



CHAPLAINCY
Innovation Lab

Fiscal Year 2019-2020

THE CHAPLAINCY INNOVATION LAB

Our Mission

The Chaplaincy Innovation Lab brings chaplaincy leaders, theological educators, clinical educators, and social scientists into a research-based conversation about the state of chaplaincy and spiritual care. Driving our work are questions about how, in the midst of changes in the American religious landscape, spiritual caregivers can do their best work.

We aim to improve how chaplains are trained, how they work with diverse individuals (including those with no religious or spiritual backgrounds), and how chaplaincy and spiritual care coheres as a professional field. We seek to foster spiritual care responsive to the needs of all, wherever they may be and wherever they are.

Our Principles

All are welcome. Spiritual needs and struggles are not limited to any one group. The Chaplaincy Innovation Lab excludes none. We foster care provision that is responsive to all individuals, regardless of present or past spiritual or religious affiliation (including none), race, nationality, sexual orientation, ability, and gender identity.

Research-driven. The best spiritual care offers interpersonal support from an empirical basis and best practices. The Lab gathers, fosters, and shares rigorous academic research about the provision of spiritual care in a range of settings. We actively investigate how spiritual care provision is shaped by the people it is offered to and the institutions within which it is provided.

We respect differences. Chaplaincy does not seek to proselytize, convert, or otherwise convince others of one's own religious or spiritual convictions. Chaplaincy practice effective in one cultural context may be ineffective or harmful in another. We support a professional field cognizant and responsive to cultural and individual differences in all forms.

INTRODUCTION

Dear Friends and Colleagues,

I write with continued gratitude for all you do as chaplains and spiritual caregivers to support people wherever they are, as they are, and in the midst of whatever burdens them at that moment and in that place. This year has been full of challenges – many beyond our wildest imaginings – and your work of patience, presence, and quiet encouragement remains for me a beacon.



As the Lab grew this year, more and more reporters called. Many asked me about chaplains running towards death rather than away from it during the pandemic. I reminded them that the work of chaplains is not new: at the bedside, in prisons, with the unhoused, veterans, the young and the old, chaplains have long worked with those suffering, often at the edges of society. It is the media noticing the work of chaplains and spiritual care that was new this year. As so many die of COVID-19, including a disproportionate number of people of color, and systematic racism is (again) laid bare by the death of George Floyd (and others before him), it is hard for the media to miss the presence of healthcare chaplains, police chaplains, protest chaplains, and others seeking to love in the midst of overlapping crises.

We have worked, in collaboration with so many of you, to support chaplains and spiritual care providers this year at the front lines who are loving and caring for people in the throes of so much suffering. Through webinars, phone calls, emails, and social media we have done our best to care for you as you care for so many others. We have learned how much chaplains in different settings have to learn from one another, how much research there is to do, and that many of you are eager to partner with us in these efforts.

None of what we do at the Lab is worth doing if it is not helping to reduce suffering in the world around us. I'm grateful every day for the work of chaplains and spiritual care providers, for the work of Lab staff and advisors who worked harder this year than any team I have ever collaborated with, for Brandeis University that houses us, and for our foundation and individual funders whose grants and gifts make this work possible. If you have been helped, moved, or changed by any of the Lab's offerings this year, I ask you to make a gift so we can continue to offer all of our resources and services at no cost to anyone. We raise every penny that makes this work possible, and every dollar helps.

Love is the spark that the Lab hopes will ignite through practical innovation. Thank you for the love you have offered so much this year, for the support that has sustained me and Lab staff, and for the friendship and collaboration that makes this work worth doing.

As always,



Wendy Cadge

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A YEAR OF SERVICE

In July of 2019, when our fiscal year began, little did we or anyone know what would unfold before the year was over and how our country and our world would be changed. Little did we know that COVID-19 would pose a serious health challenge to everyone, that the death of George Floyd would open anew important conversations about racial equity and social justice, and that both would present unparalleled challenges – but also opportunities – for chaplains and the Chaplaincy Innovation Lab (CIL).

July 2019 through January 2020

Activities early in the year focused on initiatives directed towards understanding and advancing chaplaincy and spiritual care as a field in a range of settings and institutions. These efforts included:

- Gathering for the first time with our colleagues in the [Educating Effective Chaplains](#) project in Boston in late July. This project, which is funded by a grant from the [Henry Luce Foundation](#) to [Boston University](#) with a subaward to CIL, brings theological educators, who teach about chaplaincy and spiritual care into a three-year conversation, clinical educators, and social scientists together to discuss what chaplains need to know in order to do their work well and where and how they learn it. We heard from employers who hire chaplains at this meeting as well as from recent graduates looking for chaplaincy positions and began to talk about what education for chaplaincy looks like if we start from the needs of employers and students.
- Launching the [Spiritual Care in Healthcare: Identifying Decisionmakers' Perspectives](#) project. This is a collaborative effort to better understand how chaplains and chaplaincy are viewed by executives and decision makers in health care organizations. CIL began this important project with funding from the [E. Rhodes and Leona B. Carpenter Foundation](#) and received additional support from the [Association of Professional Chaplains](#), [ACPE](#), [Cleveland Clinic](#), [Mount Sinai Hospital](#), the [National Association of Catholic Chaplains](#), and [Transforming Chaplaincy](#).
- Completing our project “[Strengthening Spiritual Care in Higher Education: Building Chaplain-Social Scientist Partnerships](#),” with Rev. Tiffany Steinwert ([Stanford University](#)) and Shelly Rambo ([Boston University](#)) and with support from [The BTS Center](#).
- Completing our collaboration with the Reconstructionist Rabbinical College on the [Campus Chaplaincy for a Multifaith World: Engaging Diversity, Cultivating Connections](#) project, which was funded by the [Henry Luce Foundation](#). This project enabled us to interview diverse chaplains and leaders in religious life at a range of colleges and universities across the country to understand how they do their work and are integrated in their institutions. We also assessed how participants learned about religious practices different from their own through [a series of retreats led by Nancy Fuchs-Kreimer](#). The project resulted in two papers; already published is Barton, Cadge, and van Stee, “[Caring for the Whole Student: How Do Chaplains Contribute to Campus Life?](#)” *Journal of College and Character* 21:2(2020):67-85. Van Stee,

Cadge, and Barton, “Institutional Influences on College and University Chaplaincy: An Initial Typology” is forthcoming also from the *Journal of College and Character* .

