Dear Colleagues,

We continued apace this year supporting all of you in the work you do with so many. In webinars, conversation circles, field guide sessions, and other gatherings we heard you and continued collaborating with you to build the resources and gathering places that will help you do your best work.

We are thrilled that our new textbook, *Chaplaincy and Spiritual Care in the Twenty-First Century*, is being used in so many classrooms and that our working papers about Black chaplains and about how chaplains are trained are stimulating conversations.

We were grateful to host two small retreats for chaplains and continue to explore other ways to promote and support your self-care. As we work into the second year of our second strategic plan we continue to listen and respond as we see chaplains - on the floor of the House of Representatives, responding to ongoing climate emergencies, and with so many in moments of crisis and stress - quietly leading and supporting.

Congregational life was changing before the pandemic. As the decline in formal affiliation continues, we see chaplains as key religious leaders of the future supporting all people where and as they encounter them.

We are grateful for you and for your work.

Wendy
MISSION

The Chaplaincy Innovation Lab (CIL) launched in October 2018 to bring chaplains, theological educators, clinical educators and social scientists into conversation about the work of chaplaincy and spiritual care. As religious and spiritual life continues to change, the CIL sparks practical innovations that enable chaplains to nurture the spirits of those they serve and reduce human suffering. Our work is shaped by four central commitments maintained by all who are connected to CIL:

PRINCIPLES

All are welcome. We foster care 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. We convene organizations, institutions, individuals and stakeholders interested in any facet of chaplaincy.

We respect differences. We do not seek to proselytize, convert, or otherwise convince others of a particular religious or spiritual conviction. We support a professional field cognizant of and responsive to cultural and individual differences in all forms.

We value learning together. We believe collaboration leverages our strengths and expands community benefits. People doing the work of spiritual care can learn much from (and with) one another beyond their specific setting. Engaging those who become, train or work with chaplains fortifies the foundation for our field. Similarly, we nurture connections with social scientists, religious leaders, and civic leaders. We believe that spiritual care is best provided through collaboration across disciplines and communities.

We are research-driven. We gather, foster, and share rigorous academic research about the provision of spiritual care across a range of settings to enhance best practices and improve delivery of care. We privilege applied, praxis-oriented research and feedback loops that include clients, practitioners, educators and researchers in a way that strengthens the work of spiritual care.
BY THE NUMBERS

As of this annual report, the Lab counts in its community:

- Over 12,000 chaplains, educators, students, researchers, and more who receive our newsletter
- 3,800 chaplains in our private Facebook group for networking and support
- 250 chaplains served by our support groups in partnership with the Albert and Jessie Danielsen Institute at Boston University
- Nearly 200 chaplains who have participated in our conversation circles, sponsored by the Fetzer Institute
- Over 2,000 registrants for our series Field Guide for Aspiring Chaplains
- Over 20,000 registrants and attendees at the webinars the Lab has hosted or co-sponsored since its founding in Fall 2018
- 16 project teams who were re-granted nearly $380,000 from the Henry Luce Foundation to foster resilience in frontline workers
YEAR IN REVIEW

Covenantal Pluralism
After launching in March 2021 with support from the Templeton Religion Trust and the project’s Advisory Committee, the Lab began publishing findings from its project on covenantal pluralism. Publications include:

- Grace Tien, “We Must Diversify Chaplaincy and Religious Leadership,” Aspen Institute, June 1, 2022.

With our partner Gallup, Inc., we conducted a survey in March 2022 on the “demand” for chaplaincy across the United States. Analysis from this survey is now underway and will soon be available at ChaplaincyInnovation.org.

