



ANNUAL REPORT 2022-2023

Left: Images of chaplains from around the world participating in our series **“THIS is What a Chaplain Looks Like!”**

INTRODUCTION

Dear Colleagues,

The breadth of the Lab – both our offerings and our community itself – is one of our greatest strengths. This was especially evident this year in our research and conversation about the supply and demand for chaplaincy and spiritual care. [This new video](#), from our colleagues at Grey Matter Group and Templeton Religion Trust, best summarizes the opportunities for the field and sets the stage for our strategic vision moving forward.

Furthermore, our [program](#) with the Charles Revson Foundation, offering re-grants to Jewish chaplains expanding spiritual care work in various communities, is an important piece of enacting our vision, as are seeing and supporting so many chaplains in programs like our conversation circles.

We continue to make all of our resources available for free, including over 30 new [webinars](#) on topics ranging from chaplaincy and the environment to post-traumatic debriefings in healthcare, spiritual literacy, and more this year. We are grateful for your continued support and the opportunity to remain with you as partners on the journey.

Wendy

Wendy Lodge



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:

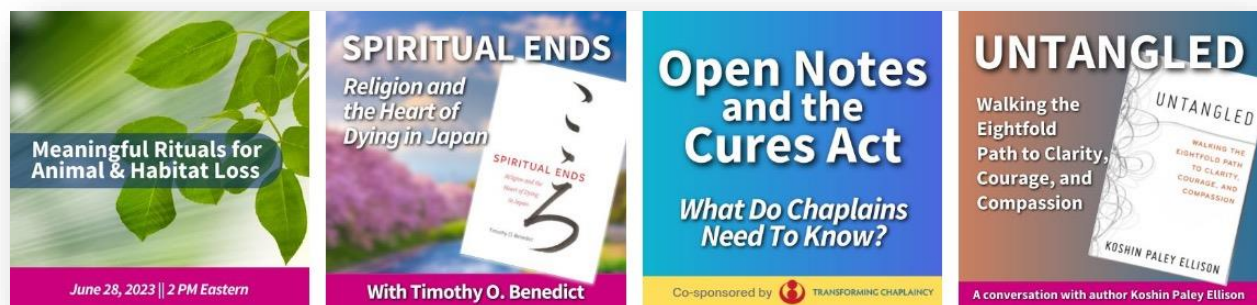
PRINCIPLES

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 14,000 chaplains, educators, students, researchers, and more receive our [newsletter](#)
- Over 4,400 chaplains in our [private Facebook group](#) for networking and support
- 250 chaplains have participated in our [conversation circles](#), sponsored by the Fetzer Institute
- 3,000 registrants for our series [Field Guide for Aspiring Chaplains](#)
- Over 45,000 registrants and attendees at the webinars the Lab has hosted or co-sponsored since its founding in Fall 2018

CHAPLAINCY Innovation Lab

Reading this from a link on social media or forwarded from a friend? Sign up [here](#) to get it straight to your inbox, every Monday.

Share info sheet with clinicians in your facility!

SPiritual GENERALIST TRAINING for Healthcare Clinicians

Our next cohort of "Spiritual Generalist Training for Healthcare Clinicians" begins in September. The program introduces clinicians to the importance of spirituality for patients and families. It also teaches how to conduct basic spiritual care needs assessments and document spiritual care plans. All healthcare clinicians are invited, with contact hours available for some. [Learn more and find a link here - share with clinicians and those involved in planning continuing education programming!](#)

Upcoming Lab Events

The Chaplaincy Innovation Lab webinar program will go on hiatus during the months of July and August due to vacation schedules and guest availability. We'll be back in September! We'll still send out news of other events in the meantime.

CHAPLAINS OF COLOR: HISTORIES AND PRACTICES

Chaplains of Color
Histories and Practices
September 19, 2023 - 3 PM Eastern

With Marilyn JD Barnes, Calvin Bradley, Jr., Lex Cade-White, and Jaclyn Williams. Register [here](#).