- Continuing our participation in [Cardiff University’s Religion in Multi-Ethnic Contexts: A Multidisciplinary Case Study of Global Seafaring](#). Funded by the UK’s [Economic and Social Research Council](#), this project explores how diverse multi-national crew work together onboard container ships and how port chaplains are of support in the work.
- Publishing three papers from our project “[Assessing and Reimagining Chaplaincy Education](#),” funded by the [Henry Luce Foundation](#) and in partnership with [ACPE](#) and [Rush University](#). These papers treat the [history and future of healthcare chaplaincy; current practice in clinical pastoral education](#); and the [emergence of chaplaincy programs in theological education](#).

In addition to CIL’s participation in these specific projects, we worked to expand the presence of chaplaincy at key professional meetings including the [American Academy of Religion’s](#) Annual Meeting in San Diego in November. Achieving the privilege of creating a new program unit at AAR, we offered two sessions in November 2019: “*Formation and Training in Contemporary Spiritual Care*,” and “*Intersectional Spiritual Care: Chaplaincy across Lines of Difference*.” Attendance for both was standing room only. This represented a major increase in public recognition of the Lab. We continue to dialogue with AAR leadership about the importance of chaplaincy in American religious and spiritual life.

The culmination of much of our early work around advancing the field of chaplaincy came in December 2019 with a small convening at the Fetzer Institute’s Seasons Center for Renewal. CIL partnered with the [Fetzer Institute](#) to bring thirty chaplains, chaplaincy educators, and social scientists working in the United States into a two-day, face-to-face conversation about the current and future state of chaplaincy and spiritual care.



Chaplaincy Innovation Lab Convening Participants

The group included chaplains and spiritual care providers who work in healthcare organizations, colleges and universities, law enforcement, the military, prisons, social movement organizations, and community organizations.

The group was intentionally diverse in terms of age, background, race and ethnicity, gender and sexuality, spirituality and religion, and the setting in which the chaplains work. While some of the participants working in the same kinds of settings knew one another, most were meeting for the first time. The findings, including illustrations of the proceedings and a roster of those who attended, were then published in an eBook entitled [**Meditations on Chaplaincy and Spiritual Care: A Conversation with Chaplains Across Settings.**](#)



In June 2020 we continued the conversation with a [webinar](#) led by a number of those who attended the meeting in December, Rev. Kirstin Boswell-Ford (Associate Dean, Student Support Services, Brown University), Allison Kestenbaum, BCCi, ACPE (Supervisor of CPE and Palliative Care Chaplain, UC San Diego Health), Rev. Dr. J. Eric Skidmore (Program Manager, South Carolina Law Enforcement Program), and Rev. Dr. LeSette Wright (College Chain, Berea College).

Beyond our work to impact the field of chaplaincy itself, we have also undertaken a few select projects which will expand broader understandings of the importance and impact of spiritual care and the role chaplains play. In January of 2019, CIL received a grant from the [David and Lura Lovell Foundation](#) to expand the [Spiritual Generalist Training for Health Care Providers](#) training initially developed for pediatric and geriatric clinicians.

We worked with Hebrew SeniorLife in Boston to modify this in person course so it could be taught in online and hybrid models to a broader range of healthcare providers across the country. The course teaches health care providers conduct basic spiritual assessments, how to provide a basic level of spiritual support and when to involve a chaplain. We continue working with the [California State University's Shiley Institute for Palliative Care](#) to make the course available to a much broader audience in 2020 and beyond.

We also worked with Hebrew SeniorLife on a pilot project entitled [Chaplaincy at Home to Address Isolation \(CHAI\)](#). This project explored ways of providing chaplaincy services to isolated elders before and during the pandemic. Funded by the [Combined Jewish Philanthropies](#) and [Hebrew SeniorLife](#), this effort, which will be completed in December of 2020, is an early prototype for a series of projects for elders we are seeking funding for in the coming year.

More broadly, we also continue to work on the [Mapping Religious Transformation in Boston's Hidden Sacred Spaces](#) project, sponsored by the [National Endowment for the Humanities](#). This project maps the religious transformation in Boston's hidden sacred spaces, looking at how the use of "sacred space" has changed over time. We partnered with [Walking Cinema](#) to produce two online, immersive, interactive [modules](#) people can use to "tour" the spaces from a distance. Three related radio pieces will soon be aired on [WBUR](#) in Boston.

In short, as we began the new year, we had moved forward energetically in pursuing our mission of advancing the field of chaplaincy with those within the field and creating greater awareness for both the important work of chaplains and better understanding of the demand for chaplaincy services in our changing environment.

February 2020 through June 2020

While all of the work of the early part of this past year has continued, early 2020 brought new and vastly expanded opportunities for service. With the arrival of the COVID-19 pandemic, it became clear that an important role for CIL was to be an information resource and safe virtual gathering point for chaplains confronting this invisible but lethal challenge.



While quarantine, family separations at time of hospitalization, and the rapidly rising death toll have meant that the need for spiritual care has been and is clear, the organizational response to the role of chaplains has been fragmented. Some health care facilities consider chaplains "essential" while others insist that they work remotely. For chaplains trained in the tradition of personal connection, the challenge of how to respond was immense. CIL rose to the challenge of providing support and

expert guidance not just to chaplains in healthcare but to those in prisons, colleges and universities, and everywhere as we were all affected by the pandemic.