Chaplain Resilience
We drew to a close our project on chaplain resilience, supported by the Henry Luce Foundation. This project advanced resilience among chaplains in multiple ways, including:

- **Regranting** nearly $380,000 to 16 teams around the United States, all working to build and support resilience in their institutions. Several grantees have presented their work in Lab webinars, and the project also produced the eBooks. [Resilience] Staff Care in the Midst of Traumatic Events
- In partnership with the Albert and Jessie Danielsen Institute at Boston University, hosting free, online support groups for 250 chaplains. The Danielsen team presented their work on a webinar in July 2021 to foster awareness of the utility of the support group model. A journal article on the model, titled “Supporting Chaplains on the Frontlines of the COVID-19 Pandemic: A Mixed Method Practice-based Pilot Intervention Study,” was published in Psychological Services.
Hosting multiple webinars on resilience projects were offered to the Lab community.
Hosting two resilience retreats – one at the Commonweal Retreat Center in California and one at the Guest House Retreat & Conference Center in Connecticut – to offer chaplains time to decompress, recharge, and reflect. Several offered their thoughts on the experience at ChaplaincyInnovation.org. As interest in the retreats far exceeded capacity, the Lab is now seeking additional funding for future events.

Chaplain Education
We also drew to a close the project Educating Effective Chaplains in collaboration with Senior Advisor Shelly Rambo (Boston University School of Theology) and Trace Haythorn (ACPE). The project produced numerous resources for chaplaincy educators and students, including:

- 4 interactive, freely available case studies
- A LibGuide on spiritual care, hosted by Boston University School of Theology Library
- A virtual “backpack” of resources for spiritual care educators
- An eBook on educating effective chaplains
- A series of videos on employer needs from chaplains

The project ended with the publication of a landmark textbook in spiritual care education. Chaplaincy and Spiritual Care in the Twenty-First Century, edited by Wendy Cadge and Shelly Rambo, is now available from University of North Carolina Press. The textbook, which covers key topics such as organizational competency, meaning-making, and the significance of several chaplaincy models, was launched in a webinar and can be ordered at ChaplaincyInnovation.org.

We continued our series Field Guide for Aspiring Chaplains, with sessions on spiritual care in community settings, higher education, hospice and palliative care, the military, and healthcare. We are grateful for the support of the E. Rhodes and Leona B. Carpenter Foundation, Bayan Chicago, Boston
College School of Theology and Ministry, Candler School of Theology, Claremont School of Theology, Iliff School of Theology, and Union Theological Seminary for this series.

Support, Networking and Outreach
Our private Facebook group now includes over 3,800 chaplains, who use the space to network, ask questions, seek resources, and generally support one another. Over 1,100 students, second-career chaplains, educators, and more registered for our Field Guide for Aspiring Chaplains series in Fall 2021 and Spring 2022. The series helps those in degree programs leading to careers in spiritual care better understand the field in a space safe for basic questions and conversation. Topics covered included community chaplaincy, hospice and palliative care, combining chaplaincy with another career, and more.

With support from the Fetzer Institute, the Lab continued hosting conversation circles for chaplains of color, facilitated by experienced chaplains of color. The project included a three-part lecture series on the history and development of the intersection between race and spiritual care in the United States. A working paper on Black chaplaincy in America is now available, and the project also included the development and launch of an online reader on the history and present of Black chaplaincy in the United States. With support from the E. Rhodes and Leona B. Carpenter Foundation, the Lab launched a series of events dedicated to supporting chaplains of color in career development. Topics include identity, authority, and workplace dynamics in settings such as healthcare and the military, as well as career decision points. The series will continue in Fall 2022 with sessions on chaplaincy in corrections, higher education, and the legacy left by chaplains of color in their institutions. We will also offer a three-part series of sessions that will provide practical tools for chaplains to advance their careers.

The project THIS is What a Chaplain Looks Like continues, where we feature images and stories of today’s chaplains. In partnership with SeMA Films, we have begun publishing more in-depth interviews with leading chaplains in a variety of fields. We expanded the tradition-specific resources section on our website, adding Buddhist, Hindu, and Humanist approaches to chaplaincy. With support from the Charles H. Revson Foundation, we have begun mapping the present and strategizing for the future of Jewish chaplaincy. In this project our resources for Jewish chaplains have significantly increased.
Ongoing Projects

Chaplain Demand: Chaplains as Facilitators of Covenantal Pluralism

Funded by the Templeton Religion Trust
With the idea of covenantal pluralism, this project emphasizes that chaplaincy work is not just rooted in a single religious tradition but operates across a wide range of religious traditions and differences. We are shifting the conversation to better understand those who work with chaplains in various contexts, as well as those chaplains serve and how they experience chaplain care.

