs and Inquirers' Classes for adults, along with other activities of Christian formation. In recent years, we have experienced a decline in the number of these programs, partly as a result of the changing demographics of the parish and partly because of a lack of families with young children. Recently, however, we have seen the addition of some younger families; we are hopeful that, with a unified Christian Formation program in place in the fall of 2014, we will be able to attract them as regular participants.



EVANGELISM (new member ministries as well as outreach)

Wednesday Free Lunch, Kairos Prison Ministry, Benefits Bank, Food Pantry, Lindley Inn, Southeast Ohio Psychiatric Hospital, and other activities.

LIVING IN COMMUNITY

Food Pantry, Benefits Bank, Good Earth Farm (it ceased to exist in spring 2014), Wednesday Lunch, Episcopal Relief and Development, Episcopal Community Services. We are actively seeking to redirect a portion of the funds that were designated for the Good Earth Farm to local food and sustainability agencies such as the Community Food Initiative or Rural Action.

PASTORAL CARE:

A pastoral committee currently keeps track of our shut-ins and those who are ill or in assisted-living facilities. We are working to improve our pastoral efforts, and we mobilized a group of parishioners to assist in the care of one of our longtime parishioners who recently passed away from ALS.



SERVICE (mission and outreach)

Our mission: "To know and serve Christ in loving service to the Campus, the Community, and the world."

OUTREACH AND MINISTRIES LISTING

Acolytes, Lay Eucharistic Ministers, Visitors. Laity who actively participate in the Sunday services.

Altar Guild. A small but devoted group of parishioners who prepare the altar for Sunday services along with other occasions that require preparation of the sanctuary.

Choir and Hand Bells. Amateur musicians who provide music each Sunday from September through June. In addition, the choir prepares an annual program of Advent music generally held in the afternoon of the First Sunday in Advent.

Coffee Hour. Volunteers who provide refreshments following the 10:30 service.

Associates of the Community of the Holy Spirit. A group of twenty-one women and men who meet quarterly for either Evening Prayer or Eucharist. Two or three times a year, Sr. Faith Margaret from St. Hilda's House in New York comes to Athens to offer spiritual guidance and lead quiet days.

Flower Ministry. A person coordinates the placing of flowers on the altar throughout the year, except during Lent.

Lindley Inn Assisted-Living Worship Service. Once a month several parishioners take communion to Lindley Inn and lead the residents in worship and the singing of hymns.

Nursery (Sunday mornings). Two nursery attendants welcome young children during church year round, accompanying them to church for communion if their parents wish.

Christian Formation.

Prison Ministry (Kairos). A group of men who participate twice annually in weekend study and worship service at the Southeast Ohio Regional Penitentiary (?) and join the inmates in prayer services one evening a week year round.

Ushers

Benefit Bank. Volunteers who help area residents fill out their tax returns each spring.

Church Archives, History, Library.

Lawn and property upkeep.

Marthas. A group of women and men who offer catering for church events (including funerals) and who raise funds in various ways, including flea markets twice a year.

Newsletter and Website.

Parish Meals.

Prayer Shawl Group. Parishioners who meet each week to knit shawls as gifts to parishioners with particular needs or celebratory occasions and to the newborn center at O'Bleness Hospital.

Prison Card Playing outreach. A branch of the Kairos Prison Ministry.

Second Sunday Brunch. On the second Sunday of each month parishioners bring dishes to share in a pot-luck style lunch after church.

Soul Biscuits Cultural Series. Friday afternoon programs aimed especially at inviting young university faculty and staff to the church for snacks, wine and soft drinks, and lectures, music performances, cooking demonstrations, or dance.

Southeast Psychiatric Hospital Worship Service.

Wednesday Free Lunch. Four teams of both parishioners and non-parishioners who prepare and serve a free lunch every Wednesday throughout the year. Anyone in the community is welcome to come to eat and to socialize. Often during the year when Ohio University is in session, more than a hundred guests eat with us.

Choral Scholars. This program provides a means for Ohio University student singers (most but not all are music majors) to serve in paid leadership roles in the Choir, thus exercising musical leadership in a setting outside the classroom. Their presence encourages other students to participate as volunteers in our music ministry. This program, over 20+ years, has introduced dozens of student singers to the tradition of Episcopal liturgy and music.

Campus Ministry. Our campus ministers run a number of activities, including but not limited to Pub Theology, sustainable agriculture, local food initiatives, and many others. We provide space for student groups for performances, discussions and lectures, study, and fellowship. Working with the Diocese, we hope to expand this ministry in the coming year.

ADMINISTRATION (facilities)



We are blessed with a building of stability and beauty. Built in 1952-53, the church is of red brick in a simple colonial style matching the surrounding University buildings. The nave is simply finished with a small balcony and a large arch separating it from the chancel. The organ—a 1954 Aeolian Skinner instrument of 12 ranks, designed by G. Donald Harrison—is located on the right of the chancel, with the console on the opposite side.

View from balcony

The altar currently used, a beautifully made piece by a local craftsman, is front center of the sanctuary.