Beginning in early March, CIL transformed its calendar of monthly [webinars](#) into weekly events. We offered regular town halls and thematic sessions designed to provide respite and support for resilience. Webinar information sessions were attended by as many as 1000 chaplains and addressed topics including:

- [Telechaplancy](#)
- [Pandemic Ethics: What Healthcare Chaplains Need to Know](#)
- [In Difficult Times: Supporting the Front Lines \(Disaster Chaplancy\)](#)
- [Distance Funerals, Complicated Grief: Gathering to grieve during COVID19](#)
- [What I've Seen. What I've Felt. Stories/Reflections of Inpatient Palliative Care Chaplains Amid the Pandemic \(with Transforming Chaplancy\)](#)
- ["In remembrance there is life": A conversation on memorialization amid a global pandemic](#)
- [Hospice Chaplancy in the Age of COVID-19](#)
- [Corrections Chaplancy: Caring for the Whole Facility](#)
- [Spiritual Care for Death and Grief \(with Transforming Chaplancy\)](#)
- [Spiritual Care for Staff and Use of Ritual in the COVID-19 Pandemic](#)
- [Spiritual Care within Long Term Care](#)
- [Spiritual / Moral Dilemmas in COVID-19 \(with Odyssey Impact\)](#)

The regular Town Hall sessions brought a specific focus to supporting chaplains during the early days of the pandemic when, along with concerns for their own well-being and that of their families, they faced an overnight change in how they performed their roles.

For a complete list of the webinars and Town Hall sessions see Appendix I. Barring one live training, all of the sessions were recorded so those who could not attend them in real-time can view them at their convenience later. All continue to be available on our website under the [Chaplancy Innovation Lab Webinar Archive](#).

As we began responding to the COVID-19 pandemic, one of our first offerings was a [resource page](#) which gathered resources across a broad array of topics and continues to draw contributions from experts and front-line staff across the country.

From this and from chaplains engaging with us on webinars, we learned chaplains needed a place to gather online, at their own convenience, with other chaplains to discuss their experiences and responses to the pandemic.

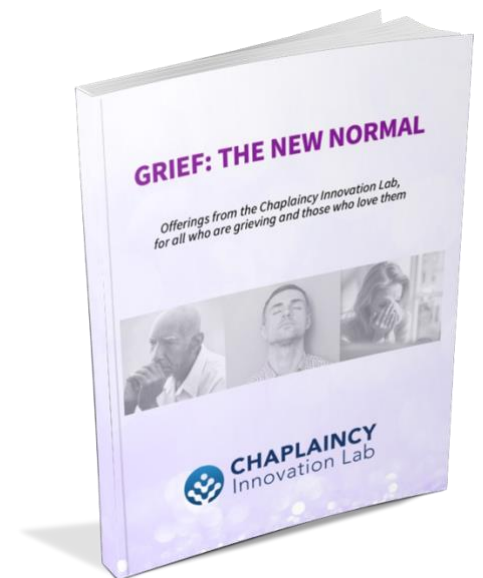


In response, we created a [private Facebook group](#), restricted to chaplains alone, as an easily accessible space for discussion that eventually replaced the Town Hall sessions. As of the end of June, the CIL Facebook page had over 2,100 members.

To complement and expand on critical topics covered in the webinars, we introduced a set of electronic books (eBooks) that were written by subject matter experts, drawn from information shared by chaplains in the field, and made available for free to all.

The eBooks offered through the end of the fiscal year are:

- [Spiritual Care Resources for Religious Holidays](#)
This eBook shares innovative ways that chaplains and other spiritual leaders are finding to celebrate together during this pandemic and beyond.
- [Caring for Those Who Care](#)
This eBook provides inspirational stories about and resources for chaplains to assist them in supporting the staff in their organizations during the COVID-19 pandemic.
- [Grief: The New Normal](#)
This eBook provides resources for all who are grieving and those who love them.



More eBooks are in development for release in the next few months.

In response to the death of George Floyd and the systematic racism that plagues our country, we also [named and began to consider](#) the demographics of chaplains and those they serve. We laid out a series of questions and began a conversation that continues about disparities in who has access to spiritual care and who can become a chaplain. These questions include:

- How do the demographics – racial and otherwise – of chaplains compare to the people they serve?
- How are we addressing inequalities in who has access to spiritual care?
- How are we partnering with diversity, equity, and inclusion offices to address systemic issues in our institutions and striving to make our own staff more diverse?
- How do we address structured inequalities in who has access to training for chaplaincy and build programs that have measurable results?
- How do we recognize those doing the work of chaplaincy without the title because of structured inequalities?

- How do you respond as a chaplain when someone says something racist? There is an important conversation taking place about this question in our [private Facebook group](#).

We will continue to address these questions in partnership with the [Fetzer Institute](#) in the coming year. With everything changing so rapidly, we also recognized the need to get information communicated quickly. We moved from a monthly to a weekly and then bi-weekly newsletter and focused on getting information to the more than 5,500 people (and growing) on our free subscriber list.

With everyone functioning primarily in a virtual world and so much communication taking place through social media, we significantly expanded our online presence, not only on Facebook but also on the web, on Twitter and through LinkedIn. As the “home” for our online and virtual presence, we completely redesigned and expanded our website, adding more resources and information accessible to chaplains, educators, the public and the media 24/7.

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UPCOMING WEBINAR

MITIGATING POOR BEREAVEMENT OUTCOMES AND SUPPORTING STAFF DURING COVID-19

With Dr. Lucy Selman

Co-sponsored by: **TRANSFORMING CHAPLAINCY**

Mitigating Poor Bereavement Outcomes

Join chaplain-researcher Shelley Varner Perez as she interviews palliative care researcher Dr. Lucy Selman from the UK about evidence-based resources to mitigate poor bereavement outcomes and to support staff. **Sept. 3, 12-1pm EDT**

[Register here.](#)

JUST ANNOUNCED

GRANTS up to \$50,000

CHAPLAINS & ADMINISTRATORS ELIGIBLE

Chaplains and administrators addressing frontline COVID-19 issues may be eligible for awards up to \$50,000, thanks to funding from the Henry Luce Foundation. Application deadline: Sept. 11, 2020.