We are convinced that educators cannot train chaplains well without information about where and how the work of chaplains is in demand, how they are enacting covenantal pluralism in those settings, and what training best facilitates their key roles.

This project analyzes the present state of chaplaincy “supply” in the United States (i.e., educational institutions and training organizations) as well as “demand” for spiritual care services (i.e., who hires chaplains? What skills and competencies do they look for?). A key product will be a first-of-its-kind gap analysis to aid the field in connecting chaplains with those in need of spiritual care.

Mapping Jewish Care: Leading Where Life Happens - Mapping and Building the Field of Jewish Chaplaincy

Funded by the Charles H. Revson Foundation
This project builds and strengthens Jewish chaplaincy as a field by supporting the strategic vision and practical innovation that will enable Jewish chaplains to do their work most effectively into the future. To date, we have interviewed 31 leaders in Jewish chaplaincy, gathered a Strategic Planning Group, and begun work on background materials to inform a strategic planning process over the next year.

We have also drafted a working paper that maps Jewish chaplaincy broadly in the United States; we will soon publish the working paper, which will be open for comment, at ChaplaincyInnovation.org.
Mapping Spiritual Care in Maryland

Funded by Institute for Islamic – Christian – Jewish Studies
This project explores spiritual care in the state of Maryland, with a particular focus on three questions:
1. How are chaplains interreligious leaders in their respective organizations?
2. How do chaplains view their work? Do they see it as specifically interreligious?
3. How have chaplains been prepared to offer spiritual care across lines of religion and spirituality, including the non-affiliated? What additional resources or support to chaplains need to do this work?

We are currently engaged in surveying and interviewing chaplains in Maryland and will synthesize their responses into a brief report describing the state of the field.

Spiritual Care Networks

Funded by the Fetzer Institute
The Chaplaincy Innovation Lab (CIL) is collaborating with the Fetzer Institute to support and build networks of spiritual care providers in historically marginalized communities.

Since January 2021, CIL has partnered with experienced facilitators who are chaplains of color to offer free conversation circles for chaplains of color. In 2022 we have continued these conversation circles as well as offering a series of professional development seminars specifically for chaplains of color.

To date, this has included serving 160 chaplains across 16 sessions. In the latter half of 2022, we are broadening this project to address the spiritual care needs of those who are unaffiliated, spiritual but not religious, agnostic, or atheist/humanist.
**Trauma-Responsive Congregations**

*Funded by The Lily Endowment Inc.*

All congregations respond to trauma. Responding well can lead to thriving—in the life of our congregations, our neighborhoods, and our cities.

Led by Professor Shelly Rambo at Boston University School of Theology, this project fosters mutual learning among a network of educators and congregational leaders to generate theologically robust, interdisciplinary, and innovative responses to collective trauma that are deeply integrated into the mission of thriving urban congregations.

By participating in this program, selected fellows have the opportunity to:

- Be part of a cohort of urban congregations.
- Interact with leading experts in spiritual and religious responses to trauma.
- Discover and co-create robust resources for thriving ministries.
- Receive mentoring and support for a congregationally specific project.

In August 2022, this project offered a three-part webinar series on [transformative practices for group processing](http://ChaplaincyInnovation.org). Recordings will be posted at ChaplaincyInnovation.org.

**Looking Forward**

In the next year, we will continue to focus on the following five goals, as outlined in our [strategic plan](http://ChaplaincyInnovation.org):

- **We will continue supporting chaplains as our core constituency by striving to offer the services they most value.**
- **We will expand our public voice about the current religious and spiritual landscape, the need for innovative spiritual care leadership, and the value proposition on which the work of chaplaincy and spiritual care is based.**
- **We will work to build a more diverse pipeline of chaplains by extending our educational and support offerings.**
- **We will conduct targeted research initiatives with practical applications.**
- **We will strengthen our fundraising and infrastructure.**
Supporters

All of this work is made possible with the support of many dedicated individuals, organizations, and foundations. We are deeply grateful to:

The Chaplaincy Innovation Lab Advisory Group

Tahara Akmal – Manager of Clinical Pastoral Education and Chaplain, MedStar Washington Hospital Center, Washington, D.C.