Recent Webinar Recordings

Meaningful Rituals for Animal & Habitat Loss
June 08, 2023 12 PM Eastern

SPiritual ENDS
Religion and the Heart of Death in Japan
With Timothy O. Benedict

Open Notes and the Cures Act
What Do Chaplains Need to Know?

Other Events

Facebook post header: **Sparking Practical Innovation in Spiritual Care**

Chaplaincy Innovation Lab
1.9K followers · 22 following

Navigation: Posts, About, Mentions, Followers, Photos, Videos, More

CONVERSATION CIRCLE: CHAPLAINCY and the ENVIRONMENT

First and Third Wednesdays • June 21 - December 6
8.00 - 9.15pm (Eastern) • Online
Facilitated by Rev. Alison Cornish and Gabrielle Gelderman

Logos: CHAPLAINCY Innovation Lab, THE BTS CENTER

YEAR IN REVIEW

Covenantal Pluralism

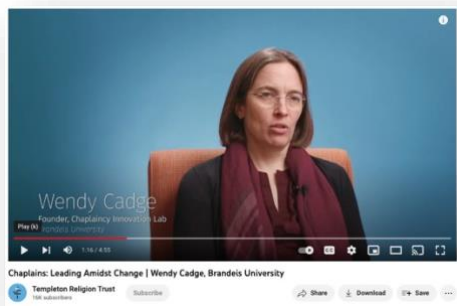
Our project on the present and future of chaplaincy, with support from the Templeton Religion Trust and the project’s [Advisory Committee](#), continued its work in Fiscal Year 2023 on [covenantal pluralism](#). Publications include:



- Amy Lawton, “[Recipients of Spiritual Care Reflect the Diversity of the Nation. Why Don’t Chaplains?](#)” Aspen Institute, October 11, 2022.
- Grace Tien and Wendy Cadge (2022). “From ‘Civilian Clergy to Officer’: Hiring and Training Chaplains for Federal Government Positions.” *Sociology of Religion*, <https://doi.org/10.1093/socrel/srac030>.
- Wendy Cadge and Elan Babchuck, “[American Religion Is Not Dead Yet](#),” The Atlantic, January 16, 2023.
- Lawton, Amy and Wendy Cadge. 2023. “[The Content and Effects of Interactions with Chaplains](#).” *Palliative & Supportive Care* 1–8.
- Amy Lawton, Wendy Cadge, and Jessica Hamar Martinez (2023). “How does the American public interact with chaplains? Evidence from a national survey.” *Journal of Health Care Chaplaincy*, <https://doi-org./10.1080/08854726.2023.2239109>.

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 was completed and published [here](#). Combined with our work on the [supply](#) of chaplains, we published a [gap analysis](#) identifying key areas in which the field should grow.

Our media partners at Grey Matter Group also produced an infographic about spiritual care today, as well as a brief video about the future of the field.



Click the images above to see the video and infographic.

Support, Networking and Outreach

Our [private Facebook group](#) now includes over 4,400 chaplains, who use the space to network, ask questions, seek resources, and generally support one another. The project [THIS is What a Chaplain Looks Like](#) continues, where we feature images and stories of today's chaplains.



Since starting the series in the fall of 2020, over 3,000 students, second-career chaplains, educators, and more have registered for our [Field Guide for Aspiring Chaplains](#). 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 include community chaplaincy, hospice and palliative care, combining chaplaincy with another career, fundamental explanations of clinical pastoral education, and more.

With support from the Fetzer Institute, the Lab continued hosting [conversation circles](#) for chaplains of color, facilitated by experienced chaplains of color. In the spring of 2023, we also launched [conversation circles](#) for chaplains who do not identify with a religious or spiritual tradition.

Building on the foundations of the conversation circle model piloted with the Fetzer Institute, the Lab also partnered with The BTS Center to begin a series of [conversation circles](#) on chaplaincy and the environment. These circles are hosted by BTS and facilitated by experienced chaplains working at the intersection of spiritual care and the environment. The BTS Center has become a key partner in fostering this growing and exciting field of chaplaincy.