See [qualification requirements here.](#)

MUST READ

FIVE CHAPLAINS FIVE STORIES

REFLECTIONS FROM THE FRONTLINE OF COVID-19

FIVE LIVES CHANGED

Reflections From the Frontline of COVID-19

In the following blog post series we call “Reflections,” chaplains offer their stories from the frontlines in hopes of helping other spiritual care providers. The series continues as Chaplain Rachelle Zazzu share her story. Now we want to hear yours. [Read the story here.](#)

Finally, FY20 may become known as the year when chaplains were recognized in the media as those who, in the face of the COVID-19 pandemic, “raced towards death.”¹ Lab leaders reminded the media that chaplains are not new – they have long been present around the edges. We have also been both part of and a facilitator of this media presence for chaplaincy including in the [Atlantic](#), the [Economist](#), the [BBC](#) and other outlets.

¹ Bari Weiss, “The Men and Women Who Run Toward the Dying,” *New York Times*, April 3, 2020, <https://www.nytimes.com/2020/04/03/opinion/coronavirus-hospitals-chaplains.html>.

Reporters have learned that CIL is an excellent resource for connection to chaplains working on the front lines who are both willing and allowed by their organizations to talk to the media.



In addition, op-eds contributed by Dr. Wendy Cadge, Dr. Trace Haythorn, Dr. Shelly Rambo and others have highlighted important perspectives on chaplaincy and its contributions, both in response to COVID-19 and more generally. For the latest information on chaplaincy in the news, see our website ([Chaplaincy in the News](#)).

As this year full of exciting and unexpected opportunities for service comes to an end, our work does not. In the *Looking Ahead* section, we'll talk about what lies ahead in more detail; it is clear that as important as our work is in advancing the field of chaplaincy in today's changing demographic environment, so, too is our day to day role of supporting chaplains with a place to find information, to gather and converse and to find both ideas for innovation in their practice and restoration for themselves.

Social media promotion plays a major role in the Lab's website traffic and webinar participation.



A YEAR OF GROWTH

The Chaplaincy Innovation Lab experienced significant growth in every dimension of its work the past year. Growth such as we have experienced this year cannot be accomplished without the funding, support and people that have given so much to make it possible. We are deeply grateful.

Our Funders

In FY20, CIL was a participant in \$2.3M in grant funded projects. Of this, \$850,000 represents funding for which CIL is or was the primary grantee. Without the support and commitment of the following funders, all that we have accomplished in this past year would not have been possible:



This past year we also launched our first individual fundraising activities. In October, we celebrated our first birthday, receiving well-wishes and generous contributions from supporters from all over the country and across the field of spiritual care. On May 5, we had a highly successful *Five x Five on Five* event as part of #GivingTuesdayNow, where five donors agreed to each match contributions up to \$5,000.

For all that participated in these first fundraising efforts, we are deeply appreciative. A list of these funders appears in Appendix III.

Our Advisory Committee

Active in helping set the direction for CIL since its inception, the Advisory Committee has continued to play a vital role in our work this past year. In addition to participation in quarterly meetings where the activities of CIL are reviewed and future directions discussed, the Advisory Committee has been instrumental in assisting CIL in ensuring that we are engaging the broadest, most inclusive possible audience in both our conversations and our work.

Many members have led webinars, attending gatherings, and been in ongoing conversation with us about all aspects of the Lab's support for chaplains.

In the past year, we have been fortunate to welcome the following new members to our Advisory Committee:

- RADM Margaret Kibben USN (Ret), former U.S. Navy Chief of Chaplains and CEO of Virtue in Practice
- Dr. Kristen Lucken, Chair of Religious Studies, Brandeis University
- Doug Fagerstrom, President, Marketplace Chaplains
- Ali Candir, Founder and President, Wellspring Chaplaincy Initiative
- Rev. Carolyn Richar, RN, MDiv, CHPN, Chief Mission Officer, Capital Caring Health

For a complete list of our Advisory Committee members, see Appendix II. We are deeply grateful for their continued active participation, guidance, and support.

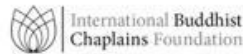
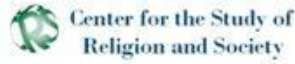
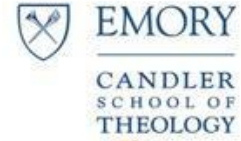
Our Partner Organizations

Just as our work has grown in the past year, so too has been our network of partners, organizations, individuals, and institutions committed to innovative spiritual care.

Many of these are organizations that give chaplains a professional home and all of them share a commitment to sharing information and conversations about how to support chaplains and to advance the field of chaplaincy as a whole.

We are grateful for their willingness to partner with us and to participate in the vital conversations about chaplaincy today and tomorrow. We look forward to continuing to strengthen our collaboration in the years to come.

Partner Organizations:



Our Team



While everyone who knows of CIL is familiar with our co-founders – Dr. Wendy Cadge, Barbara Mandel Professor of Humanistic Social Science at Brandeis University, and Dr. Trace Haythorn, CEO of ACPE – there is a small team behind the scenes that carries much of the day-to-day workload for us. As we began this year, the team included:

- Dr. Michael Skaggs, who has served as Executive Director of CIL;
- Dr. Shelly Rambo, Associate Professor of Theology at Boston University School of Theology and Senior Advisor to CIL; and
- Aja Antoine, Research Associate, Brandeis University

Given the significantly increased opportunities and challenges that came with this past year, we expanded the team to include:

- Helen B. McNeal, Founding Executive Director of the CSU Shiley Institute for Palliative Care, Principal at McNeal Rector Consulting and Senior Advisor to CIL;
- Steve Dahl, Principal at Dahl Marketing and Consultant to CIL; and
- Rachel Payne, MDiv Student, Boston University School of Theology and CIL Project Assistant

In addition, with the challenge of COVID-19 closing college campuses, we were fortunate to be able to add an exceptional team of Undergraduate Research Assistants who have helped us to accomplish so many things that would have been impossible without their efforts. This team included:

- Helena Buckman, College of William and Mary '23
- Juliane Ding, Swarthmore College '22
- Zoe Pringle, Brandeis University '22
- Simona Shuman, Brandeis University '22

While they will be heading back to classes this fall, their contributions have been significant, including organizing, annotating and quickly posting recorded webinars on the website; building and managing a substantial social media presence; conducting extensive literature reviews in support of current and upcoming eBooks; building the jobs portion of our website; organizing our quickly growing list of contacts, partners, and relationships; and supporting data analysis on a range of projects. Together, this team accomplished more than we would have thought possible as the year began, and they have positioned us well for the coming year.