Claire Chuck Bohman – Director, Sojourn Chaplaincy at San Francisco General Hospital

Rev. Dr. Rita Brock – Senior VP for Moral Injury Programs, Volunteers of America

Ali R. Candir, BCC – Founder & President, Wellspring Chaplaincy Initiative

Melissa Carter – Interim Senior Director for Global Spiritual Life, New York University

Mark Chaves – Professor of Sociology, Religious Studies, and Divinity, Duke University

Erica Cohen Moore - Executive Director, National Association of Catholic 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

Phil Gallagher – Director, Human Resources, Morgan Stanley

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

Sarah Jobe – Chaplain, Interfaith Prison Ministry for Women

Dan Judson – Dean of Graduate Leadership Programs, Hebrew College

Larry Kanarek – Private consultant; Director, McKinsey & Company

Rear Adm. Margaret Kibben (Ret.) – 26th Chief of Chaplains, United States Navy; Chaplain, United States House of Representatives

Heidi Kugler – Chaplaincy Administrator, Federal Bureau of Investigation

CAPT, CHC Jack Lea (RET) – Executive Director, National Conference on Ministry to the Armed Forces
Dennis LoRusso – Independent Researcher

Kristen Lucken – Chair, Religious Studies, Brandeis University

Janet R. McCormick – Director of Chaplaincy and Pastoral Counseling, Denver Seminary

Helen B. McNeal – Principal, McNeal Rector

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

Steve Nolan – Chaplain, Princess Alice Hospice (UK)

Ronald Oliver – System Vice President, Mission and Outreach, Norton Healthcare

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

Su Yon Pak – Vice President for Academic Affairs and Dean & Associate Professor, Integrative and Field-Based Education, Union Theological Seminary in the City of New York

Sue Phillips – Founder and Principal, Sacred Design Lab

Christina Puchalski – Professor of Medicine and Health Science, George Washington University School of Medicine and Health Sciences; Director, GWU Institute for Spirituality and Health; Co-Director, MFA-GWU Supportive and Palliative Outpatient Clinic

Shelly Rambo – Associate Professor of Theology, Boston University

Carolyn Richar – Chief Mission Officer, Capital Caring Health

Alan Rozen, MD HMDC FAAHPM – Chief Medical Officer, Platinum Palliative Care

CAPT, CHC Lyman Smith (RET) – Director, Presbyterian Federal Chaplaincy

John Schmalzbauer – Blanche Gorman Strong Chair in Protestant Studies, Missouri State University

Asha Shipman – Director of Hindu Life and Hindu Chaplain, Yale University

Rev. Dr. J. Eric Skidmore – South Carolina Law Enforcement Assistance Program

Rabbi Mychal B. Springer – Manager of Clinical Pastoral Education, NY-Presbyterian Hospital

Ronit Stahl – Assistant Professor of History, UC Berkeley

Tiffany Steinwert – Dean for Religious Life, Stanford University

Rev. Mary Martha Thiel – Director of CPE, Hebrew SeniorLife

Rabbi Seth Winberg – Director of the Center for Spiritual Life and Senior Jewish Chaplain, Brandeis University; Executive Director, Brandeis University Hillel

Frank Yamada – Executive Director, Association of Theological Schools

Jason Zuidema – Executive Director, North American Maritime Ministry Association
Our partner organizations