Finally, the Lab's efforts to raise awareness of where chaplains serve and how they contribute to communities continued with several projects. With the Institute for Islamic-Christian-Jewish Studies, we completed a [mapping](#) of spiritual care in the state of Maryland and those chaplains' needs. We also completed the project [Mapping and Building the Field of Jewish Chaplaincy](#), which resulted in a final [report](#) and a [webinar](#) delivering the project's findings of widespread service by chaplains in Jewish settings, even while chaplains often remain overlooked.

Having demonstrated the value of Jewish chaplaincy, we then launched a series of demonstration [projects](#) with support from the Charles Revson Foundation. These four innovative projects will offer key examples of and support for Jewish chaplaincy nationwide.

Ongoing Projects

[Chaplain Demand: Chaplains as Facilitators of Covenantal Pluralism](#)

[Funded by the Templeton Religion Trust](#)

With this 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?). The project also offers a gap analysis to aid the field in connecting chaplains with those in need of spiritual care.

[Strengthening Jewish Chaplaincy: Demonstration Projects Based on Demand](#)

[Funded by the Charles H. Revson Foundation](#)

This project invited grant applications for Jewish chaplaincy demonstration projects to project teams who proposed creative, evidence-based ways Jewish chaplains can meet the demand for innovative spiritual and emotional support for people typically underserved.

We particularly encouraged applications related to the work of community chaplaincy – a distinctive contribution of Jewish chaplains – as well as from leaders in organizations and settings that have not traditionally seen the work of Jewish chaplains as central to their mission.



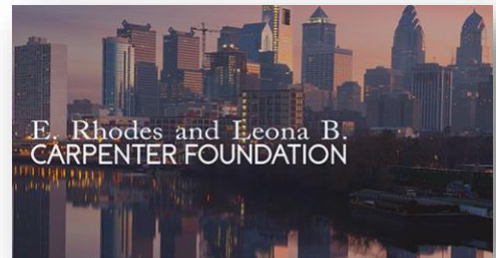
[Four grants of \\$40,000](#) were awarded for work to be completed between July 1, 2023 and June 30, 2024. Each project team is supported by an experienced mentor who has demonstrated success integrating chaplaincy in new ways into new settings. These mentors will work closely with project teams for the duration of their grants to ensure the success and ongoing viability of their interventions.

[Career Advancement for Chaplains](#)

[Funded by E. Rhodes and Leona B. Carpenter Foundation](#)

This project helps diversify what we call the “chaplaincy pipeline” — classroom education through to field training and careers — and offers opportunities for students to learn about the settings in which chaplains work and to participate in ongoing conversation with chaplains. It also assists students in networking with student colleagues training for chaplaincy in different institutions.

More significantly, the program begins building a pipeline to help bring people of color into the work of chaplaincy and spiritual care and help them advance in their careers.



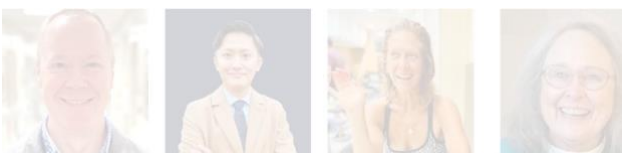
In the fall of 2023 and spring of 2024, this project will partner with clinical pastoral educators at Emory Healthcare to support CPE residents in launching their careers in spiritual care.

[Conversation Circles on Chaplaincy and the Environment](#)

[Funded by The BTS Center](#)

The BTS Center, in collaboration with the Chaplaincy Innovation Lab, is creating an opportunity on chaplaincy and the environment. Chaplains committed to working at the intersection of the environment, climate change, and spiritual care are now in ongoing conversation with one another, sharing experiences, offering support, and seeking inspiration for their ongoing work.

This Conversation Circle was opened to chaplains who are seeking to engage with one another about the work of spiritual care in a supportive environment. This group offers support for personal well-being and community-building in the midst of multiple, and intersecting, challenging realities in today’s world.