Our Infrastructure

We are grateful to Brandeis University for providing us our home and for their continuing systemic support. From the beginning we have been a largely virtual organization, and this has served us well in this past year with everyone working from home during the COVID-19 pandemic.



As a virtual organization, our online presence is vital and this year we implemented a completely new and expanded website (<https://www.chaplaincyinnovation.org>). This has enabled us to make accessible to chaplains throughout the country and the world all the resources of CIL. We had started a major redesign of our website before the pandemic and completed and launched it shortly thereafter.

The demand for the information we provide can be seen in the 1,177% growth in page views on the website from 2,329 in July 2019 to 23,662 in June of 2020, with a high of 50,380 in April 2020 that reflects the need for information in the changing world of the pandemic.



Thanks to the efforts of Michael Skaggs, [Simona Shuman '22](#) and our communications consultant, Steve Dahl, we continue to build our web content as well as our web visibility and the search engine optimization of our website.



At the beginning of the fiscal year, our Twitter account received 8,460 impressions; by the close of the fiscal year, this number had jumped to 166,000 (including some paid advertising for headline webinars).

To support the exploding demand for our webinars during the early days of the pandemic we added, with support from the Fetzer Institute and Transforming Chaplaincy, online meeting software over which we maintain full control for maximum flexibility.



To facilitate communication of our newsletters and other information, we have expanded our online communication tools with the resulting 380% growth in our audience size.

Thanks to the dedicated effort of our Research Assistant, Simona Shuman, we have built our social media presence and as of the end of the year have more than 750 followers on Twitter, 686 followers on Facebook, and over 2,100 members of our private chaplains' Facebook group.

As we ended FY20, the Chaplaincy Innovation Lab had become truly a 21st-century organization, responding with agility and speed to the immediate needs of chaplains and chaplaincy, and demonstrating our ability to serve and grow under pressure and in unique circumstances.

LOOKING AHEAD

FY20 saw the Chaplaincy Innovation Lab establish a strong foundation upon which to further grow and build. As we look ahead, we see our focus for FY21 (and beyond) as a continuation of our work in three important areas:

Advancing Spiritual Care and Chaplains

Our mission is clear: *“The Chaplaincy Innovation Lab brings chaplaincy leaders, theological educators, clinical educators, and social scientists into a research-based conversation about the state of chaplaincy and spiritual care.”* To do this, we need to deepen, with research, everyone’s understanding about the current state of chaplaincy and spiritual care.

In FY21 we will continue our work on the [“Educating Effective Chaplains: Building a Network and a Field”](#) project through Boston University with funding from the Henry Luce Foundation. This will include completing an edited volume for publication by the University of North Carolina Press intended as an introductory textbook for chaplaincy and spiritual care.



We will also make four case studies useful for teaching the skills of interpersonal and organizational competencies, the work of meaning making, and the contextual challenges of providing spiritual care available for free on the website of the Lab. And we will continue to support (and push for) more streamlined approaches to training chaplains and spiritual caregivers through greater collaboration between theological and clinical educators and more commonality in the learning goals of related degree programs in theological education.

A new grant from the Wabash Foundation through Boston University, [“Innovations in Chaplaincy Education: Redesigning Chaplaincy-Focused Courses”](#) aligns with this educational work and expands its impact. The project focuses on supporting eight educators in theological schools to design chaplaincy-focused courses that are responsive to broad discussions taking place about chaplaincy and that are informed by changes occurring in chaplaincy work settings.

In a different way of advancing chaplaincy, in June, we were pleased to be awarded two years of funding from the Revson Foundation for a project titled [“Leading Where Life Happens: Mapping and Building the Field of Jewish Chaplaincy.”](#) This collaborative effort will strengthen Jewish chaplaincy as a field and support the strategic vision and practical innovation that will enable Jewish chaplains to

do their work most effectively. We plan to map the state of Jewish chaplaincy including building a database of all Jewish chaplains as well as an organizational map of the key institutions involved in the training and work of Jewish chaplains.

We will gather the data from practicing Jewish chaplains which will inform both our emerging vision and the infrastructure required to build leadership pipelines and strategically coordinated innovations in the field. Finally, we will convene a set of high-level, empirically informed planning conversations to chart a strategic plan for Jewish chaplaincy for the next ten years. These meetings will build and strengthen the field, better connect those educating Jewish chaplains with those hiring them and improve the chaplaincy care provided to Jewish people across the United States.

Thanks to continuing funding from the [Fetzer Foundation](#), we will also continue our collaborative work with them to build the chaplaincy network, create relationships among diverse populations, and translate research about chaplains into daily practices. We will focus [on racial diversity among chaplains](#) in the first stage of this project. This work will include building new relationships grounded in the emerging learning.

We also hope to raise funds this year to pilot two cohort programs, one for people in degree programs training to be chaplains and a second for those in their first professional chaplaincy staff positions.

Expanding Access to Spiritual Care

We remain committed to expanding access to spiritual care. We will complete our work this year with colleagues at [Hebrew SeniorLife](#) creating an online program to teach health care providers how to be spiritual care generalists. These trainings will be available through the [CSU Shiley Institute for Palliative Care](#). This course has been benefiting health care providers here in Boston and this year, we look forward to it being able to improve the skills of health providers everywhere.