Academy for Jewish Religion CA
ACPE: The Standard for Spiritual Care & Education
AMC: Association of Muslim Chaplains
Bayan Islamic Graduate School
BC School of Theology and Ministry
Brite Divinity School
Boston University School of Theology
Bucknell University
Federal Bureau of Prisons Chaplaincy Services
Emory Candler School of Theology
Center for the Study of Religion and Society
ChiME: Chaplaincy Institute of Maine
Clal
Claremont School of Theology
C-TAC: Coalition to Transform Advanced Care
COMISS
The California State University Shiley Institute for Palliative Care
Denver Seminary
Drew Theological School
Glean
Hartford International University for Religion & Peace
Hebrew College
Iliff School of Theology
International Buddhist Chaplains Foundation
Journey Films
Marketplace Chaplains
Muslim Endorsement Council
North American Hindu Chaplains Association
Neshama: Association of Jewish Chaplains
Nazarene Theological Seminary
Odyssey Impact!
Pediatric Chaplains Network
SMU Perkins School of Theology
Pet Chaplain
Prism Restorative Justice
Reconstructivst Rabbinical Association
Reconstructionist Rabbinical College
Seminary of the Southwest
Shay Moral Injury Center At Volunteers of America
Tech Chaplaincy Institute
Trans Spiritual Care Initiative
Transforming Chaplaincy
Union Theological Seminary
University of the West
Vassar College
Volunteers of America
VU Vrije Universiteit Amsterdam Faculty of Religion and Theology
Wellspring Chaplaincy Initiative
Chaplaincy Innovation Lab Staff

Leadership

- Wendy Cadge, PhD  Founder & Director
- Trace Haythorn, PhD  Co-Founder
- Michael Skaggs, PhD  Co-Founder  Director of Programs
- Bethamie Horowitz, PhD  Research Director, Mapping Jewish Chaplaincy
- Grace Last  Financial & Grants Administrator

In Residence

- Grace Tien, PhD  Postdoctoral Scholar
- Cheryl Giles, PhD  Scholar in Residence
- Amy Lawton, PhD  Postdoctoral Scholar
- Zac Willette, MDiv, BCC  Innovator in Residence
**Consultants and Advisors**

Aja Antoine  
UC Berkeley  
2020 PhD Cohort

Steve Dahl  
Marketing Consultant

Helen McNeal  
Senior Advisor

Jasmine Terry Okafor  
Development Advisor

Shelly Rambo, PhD  
Senior Advisor

Jessica Hamar Martínez  
Research Consultant

Su Yon Pak, EdD  
Senior Advisor

Kelsey White, PhD  
Research Consultant

**Research Assistants and Associates**

Adah Anderson  
Brandeis ‘24

Jennifer Cañas Alegria  
Brandeis – Heller School ‘23

Mariah Lewis  
Brandeis ‘22

Lijun Lin  
Brandeis PhD Candidate
Foundations
These organizations have supported and partnered with the Lab this fiscal year:
Individuals

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Elizabeth Aeschlimann
Tahara Akmal
Susan Allen
Sheryl Allston
Justin Almeida
Ruth Almeida
Suzanne Alman Offit
Sarah D. Andrysiak
Jeff Andrysiak
Russell Andrysiak
Tracy Armstrong
Diran Avagyan
Julie Avis Rogers
Karam Azab
Krysta Baglien
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Ylisse Bess
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Michael Bingeman
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Joanna S. Buckley
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Cheryl Bundy
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Alice Cabotaje
Donald Cadge
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Wendy Cadge
Laura Cadmus
Linda Card
Wendy Jane Carrel
Ramona Cass
Elizabeth Castaneda
Medical Center
William Chamberlin
Annette Chamness
Arleigh Chamness
Helen C.W. Chan
Samyukta Chaney
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Mark Chaves
Julianna Chen
Mindy Chettih
James Christie
Jaeyeon Chung
Janee Clark
Fritz Clarke
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Jay Fulton
Paul Galchutt
Sam Gallagher
John Gallagher
Philip Meyer Berlin Gallagher
Kathleen Gallivan
Stephanie Gannon
Kathleen Gannon
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Grace Last
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Carol LeCompte
Colleen Leise
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Randy Lester-Wilson
Melanie Levav
Stephen Lewis
Susan Lied
Nancy Lin
Dana Logan
Kristen Lucken
Kathryn Lyndes
Sue Magidson
Caterina Mako
Wendy Manuel
Donna Faye Marcus
Eric Marin
Stephen C. Marks, Jr.
Alexandra Martin
Gary Mathews
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Jonathan McBrayer
Judith McBride
Bill McCann
Diane McCarthy
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Robert Mundle
Gillian Murphy-Stephans
Janet Myers
Mallory Naake
Greg Nealon
Sarah Neeley
Cheryl Nickerson
Kaylen Nique
Andy S. Offit
Appendices

In the News

“Lab advisor named BUSTH Distinguished Alum of the Year,” Chaplaincy Innovation Lab, July 30, 2021.