[Queer Calls to Chaplaincy](#)

[Project grant for researchers funded by The Louisville Institute](#)

In this project, Lab Research Manager Dr. Amy Lawton will establish for the first time in the research literature an exploration of how LGBTQIA2S+ people discern a vocation in chaplaincy. Chaplains play a key role in the contemporary religious ecology, and queer spiritual experiences are often marginalized in a wide variety of religious contexts. Chaplaincy's status as a pluralistic profession requires that we continuously center marginalized identities in our discourse.



This project engages a cohort of chaplains who are in discernment and considering careers in chaplaincy or discerned a call to chaplaincy in the last five years. Each participant will be interviewed three times over the course of a year. The goals of this project are to better understand how LGBTQIA2S+ people discern a vocation to chaplaincy; to name and understand specific academic, professional, and spiritual challenges faced by queer students of chaplaincy and chaplains-in-training and how these challenges relate to one's ability to live out a call; and to identify the existing and emerging queer spaces in chaplaincy in order to better support those spaces.

[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 2023 we have continued these conversation circles, both serving chaplains of color and expanding to include chaplains who do not identify with a religious or spiritual tradition.

[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:

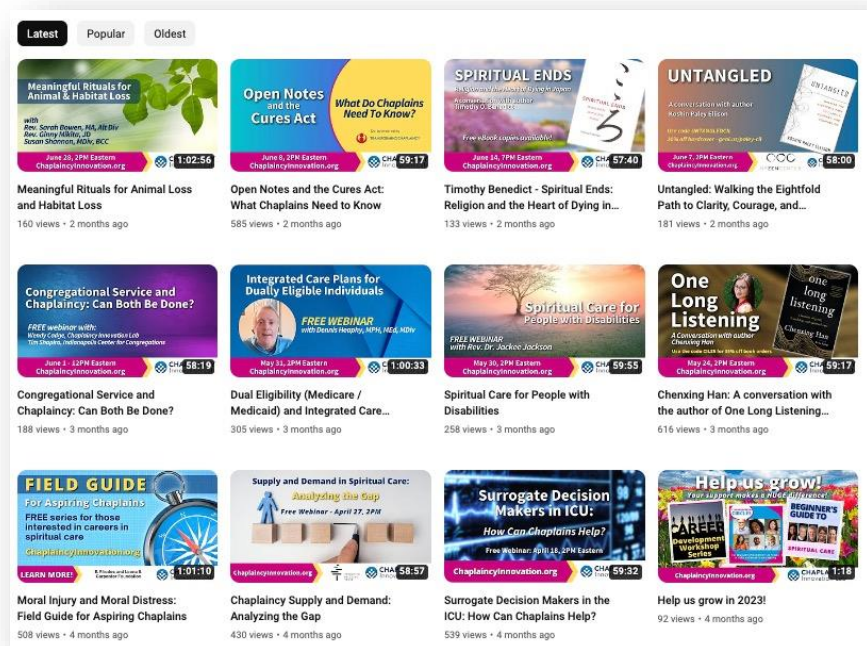
- Be part of a cohort of urban congregations.
- Interact with leading experts in spiritual and religious responses to trauma.
- Discover and co-create robust resources for thriving ministries.
- Receive mentoring and support for a congregationally-specific project.

Looking Forward

In the next year, we will embrace our new Strategic Vision for Spiritual Care. Our vision is grounded now in the **work** of spiritual care. After deep listening to both the “supply” and “demand” sides of chaplaincy, in this new vision we will focus strongly on **the people who can benefit from spiritual care**, aiming for five outcomes:

1. Consistent knowledge among the public of what chaplaincy/spiritual care is and why/how to access it.
2. Increased knowledge of and access to chaplaincy and spiritual care in traditional settings.
3. New business models that financially support the provision of chaplaincy and spiritual care in new or novel settings.
4. Business models that financially support the provision of chaplaincy and spiritual care in legacy settings.
5. Ongoing practical collaboration among supply-side actors (educational institutions, endorsers, certification bodies) and demand-side actors (employers, recipients of care, etc.) in a wide variety of religious, community, and business organizations.

The Lab’s YouTube channel provides easy access to replays of all the webinars.