We will also be deepening our work to expand access to spiritual care for underserved populations. With support from [the Blue Cross Blue Shield Foundation of Massachusetts](#), we will partner with the [Beth Israel Deaconess Medical Center](#) as part of the [Spiritual Care Disparities in Massachusetts Primary Care Clinics](#) project.



With this project, we will be providing Spiritual Generalist training to the health care providers in their community clinics. This pilot project builds capacity by training Massachusetts federally-qualified health center (FQHC) clinicians and others in facilities that serve low-income residents, to be spiritual care (SC) generalists that promote spiritual wellness in their patients and staff.



We are also in the process of seeking funding to support a major initiative to assist elders by providing spiritual care where they are. This project will embed chaplains where elders are as a normal part of their lives, making it easier for them to access spiritual care that has been demonstrated to improve their well-being and reduce loneliness and isolation. We look at these projects as pilots for a larger, national effort that will improve access to spiritual care and well-being for elders.

We will also be launching a series on “What A Chaplain Looks Like” to broaden awareness of the role and presence of chaplains in everyday life.

Supporting Chaplains Serving During the COVID-19 Pandemic

While we hope that the current COVID-19 pandemic will soon be in the past, we will continue to support chaplains in the current challenging environment. To ensure chaplains have all the resources and tools that they need we will continue our webinars and eBooks with a particular focus on the areas of importance in dealing with the pandemic.

We will produce six to eight free webinars, with parallel educational materials, focused on issues of resilience and trauma-informed recovery for chaplains with funding from the [Henry Luce Foundation](#). This project, entitled “[Supporting Resilience among Frontline Spiritual Care Providers](#)” will support chaplains who have been on the front lines, we will partner with counselors to offer support groups where chaplains can begin to process their experiences of supporting individuals and communities. COVID-19. We aim to serve up to 250 chaplains and spiritual care providers. This support will, we hope, renew chaplains for their continued work.

We will also offer grants to front-line chaplains collaborating with administrators in their institutions to expand the spiritual care offered to the staff with whom they work. Six to eight projects of \$25,000-\$50,000 will be funded to enable chaplains to provide increased assistance to individuals providing frontline response to COVID-19 across sectors. A researcher from the Lab will be connected to each project to evaluate impact, enhance networking across projects, and scale the most successful for future crises.

As always, we will be asking chaplains, through our website, Facebook group, and social media, as well as our Advisory Committee and Partners what chaplains need as we move through these unprecedented times. We are excited about the possibilities that FY21 holds and about the opportunities to work with chaplains, chaplaincy educators, and others on innovative and important ways to meet the needs that these possibilities represent.



We look forward to “seeing” you, whether by Zoom or in person, in FY21 and to working together to advance the field of chaplaincy, expand access to spiritual care to all who need it and support the dedicated and important work of chaplains everywhere.

APPENDIX I-III to follow.

APPENDIX I – WEBINARS

[Roundtable: Meditations on Chaplaincy and Spiritual Care](#) - June 15, 2020

Kirstin Boswell-Ford, Associate Dean for Student Services, Brown University

Allison Kestenbaum, Supervisor of Clinical Pastoral Education & Palliative Care Chaplain, UC San Diego Health

J. Eric Skidmore, Program Manager, SCLEAP

LeSette Wright, College Chaplain, Berea College

[“What I’ve seen. What I’ve felt.” Stories and Reflections of Inpatient Palliative Care Chaplains amid the Pandemic](#) - May 28, 2020

Co-sponsored with Transforming Chaplaincy

Sarah Byrne-Martelli, Inpatient Chaplain, Division of Palliative Care and Geriatric Medicine, Massachusetts General Hospital

Jason Callahan, Chaplain, Thomas Palliative Care Unit at VCU Massey Cancer Center; Instructor, VCU Departments of Patient Counseling and Pastoral Care

Edward Peñate, Northwestern Memorial Hospital

Kara Tav, Manager, Spiritual Care NYU Langone-Brooklyn; Palliative Care Chaplain

[Caring for the Caregiver Town Hall](#) - May 26, 2020

Barbara McClure, Associate Professor of Practical Theology and Practice and Director of Programs for Pastoral Thriving, Brite Divinity School at TCU

Cheryl Harris, Cheryl Harris & Associates

[“In remembrance there is life”: A Conversation on Memorialization amid a Global Pandemic](#) - May 21, 2020

Joel Christensen, Associate Professor of Classical Studies, Brandeis University

Jo Hirschmann, Director of Spiritual Care and Education, Mount Sinai Beth Israel and Mount Sinai Downtown

Kathleen Gallivan, Director of Spiritual Care, Brigham & Women’s Hospital

Teri Kwant, Director, RSP Dreambox

Nicky Fox, Assistant Professor of Criminal Justice, Sacramento State University

[Caring for the Caregiver Town Hall](#) - May 12, 2020

Claire Bohman, Director of Sojourn Chaplaincy, Zuckerberg San Francisco General Hospital and Trauma Center

Liam Robins, Manager of Clinical Pastoral Education, Lankenau Medical Center

[Hospice Chaplaincy in the Age of COVID-19](#) - May 7, 2020

Marie Philomène Péan, Hospice Chaplain, Hallmark Health and Hospice

John Tastad, Program Coordinator, Advance Care Planning, Sharp Health Care

Bethany Turner, Spiritual Care Counselor/ Chaplain & Regional Lead, Kaiser Permanente

[Corrections Chaplaincy: Caring for the Whole Facility](#) - May 4, 2020

Justin von Bujdoss, Staff Chaplain, Executive Director of Chaplaincy and Staff Wellness, New York Department of Corrections

[Spiritual Care at the Time of Death and Grief in the COVID-19 Pandemic](#) - April 30, 2020

Co-sponsored with Transforming Chaplaincy

David Fleenor, Director of Education, Center for Spirituality and Health, Icahn School of Medicine at Mount Sinai, New York, NY