“WHO and Religions for Peace global conference on strengthening national responses to health emergencies,” World Health Organization, October 20, 2021. Wendy Cadge spoke at this conference and is mentioned here.


“What Harvard’s humanist chaplain shows about atheism in America,” The Conversation, September 24, 2021. This article was co-written by Wendy Cadge.

“Partnering in a pandemic: students and faculty researched the impacts on nurses,” Brandeis NOW, March 30, 2022. This piece discusses Wendy Cadge’s project on nurses at Massachusetts General Hospital.


“Kendal Buddhist recognised as being the world’s first Female Fire Chaplain,” The Westmorland Gazette, May 28, 2022. This article features Jacquetta Gomes who was the lab’s first international chaplain to be featured in “This is What a Chaplain Looks Like.”

“Where the Buddhist Chaplains Are,” Tricycle Magazine, Spring 2022. A featured chaplain explains how the lab led her to a peer group for Buddhist chaplains.


“How the role and visibility of chaplains changed over the past century,” Religion News Service, June 1, 2022. By lab founder, Wendy Cadge and Director of Programs, Michael Skaggs.

New eBooks
The Lab’s full catalog of free eBooks can be accessed here.

Conversation Circles, by the Chaplaincy Innovation Lab and the Fetzer Institute

Mapping Buddhist Chaplains in North America, by Rev. Dr. Monica Sanford, Rev. Dr. Elaine Yuen, Dr. Cheryl Giles, Rev. Hakusho Johan Ostlund, and Alex Baskin

Caring for Interfaith Caregivers, by the Chaplaincy Innovation Lab

Staff Care in the Midst of Traumatic Events, edited by Shelley Varner-Perez

Educating Effective Chaplains in Theological Schools, by Su Yon Pak and Zachary Moon

Beginner’s Guide to Clinical Pastoral Education, by the Chaplaincy Innovation Lab

Webinars
Innovating Chaplaincy Education: Redesigning the Syllabus, July 1, 2021

Perspectives on Chaplaincy from Outside the Profession, July 14, 2021

Chaplain Resilience: The Support Group Model, July 15, 2021
Music for the Soul: An Evening with Jesse Palidofsky, July 28, 2021

Restorative Care for Faculty/Staff during COVID-19, August 6, 2021

Religious Exemptions from COVID-19 Vaccine Mandates, August 30, 2021

Telechaplaincy Competencies, September 1, 2021

Pediatric Mental Health: Chaplains and the In-Between, October 18, 2021
Sponsored by Pediatric Chaplains Network

Sisters in Mourning: Daughters Reflecting on Care, Loss, and Meaning, October 28, 2021

Introduction to Spiritual Care – Field Guide for Aspiring Chaplains – Fall 2021, Session 1, October 18, 2021
In partnership with the Fetzer Institute

Chaplaincy: Critical and changing roles in COVID-19, October 25, 2021
Hosted by the World Health Organization in collaboration with Religions for Peace and the EPI-WIN Faith Communities of Practice

Race, Ethnicity, and the Work of Spiritual Care: Session 1, October 27, 2021
Sponsored by the Fetzer Institute

Case Studies in Buddhist Chaplaincy, November 5, 2021
Sponsored by The International Center of Chinese Buddhist Culture and Education

Introduction to CPE – Field Guide for Aspiring Chaplains – Fall 2021, Session 2, November 28, 2021
In partnership with the Fetzer Institute

Race, Ethnicity, and the Work of Spiritual Care: Session 2, November 28, 2021
Sponsored by the Fetzer Institute
Whole Person Care during COVID: The Science and Practice of Spiritual Connection, December 3, 2021

Combining Chaplaincy with Another Career– Field Guide for Aspiring Chaplains – Fall 2021, Session 3, December 14, 2021
In partnership with the Fetzer Institute

Jewish Spiritual Care: Perspectives from the Field, December 21, 2021
Co-sponsored by the Hornstein Jewish Professional Leadership Program at Brandeis University