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

[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 Prisons

[CAPT, CHC Jack Lea \(RET\)](#) – Executive Director, National Conference on Ministry to the Armed Forces

[Dennis LoRusso](#) – Visiting Fellow, Princeton University

[Kristen Lucken](#) – Chair, Religious Studies, Brandeis University

[Janet R. McCormack](#) – 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

[Ronald Oliver](#) – System Vice President, Mission and Outreach, Norton Healthcare

[Sara Paasche-Orlow](#) – Executive Director, Hillel, Northeastern University

[Su Yon Pak](#) – Senior Director & 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

[Csaba Szilagyi](#) – Director of Research, Rush University Religion, Health and Human Values

[Lauren A. Taylor](#) – Affiliated Faculty, NYU Wagner; Assistant Professor, NYU Langone School of Medicine

[Rev. Mary Martha Thiel](#) – Director of CPE, Hebrew SeniorLife

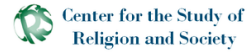
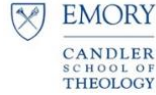
[Rabbi Seth Winberg](#) – Director of the Center for Spiritual Life and Senior Jewish Chaplain, Brandeis University; Executive Director, Brandeis University Hillel

[Frank Yamada](#) – Executive Director, Association of Theological Schools

[Jason Zuidema](#) – Executive Director, North American Maritime Ministry Association



Our partner organizations



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Co-Founder



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Samaria Dellorso
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Lijun Lin
Brandeis PhD '23



Alaina Vermilya
Brandeis '24



During this fiscal year, we also began the Lab's **Internship in Nonprofit Operations**. We were pleased to welcome Shaunessé Jacobs-Plaisimond to this role.

Shaunessé provided vital support for programming and other aspects of the Lab's day-to-day operations. She defended her dissertation at Boston University School of Theology at the end of the 2022-2023 academic year.

Foundations

These organizations have supported and partnered with the Lab this fiscal year:



E. RHODES AND LEONA B. CARPENTER FOUNDATION



Individuals

The Chaplaincy Innovation Lab is grateful for the generous contributions of its many supporters in Fiscal Year 2023, which included a successful crowdfunding campaign in June 2023 and many gifts over the course of the year. We thank our supporters:

Samsiah Abdul-Majid
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Bicri Singh
Brenda Skaggs
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Lyman Smith
Shelley Sorensen Boudier
Samuel Speers
Kenita Spencer
Jaye Starr
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Carol Stephens
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Sophie Trachtenberg
Andrew Tressler
Shelley Varner Perez
William Waff
David Walls
Suzanne Washburn
Richard Watts
Andrea Whinnery
Christina Whitmire
Denise Wolferman
Kim Young



Appendices

In the News

Beau Underwood, [review](#) of Wendy Cadge, *Spiritual Care: The Everyday Work of Chaplains* (Oxford University Press, 2023), *Word & Way*, June 27, 2023.

Adam Reinherz, "[Chaplains lend an ear and offer help during synagogue shooting trial](#)," *Pittsburgh Jewish Chronicle*, June 13, 2023.

Paula Jacobs, "[Wanted: More Rabbis](#)," *Tablet*, March 13, 2023.

Kathryn Post, "[Chaplains offer more than prayers: New study confirms impact on ICU families](#)," *Religion News Service*, February 15, 2023.

Wendy Cadge, "[The everyday work of chaplains: hidden around the edges](#)," *OUPblog*, February 3, 2023.

Hillary Zaken, "[Anthony Cruz Pantojas to deliver keynote at Ripple Conference](#)," *Today at Elon*, January 20, 2023.

Wendy Cadge and Elan Babchuck, "[American Religion Is Not Dead Yet](#)," *The Atlantic*, January 16, 2023.

Andrea Cooper, "[Animal chaplaincy has become a growing profession](#)," *Broadview*, January 9, 2023.

Lydia Saad, "[One in Four Americans Have Been Served by Chaplains](#)," *Gallup*, December 14, 2022.

Wendy Cadge, "[Who's giving Americans spiritual care? As congregational attendance shrinks, it's often chaplains](#)," *The Conversation*, December 1, 2022.