Sean Doll O'Mahoney, Manager, Clinical Pastoral Education, Ascension St. Vincent Hospital Indianapolis, IN

Katie Pakos Rimer, Director, Spiritual Care and Education, Beth Israel Deaconess Medical Center, Boston, MA

Joanna Wojtkowiak, Assistant Professor Psychological & Spiritual Aspects of Existential Care, University for Humanistic Studies, Utrecht, The Netherlands

Chaplains in the Public Conversation: How to Write an Op-Ed [event live only] - April 29, 2020

Aja Antoine, Research Associate, Brandeis University and former Senior Program Manager for The OpEd Project

[Caring for the Caregiver Town Hall](#) - April 28, 2020

Su Yon Pak, Senior Director and Associate Professor of Integrative & Field Based Education, Union Theological Seminary

[Care for Staff and Use of Ritual in the COVID-19 Pandemic](#) - April 23, 2020

Co-sponsored with Transforming Chaplaincy

Joshua Coolman, Riley Children's Hospital, Indianapolis, IN

Paul Galchutt, M Health Fairview, Minneapolis, MN

Cathy Chang, Director of On Demand Spiritual Care, Ascension Health

Joanna Wojtkowiak, Assistant Professor of Ritual Studies, University for Humanistic Studies, Utrecht, Netherlands.

[Caring for the Caregiver Town Hall](#) - April 21, 2020

Stephanie Arel, Adjunct Professor of Theology, Fordham University

[Spiritual Care within Long Term Care: Supporting Those More Vulnerable during the Pandemic](#) - April 17, 2020

Co-sponsored with Transforming Chaplaincy

Sara Paasche-Orlow, Director of Spiritual Care, Hebrew SeniorLife

Jana Troutman-Miller, Chaplain and Episcopal priest, Saint John's on the Lake

Judith Holmes-Jensen, Chaplain and ordained Presbyterian (PC(USA)) minister, Ascension Living Skilled Care

[In Difficult Times: Supporting the Front Lines](#) - April 16, 2020

Craig Katz, Clinical Professor in the Departments of Psychiatry, Medical Education, and Healthy System Design & Global Health, Icahn School of Medicine at Mount Sinai

Tim Serban, Regional Spiritual Health Officer Oregon & System Disaster Spiritual Response Leader, Providence St. Joseph Health

[Caring for the Caregiver Town Hall](#) - April 14, 2020

Dagmar Grefe, Manager of Spiritual Care Services and ACPE Supervisor, Children's Hospital of Los Angeles

Asha Shipman, Director of Hindu Life, Yale University

[Caring for the Caregiver Town Hall](#) - April 7, 2020

Phillis Isabella Sheppard, Associate Professor of Religion, Psychology, and Culture, Divinity School and Graduate Department of Religion, Vanderbilt University

Shelly Rambo, Associate Professor of Theology, Boston University School of Theology

[Chaplaincy in the World: International Education](#) - April 7, 2020

Kamal Abu-Shamsieh, Director of Graduate Theological Union Interreligious Chaplaincy Program

Trace Haythorn, Executive Director, ACPE

[Spiritual / Moral Dilemmas in COVID-19](#) - April 6, 2020

Co-sponsored with Odyssey Impact

Stephanie Crumpton, Association Professor of Practical Theology, McCormick Theological Seminary

Carrie Doehring, Clifford Baldrige Professor of Pastoral Care and Counseling, Iliff School of Theology

Zachary Moon, Associate Professor of Theology and Psychology, Chicago Theological Seminary

Michael Shochet, Senior Cantor, Temple Rodef Shalom

[Distance Funerals, Complicated Grief: Gathering to grieve during COVID19](#) - April 2, 2020

Alua Arthur, Going with Grace

Rabbi Steve Kaye, American Red Cross Disaster Spiritual Care

Casper ter Kuile, Sacred Design Lab

Glenda Stansbury, Licensed Funeral Director

Perla Torres, Colibrí Center for Human Rights

[Caring for the Caregiver Town Hall](#) - March 31, 2020

Storm Swain, Frederick Houk Borsch Associate Professor of Anglican Studies, Pastoral Care and Theology, United Lutheran Seminary

Munir Shaikh, Vice President of Operations and Academic Affairs, Bayan Islamic Graduate School

James Weathersby, Chaplain, Riverview Psychiatric Center

[Pandemic Ethics](#) - March 30, 2020

Co-sponsored with Transforming Chaplaincy

M. Jeanne Wirpsa, Program Manager & Clinical Ethicist, Medical Ethics Program and Research Chaplain, Spiritual Care & Education, Northwestern Memorial Hospital, Chicago, IL

Timothy J. Usset, Executive Director, Physicians Serving Physicians (Minneapolis, MN), Army Reserve Chaplain, and past Transforming Chaplain Research Fellow

[Caring for the Caregiver Town Hall](#) - March 24, 2020

Donna Mote, Missioner for Engagement and Innovation, Episcopal Diocese of Atlanta and chaplain, Hartsfield-Jackson International Airport

Peter Gudaitis, Executive Director, New York Disaster Interfaith Services, president of National Disaster Interfaiths Network, chair of New York Voluntary Organizations Active in Disaster

Eric Skidmore, State Police Chaplain, South Carolina

[Telechaplaincy](#) - March 20, 2020

Petra Sprik, Chaplain, Atrium Health

Deborah Ingram, Chaplain Connect Program Coordinator, Advocate Aurora

Kurt Nelson, Director of Religious & Spiritual Life, Bucknell College

Daniel Grosseohme, Staff Scientist, Akron Children's Hospital

Amy Simpson, Staff Chaplain, Cincinnati Children's Hospital

[Spiritual Care and Nature](#) - March 19, 2020

Erin Robertson, Chief Programs Officer, Nature Sacred

[Caring for the Caregiver Town Hall](#) - March 17, 2020

Will Whitmore, School Chaplain, Mercersburg Academy

Trace Haythorn, Executive Director, ACPE

Carrie Doehring, Clifford Baldrige Professor of Pastoral Care and Counseling, Iliff School of Theology

