



2004 Annual Report to Membership

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Letter from the Chair

Dear Colleagues in Ministry:

The NACC had a full and exciting year in 2004. I will recap for you important information that as members you may want to know.

Leadership

First, I want to assure you that your association is in capable hands. We are fortunate to have a stable, dedicated, and skilled staff in the National Office under the leadership of Ms. Kathy Eldridge, our Acting Director, who celebrated her 20-year anniversary with us this past year.



*Joan Bumpus
Chair
Board of Directors*

We are moving closer to hiring a permanent executive director, after our first search ended without a positive resolution last fall. For more details, please turn to page 13 for the report of Bridget Deegan-Krause, co-chair of the Search Committee.

On the Board we have solid and experienced leadership. Although Sr. Maryanna Coyle's official term has expired, she has agreed (with excitement, I might add) at the request of the Board to continue with us in 2005, for one more year. Ms. Bridget Deegan-Krause, Ms. Ann Hurst, Mr. Patrick Bolton, Ms. Theresa Vithayathil Edmonson,

and Bishop Dale J. Melczek continue to be valuable members of the Board, working on a variety of issues and committees. While we were blessed to have Rev. Gerard Broccolo, STD as an extern member this past year, we are deeply saddened that Jerry had to resign due to some personal issues that demanded his attention.

I am happy to welcome on the Board our newly elected member at large: Mrs. Karen Pugliese, Chaplain at Central DuPage Health in Winfield, Illinois. I am also very excited to announce the appointments of Mr. Paul Marceau and Sr. Mary Eileen Wilhelm to the Board as extern members, nominated by the Governance Committee. Paul is Vice President of Mission Services and Ethics at Trinity Health in Novi, Michigan, and Sr. Eileen is President Emeritus of Mercy Medical in Alabama.

I also commend the members of the National Certification Commission, who continue to refine our vital certification process. 2004 was a record year for us. We had the largest group of certification interviews in the history of our association. This accomplishment took the efforts of the national office staff, the Certification Commission, and more than 300 NACC members who volunteered their time and gifts to serve on interview committees, as interview team educators, and as site coordinators. Please join me in offering our thanks and sincere gratitude for their dedication to the NACC.

The Board also approved the roles and responsibilities of the new Governance Committee, which includes such tasks as the

election process, board policies and procedures, bylaws review, and maintenance of the overall structure of the Board. Board member Bridget Deegan-Krause chairs this committee.

Local activity

Many of you have told us that you miss the regional activity as a form of connectedness. I don't know if this is the experience of a few or if most of you have this concern, but I would like to know your thoughts. The Board is more than willing to look at how we might put a structural component in place to help address this need. Please e-mail me or the national office with your thoughts and ideas.

Strategic Plan

Implementing the NACC Strategic Plan continues to be in the forefront of our deliberations. The complete Strategic Plan is available on the NACC website: www.nacc.org/resources/documents.asp.

Late in 2003, we decided to create a tactical action plan for the Strategic Plan, with member and national office input. With information obtained from members at the 2004 Conference in Kansas City, tactical items were selected and prioritized. The Board endorsed these tactical items and has been updated on completion of the projects.

The Profession of Chaplaincy

The NACC was a key participant in completing and adopting four common documents that we have diligently worked on this past year. Under the auspices of the Council on Collaboration, several task forces were formed to hammer out the details of these documents. In November 2004 in Portland, Maine, all the Boards came together in a joint meeting and affirmed these documents as common among us. This was a historic event for our profession.

These common documents include:

- ▼ Common Standards for Professional Chaplaincy
- ▼ Common Standards for Pastoral Educators/Supervisors
- ▼ Common Code of Ethics for Chaplains, Pastoral Counselors, Pastoral Educators and Students
- ▼ Principles for Processing Ethical Complaints

Additionally, Council members agreed to participate in one "cabinet of liaisons" for advocacy for professional chaplaincy and supervision with government, regulatory agencies, and other health care organizations in the United States.

The Changing Role of the Chaplain

We continue to develop information and resources on spirituality, organizational development, and leadership within organizations. This is available to our members through *Vision* and on our Web page at www.nacc.org/resources/

Universality/Particularity and Catholic Identity

Bishop Dale J. Melczek, DD, continues as our Episcopal Liaison to collaborate with the USCCB on our behalf. Other Catholic organizations and associations have been identified for

possible future collaboration. Additionally, the October 2004 issue of *Vision* centered on the issue of Catholic identity.

Technology in Service to the Membership

We are in the process of assessing technological software and hardware needs of the association. We continue to work to update the NACC website with resources for professional support and development.

Recruitment of New Chaplains

We are looking forward to a plan of marketing and recruitment for the association. This includes diverse populations as well as possibilities for chaplaincy outside the health care institution. Coupled with this, a long-range plan is being developed for both national and regional educational activities. In an effort to sustain and recruit our CPE Supervisors, the NACC will be sponsoring a CPE Supervisor Breakfast and special educational session for both NACC and non-NACC Supervisors at the 2005 Conference. Led by members of the NACC Certification Commission, this will become an annual event of renewal for our Supervisors and potential supervisors.

Financial and Operational Stability

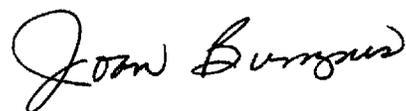
An audit of staffing needs, position descriptions and compensation was conducted through the National Association of Church Personnel Administrators. A Finance Committee of the Board of Directors was created, and has assisted with some long-range financial planning for the Association.