Lawrence Goodman, "[Chaplains: The unsung heroes of American Judaism](#)," *Boulder Jewish News*, November 1, 2022.

Elizabeth Leiman Kraiem, "[Jewish chaplains: Leading where life happens](#)," *eJewishPhilanthropy*, October 26, 2022.

Brian Kaylor, "[Wendy Cadge of the Chaplaincy Innovation Lab](#)," *Word & Way*, September 1, 2022.

Ken Chitwood, "[On a Wing and a Prayer: What Airport Chapels Teach Us About Religion](#)," *Patheos*, July 15, 2022.

New eBooks

The Lab's full catalog of free eBooks can be accessed [here](#).

[Chaplains in Maryland: Mapping and Assessing Needs](#), by Amy Lawton and Lijun Lin

[Resilience for Spiritual Caregivers: The COVID-19 Pandemic and Beyond](#), by Michael Skaggs

Webinars

[Anxious Experts: Disaster Response & Spiritual Care](#), July 1, 2022

[Sacred Sendoffs](#), July 22, 2022

[Sacred Ground: Chaplaincy through the Camera](#), July 29, 2022

[Transformative Practices for Group Processing – Session 1](#), August 6, 2022
Supported by the Lily Endowment.

[Transformative Practices for Group Processing – Session 2](#), August 23, 2022
Supported by the Lily Endowment.

[Transformative Practices for Group Processing – Session 3](#),
August 24, 2022
Supported by the Lily Endowment.

[Making CPE Accessible: Exploring the Pros and Cons of Online CPE](#), September 14, 2022
Co-sponsored by the Chaplaincy Innovation Lab and the ACPE Curriculum Committee.

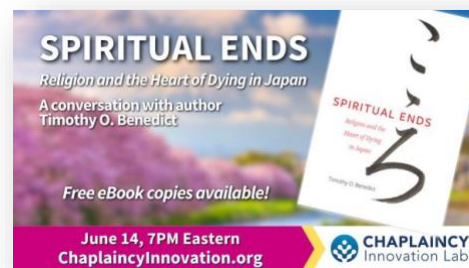
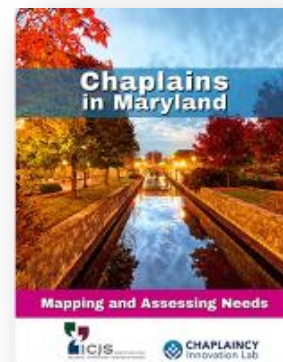
[“The Pause”: Post-Traumatic Chaplain-Led Debriefing](#),
September 16, 2022
Supported by Transforming Chaplaincy and IU Health.

[The Demand for Chaplaincy: Findings from a National Survey](#), September 23, 2022

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Lab News

[Journal of Health Care Chaplaincy publishes special issue on chaplains of color](#), May 31, 2023

[Lab/Revson Foundation award \\$160,000 to innovative projects in Jewish chaplaincy](#), May 31, 2023

[Lab publishes on chaplain interactions](#), May 25, 2023

[Demand-focused spiritual care](#), April 27, 2023

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[Light in the darkness](#), February 21, 2023

[How the Lab helped me in 2022](#), February 7, 2023

[Press release: Strengthening Jewish Chaplaincy](#), January 23, 2023

[Lab director of programs in Religion Unplugged](#), January 9, 2023

[Lab researcher awarded Louisville Institute grant](#), December 22, 2022

[Gallup: One quarter of Americans have utilized spiritual care services](#), December 14, 2022

[Lab director's book named one of Word & Way's 2022 Books of the Year](#),
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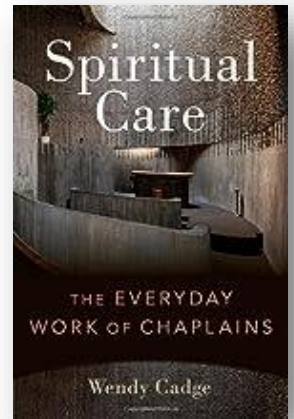
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