The Bishop Hobson Lounge (below right), used for meetings of many church committees, and offices for the Priest-in-Charge, secretary, and music director are also located on this floor.



New Altar



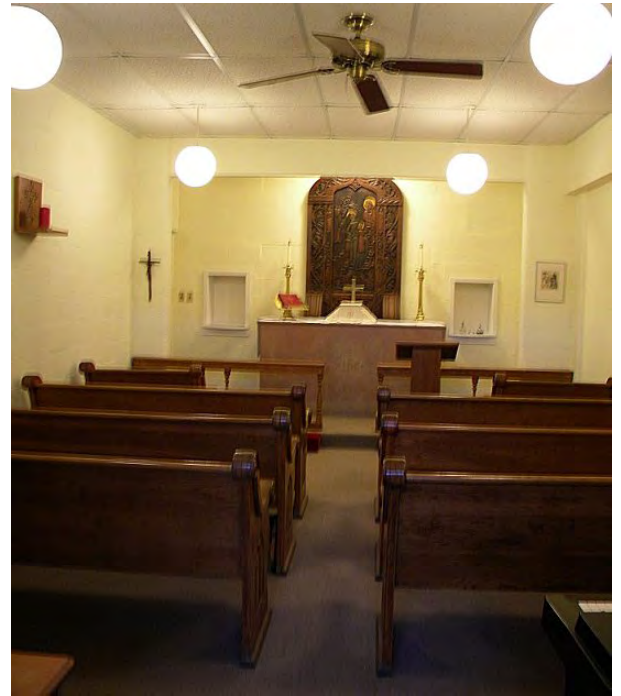
Nehls Hall (with Julie Nehls)

Bishop Hobson Lounge





Nehls Hall Kitchen



Bishop Black Chapel

Nehls Hall, two small classrooms, a small office area, storage areas, a full kitchen, bathrooms, and the Bishop Black Chapel are located on the ground floor. The Bishop Back Chapel (above), is used for 8:00 a.m. Sunday services, contains a beautiful wood altarpiece carved by former parishioner John Rood (1906-1974), an alumnus of Ohio University.



A small parking area, garage, the Episcopal House (former rectory, rented), and the Memorial Garden-Columbarium complete the grounds. A tour of our facilities can be found at <http://www.chogs.org/chogarchives/tour2012.htm>

ADMINISTRATION (finances)

Below is a summary of the 2013, 2014, and projected 2015 budgets

Income

	2013	2014	Notes	2015 Projected	Notes
Pledge & Plate	\$ 132,500.00	\$ 120,500.00		\$ 137,322.00	
Sustainable Endowment Income	\$ 22,500.00	\$ 21,250.00	changed from 4.5% to 4.25%	\$ 21,250.00	
Rentals	\$ 19,400.00	\$ 20,400.00	plus \$1000	\$ 20,400.00	
Kroger Cards	\$ 2,000.00	\$ 1,000.00	minus \$1,000	\$ 1,000.00	
Fundraising	\$ 3,000.00	\$ 2,000.00	less \$1,000	\$ 2,000.00	
Diocesan Campus Ministry Grant	\$ -	\$ -		\$ 14,000.00	Grant for 2015
Total Income	\$ 179,400.00	\$ 165,150.00		\$ 195,972.00	

Expenses

Personnel Expenses

Rector	\$ 60,000.00	\$ 40,000.00	half-time, beginning May 2014	\$ 78,240.00	Full time, beginning 2015*
Office Manager	\$ 19,620.00	\$ 15,200.00	18 hrs/wk @ 15.00	\$ 15,257.00	18 hrs/wk @ 15.00, +3%
Music Director	\$ 15,969.00	\$ 16,480.00	3% raise	\$ 16,974.00	3% raise
Music Director Continuing Ed.	\$ 400.00	\$ 400.00		\$ 400.00	unchanged
Nursery Coordinator	\$ 2,884.00	\$ 2,884.00	unchanged	\$ 2,884.00	unchanged
Visiting Clergy	\$ 3,250.00	\$ 8,600.00		\$ 2,500.00	reduced due to full-time rector
Guest Organist/Extra Services	\$ 515.00	\$ 600.00	increase of \$85	\$ 650.00	increase of \$50
Payroll Manager	\$ -	\$ 1,400.00	new item	\$ 1,500.00	
Workers Comp	\$ 300.00	\$ 300.00		\$ 300.00	
Total Personnel	\$ 102,938.00	\$ 85,864.00		\$ 118,705.00	

Operation Expenses

Utilities Church	\$ 10,500.00	\$ 10,500.00		\$ 10,500.00	
Maintenance Church	\$ 12,000.00	\$ 12,000.00		\$ 12,000.00	
Maintenance Rectory	\$ 1,500.00	\$ 1,600.00		\$ 1,600.00	
Property Tax	\$ 3,650.00	\$ 3,500.00		\$ 3,500.00	
Property Insurance	\$ 5,700.00	\$ 6,000.00		\$ 6,000.00	
Office Expenses	\$ 6,000.00	\$ 6,500.00		\$ 6,500.00	
Diocesan Assessment	\$ 20,206.00	\$ 17,567.00		\$ 17,567.00	
Building Fund	\$ -	\$ 5,000.00		\$ 5,000.00	
Total Operation Expenses	\$ 59,556.00	\$ 62,667.00		\$ 62,667.00	