Race, Ethnicity, Work of Spiritual Care – #3, December 21, 2021

Palliative Care and the Patient Perspective, January 17, 2022
Sponsored by Coalition to Transform Advanced Care

Field Guide for Aspiring Chaplains – Spring 2022, Session 1 – Community / Movement Chaplaincy, January 19, 2022

Be the Brave One: A Conversation with Ann Kansfield, February 4, 2022

Field Guide for Aspiring Chaplains – Spring 2022, Session 2 – Higher Education Chaplaincy, February 16, 2022

What Chaplains Should Know About Psychedelic Medicines, February 16, 2022

Field Guide for Aspiring Chaplains, Spring 2022 Session 3: Hospice and Palliative Care, March 14, 2022

Corporate Chaplaincy with Jeffery Murphy, March 27, 2022
Supported by the Religious Freedom & Business Foundation for their support of this webinar.
Music for the Soul: Harold Moses, March 28, 2022

Combating Burnout – Laziness as a Spiritual Practice, April 16, 2022
Sponsored by the Spiritual Care Department at Cedars-Sinai Hospital.

Medical Miracle Stories – How chaplains can talk with patients, April 29, 2022
Sponsored by the CSU Shiley Haynes Institute for Palliative Care.

Field Guide for Aspiring Chaplains, Spring 2022 Session 4: Military Chaplaincy, April 29, 2022

Chaplain Education – The Supply Side of Spiritual Care, May 1, 2022

Secularism and Seniors – How can chaplains best serve older adults?, May 4, 2022

Field Guide for Aspiring Chaplains, Spring 2022 Session 5: Healthcare Chaplaincy, May 18, 2022

Burnout in Healthcare Workers, May 26, 2022

Chaplaincy and Law Enforcement, May 31, 2022
Sponsored by National Association of Catholic Chaplains and South Carolina Law Enforcement Assistance Program.

Military Chaplains in World War 2, June 8, 2022

Chaplaincy and Spiritual Care in the 21st Century: Launching the Book, June 17, 2022
With the Centre for Religion and Its Contexts at Emmanuel College of Victoria University
Lab News

Lab colleagues publish special JPT issue on chaplaincy, June 23, 2022
Lab senior advisor Shelly Rambo and scholar in residence Cheryl Giles edited this issue.

Rethinking Responsibility: Moral Injury from War to Prison, June 23, 2022
Lab advisor Sarah Jobe is the author of this article.

Religion and Public Health Panel, May 2, 2022
Lab founder Wendy Cadge appeared in this panel.

Lab hosts Healing & Resilience Pilot Retreats, April 19, 2022
With support from the Henry Luce Foundation.

CFP: Special issue of Journal of Health Care Chaplaincy, April 1, 2022
This issue was edited by lab founder Wendy Cadge and lab director Aja Antoine.

Lab colleague featured on podcast, March 18, 2022
Lab colleague Ylisse Bess was featured on the podcast Dear Soft Black Woman.

Lab director in panel, March 2, 2022
Lab director Wendy Cadge appeared in a panel this plan for the Bennington College Mental Health and Wellness Convenin.

Lab discussed in Tricycle article, February 4, 2022
Pamela Gayle White published an article in Tricycle on Buddhist chaplaincy where she writes about the lab.

Lab director joins international project on spirituality and health, December 3, 2021
Lab founder Wendy Cadge joined the Scientific Advisory Council of the project Spirituality and Health in the United Nations is based in the Theological Faculty at the University of Zurich.

New chaplaincy research reader available, November 19, 2021
Transforming Chaplaincy: The George Fitchett Reader features a foreword by Lab Director Wendy Cadge.

Recommended research publications featuring lab director, October 19, 2021

Lab research published, August 23, 2021
Lab begins project on Covenantal Pluralism in the Work of Chaplaincy, August 13, 2021
In partnership with Templeton Religion Trust.

Lab advisor published in The Conversation, July 30, 2021
Kristen Lucken, Lab Advisor and Chair of Religious Studies at Brandeis University, wrote here on the importance of rest.
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