Elaine Yuen, Chair, Department of Wisdom Traditions, Naropa University

Bridget Pigget, Director of Pastoral Education, Emory University

Tahara Akmal, CPE Educator, MedStar Washington

Jennifer Bailey, Founder and Executive Director, Faith Matters

[Pet Chaplaincy](#) - March 4, 2020

Robert Gierka, Founder and Director of Pet Chaplain and Association of Veterinary Pastoral Education

Rachel Geller, Cat Behavior Counselor and Certified Humane Education Specialist

Jennifer Ellers, Counselor, Crisis Responder, Chaplain

Kelly Drescher Johnson, Grief Care Consultant, Veterinary Professional Grief Care

Kathleen O'Hara, Chaplain and Crisis Responder

[Chaplaincy in Secular Settings](#) - February 24, 2020

Anne Vandenhoeck, Assistant Professor of Pastoral Care and Diakonia and Chair of the Academic Centre for Practical Theology, KU Leuven

[LatinX Chaplaincy](#) - January 15, 2020

Jacqueline Marquez, Dean of Religious and Spiritual Life at Wellesley College

John DeCostanza, Director of University Ministry at Dominican University

Kyle Shinseki, SJ, Campus Ministry, Faith Formation and Intercultural Ministry at Santa Clara University

[Association of Muslim Chaplains](#) - December 19, 2019

Wendy Cadge, Founder, Chaplaincy Innovation Lab

Michael Skaggs, Executive Director, Chaplaincy Innovation Lab

Jaye Starr, Membership Chair, AMC

[Chaplaincy from within Buddhism](#) - December 5, 2019

Koshin Paley Ellison, Founder, New York Zen Center for Contemplative Care

[Hopelessness and Care for the Human Spirit](#) - November 18, 2019

Miguel de la Torre, Professor of Social Ethics and LatinX Studies, Iliff School of Theology

[The New Reality: Spiritual Care of the Next Generation](#) - October 21, 2019

Christina Repoley, Director of Strategic Partnerships for Organizations Serving Young Adults, Forum for Theological Exploration

[Spiritual Care for the Non-Communicative](#) - September 6, 2019

Linda Golding, Chaplain, New York Presbyterian / Columbia University Medical Center and Adjunct Professor of Bioethics at Columbia University

APPENDIX II – ADVISORY GROUP

The Chaplaincy Innovation Lab Advisory Group is a gathering of individuals who offer general guidance to the Lab at the invitation of the Lab’s senior leadership. The Advisory Group meets quarterly to consult on the Lab’s activities, provide constructive criticism, and brainstorm about developments in chaplaincy and how the Lab can most effectively address them. They also help the Lab partner with and support chaplains in a range of settings. Advisory Group members serve for three-year terms.

[Tahara Akmal](#) – Director, Clinical Pastoral Education, Reading Hospital School of Health Sciences

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[Margot T. Davis](#) – Senior Research Associate, Institute for Behavioral Health, Brandeis University Heller School for Social Policy and Management

[Karen Diefendorf](#) – Director of Chaplain Services, Tyson Foods

[Martin Doblmeier](#) – President and Founder, Journey Films

[Kevin Ellers, DMin](#) – Territorial Disaster Services Coordinator, The Salvation Army

[John H. Evans](#) – Tata Chancellor’s Chair in Social Sciences, Associate Dean of Social Sciences, Co-director of Institute for Practical Ethics, UC San Diego

[Doug Fagerstrom](#) – CEO, Marketplace Chaplains

[Betty Ferrell](#) – Director and Professor, Division of Nursing Research and Education, Department of Population Sciences, City of Hope National Medical Center

[George Fitchett, DMin, PhD](#) – Director of Research, Rush University Religion, Health and Human Values

[Nancy Fuchs Kreimer](#) – Director, Department of Multifaith Studies and Initiatives, Reconstructionist Rabbinical College

[Rev. Dr. Janet Fuller](#) – Chaplain, Elon University

[Kathy Gallivan, SNDdeN](#) – Director, Spiritual Care Services Department, Brigham & Women’s Hospital

[Linda Golding](#) – Chaplain, New York Presbyterian/Columbia University Medical Center; Coordinator of Pastoral Services, Milstein Hospital

[Ken Hawkins](#) – Executive Director, Seattle Seafarers’ Center

[Matthew Incorvaia](#) – CPE Supervisor, Durham, NC VA

[Sarah Jobe](#) – Chaplain, Interfaith Prison Ministry for Women

[Larry Kanarek](#) – Private consultant; Director, McKinsey & Company

[Rear Adm. Margaret Kibben \(Ret.\)](#) – 26th Chief of Chaplains, United States Navy

[Sarah Knoll Sweeney](#) – Director of Spiritual Care Education, St. Benedict’s Workshop / Iona Collaborative

[Heidi Kugler](#) – Chaplaincy Administrator, Federal Bureau of Investigation

[Rabbi Irwin Kula](#) – President, CLAL

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[CAPT, CHC Jack Lea \(RET\)](#) – Executive Director, National Conference on Ministry to the Armed Forces
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[Kristen Lucken](#) – Chair, Religious Studies, Brandeis University
[Janet R. McCormick](#) – Director of Chaplaincy and Pastoral Counseling, Denver Seminary
[Barbara A. McGraw](#) – Director, Center for Engaged Religious Pluralism and Professor, Social Ethics, Law, and Public Life, St. Mary’s College of California
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[Colin Osburn](#) – Victory CTO
[Sara Paasche-Orlow](#) – Director of Spiritual Care, Hebrew SeniorLife
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[Koshin Paley](#) – Co-Founder, New York Zen Center for Contemplative Care
[Sue Phillips](#) – Founder and Principal, Sacred Design Lab
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[Rabbi Seth Winberg](#) – Director of the Center for Spiritual Life and Senior Jewish Chaplain, Brandeis University; Executive Director, Brandeis University Hillel
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