Program Expenses

Music Expenses	\$ 1,500.00	\$ 1,600.00		\$ 1,600.00	
Convention Delegate Expenses	\$ 500.00	\$ 500.00		\$ 500.00	
New Member/Worship/Formation	\$ 2,600.00	\$ 2,600.00		\$ 2,600.00	
Altar Guild	\$ 850.00	\$ 900.00		\$ 900.00	
Seminarian Support	\$ 500.00	\$ 500.00		\$ 500.00	
Total Program Expenses	\$ 5,950.00	\$ 6,100.00		\$ 6,100.00	

Outreach

Wednesday Lunch	\$ -	\$ 5,000.00		\$ 5,000.00	
To Be Determined	\$ -	\$ 3,500.00		\$ 3,500.00	

Expense Summary

Total Personnel	\$ 102,938.00	\$ 85,864.00		\$ 118,705.00	
Total Operation Expenses	\$ 59,556.00	\$ 62,667.00		\$ 62,667.00	
Total Program Expenses	\$ 5,950.00	\$ 6,100.00		\$ 6,100.00	
Total Outreach Mission	\$ 7,000.00	\$ 8,500.00		\$ 8,500.00	
Total Expenses	\$ 175,444.00	\$ 163,131.00		\$ 195,972.00	

* Rector's salary calculation:
 50000 salary, allowances
 9000 pension
 16200 health insurance
 540 dental
 2500 travel, continuing ed., etc.
 78240 total

Below is a 5-year budget summary from the 2014 Annual Meeting Report. The full 2014 Parish Annual Meeting report can be found at:

[http://www.chogs.org/chogarchives/AnnualReports13\(Packet14\)web.pdf](http://www.chogs.org/chogarchives/AnnualReports13(Packet14)web.pdf)

	INCOME				
	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Pledge & Plate	\$ 144,505.00	\$ 151,000.00	\$ 143,800.00	\$ 132,500.00	\$ 120,500.00
Sustainable Endowment Income	\$ 25,000.00	\$ 22,500.00	\$ 23,000.00	\$ 22,500.00	\$ 21,250.00
Rentals	\$ 18,000.00	\$ 17,000.00	\$ 17,200.00	\$ 19,400.00	\$ 20,400.00
Kroger Cards	\$ 5,000.00	\$ 2,500.00	\$ 2,500.00	\$ 3,000.00	\$ 2,000.00
Outreach Committee Funding		\$ 3,000.00	\$ 3,500.00		
Total Income	\$ 192,505.00	\$ 196,000.00	\$ 190,000.00	\$ 176,400.00	\$ 165,150.00
	EXPENSES				
Total Personnel	\$ 141,126.00	\$ 135,164.00	\$ 138,354.00	\$ 102,938.00	\$ 85,864.00
Total Operation Expenses	\$ 62,107.00	\$ 61,123.00	\$ 70,885.00	\$ 59,556.00	\$ 62,667.00
Total Program Expenses	\$ 3,000.00	\$ 3,400.00	\$ 1,400.00	\$ 5,950.00	\$ 6,100.00
Total Outreach Mission	\$ 10,000.00	\$ 6,000.00	\$ 7,000.00	\$ 7,000.00	\$ 8,500.00
Total Expenses	\$ 216,233.00	\$ 205,687.00	\$ 220,939.00	\$ 175,444.00	\$ 163,131.00
	\$ (18,728.00)	\$ (9,687.00)	\$ (13,914.00)	\$ 956.00	\$ 2,019.00

FURTHER EXPLORATION

Please direct inquiries about the position of Priest-in-Charge at Church of the Good Shepherd to:

The Rev. Canon Lynn Carter-Edmands
Canon for Formation and Transitions
Diocese of Southern Ohio
412 Sycamore Street
Cincinnati, OH 45202
Lcarter-edmands@diosohio.org

To Links about Athens

<http://www.chogs.org/links.htm>

Diocese of Southern Ohio

<http://www.episcopal-dso.org>

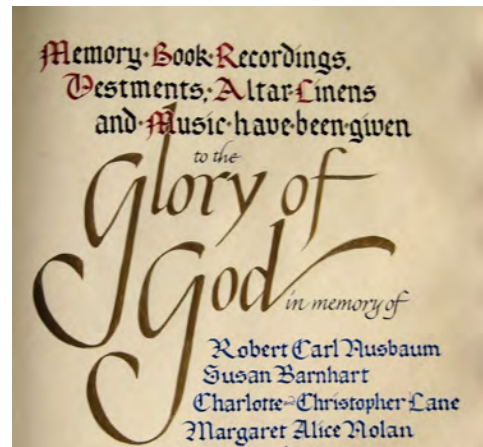
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