Operationally, the Governance Committee has assessed board composition and structure to identify needed areas of expertise. We continue to develop position descriptions for all association volunteers, and in order to encourage leadership, we are conducting a session led by former NACC President Rev. Richard Leliaert at the 2005 Conference titled "Is It I, Lord? The Sacred Call to NACC Leadership."

Financial Report

The NACC audited financial statement for fiscal year 2003-2004 accompanies the Finance Committee report. We implemented a different financial strategy, and I am pleased to report that for the first time in ten years we have shifted short-term funds into long-term investments, establishing a stronger financial base. We do, however, need to continue to build our reserves to an acceptable level that will enable us to achieve our longer-term commitment and ensure the financial stability of the association. (See pages 8-12).

We have been very lucky to have such wonderful involvement from our members this past year – on committees and task forces; in planning conferences and the 40th anniversary; with certification; and in so many other ways. As we look to the future and continue to focus on you, the members, we take this time to say thank you for the many ways you continue to assist in the work of the association.



Joan Bumpus
Chair, Board of Directors

Board of Directors

CHAIR

Joan M. Bumpus
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TREASURER

Theresa Vithayathil Edmonson
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Most Rev. Dale Melczek, DD
Bishop of Gary
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Sr. Mary Eileen Wilhelm, RSM
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Acting Director

This past year has been filled with challenge, opportunity and accomplishment. Even with a good deal of internal transition, the work of the national office has continued, uninterrupted, through the efforts of the more seasoned staff, fairly new staff, and many member volunteers. I had the privilege of communicating with hundreds of our members and others on a variety of issues while wearing two hats — one as Acting Director and the other as Director of Operations. I would like to take this opportunity to express my appreciation for the ongoing support that we at the national office have received as we prepare for our next Executive Director.

In reviewing the reports included here, it is clear that the Board of Directors, Certification Commission, Interview Team Educators, committees, panels, task forces, staff and volunteers have contributed time and talent to the work and successes of these past months. As I reflected on the work that has been accomplished, on behalf of the membership, we've all been working with the same tapestry using many colored threads. My report will capture a few new threads.

Staffing

In 2004 we sadly said goodbye to two of our seasoned staff, Robert Kopchinski, Administrative Specialist/Special Projects, and Susan Cubar, *Vision* Editor. We are grateful for the experience, contributions, and time they devoted to the work and the mission of the association. On the brighter side, the office welcomed back Becky Evans, former *Vision* Editor, who assisted us while we were searching to fill the Editor position and who continues to assist with special projects as needed. *Vision* reported on the hiring of the new Editor, David Lewellen, who has grown more comfortable with his role and responsibilities. David is looking forward to working with the newly formed Editorial Advisory Board in developing a plan for future issues of *Vision*.

Robert was the computer guru in the office and the database expert. When he left, it became clear that database training for the staff was on the horizon. As our database is older and there isn't much technical support available, we were fortunate to find a firm willing to come onsite to work with the staff. In the spring, we hired Phil Paradowski as the new Administrative Specialist/Special Projects. Phil now troubleshoots the computer hiccups in the office.

The staff has had opportunities throughout the year to attend computer classes offered by the Archdiocese of Milwaukee at no charge. A number of the staff improved their computer skills by attending these in-house classes. A few of the staff had additional opportunity to attend a workshop or seminar related to their specific area of work.

Audit

This summer, NACC's annual audit was once again conducted by the firm of Winter, Kloman, Moter and Repp, S.C. The auditors spent approximately two days at the national

office reviewing the books. A number of years ago, the auditors would spend a week or more on site. The limited time now spent on site is directly related to the organization and efficient presentation of materials. Recognizing the improvement over the years, the auditors have provided us with a discount for their services.

Based on the change from a fiscal year to a calendar year, the Finance Committee decided to conduct an eighteen-month audit instead of a six-month and calendar-year-end audit, realizing a savings of approximately \$5,400.

Election

The NACC national office became more involved with the election process this year. At the direction of Bridget Deegan-Krause, using instant runoff voting, 2,997 ballots were mailed to members, with a return rate of just under 50% (1,488). Susanne Chawszczewski and Phil Paradowski coordinated the production, mailing, receipt and tallying of all ballots. More information about the election appears in the Governance Committee report on page 13.

Membership

Over the years we've seen a gradual decline in membership. The decreasing number of full members in the association has been an ongoing concern. For comparison purposes, the following is provided:

<u>Date</u>	<u>Full Members</u>	<u>Total Members*</u>
Nov. '86	3,212	3,357
Nov. '95	2,943	3,569
Oct. '04	2,372	3,179

* Total Members includes Life, Affiliate, Emeritus, Student, Inactive, and Missionary.

The decline in members is primarily due to the age of our membership. Based on the December '04 statistics, the average age of our membership is 62. For a more complete statistical report, see page 6.

Increasing membership by retaining current members and recruiting new chaplains is a part of our strategic plan and a priority that will receive more attention in 2005.

Indemnification

Although the Board of Directors has been covered under the NACC's Directors and Officers Liability Insurance policy, there was concern and a request that the members of the Certification Commission, Appeals Panel, and Grievance Panel additionally be covered.

Our insurance agent was contacted and members of these groups have been included in the coverage. No additional premium was incurred due to the change, as a maximum number of individuals are covered within the policy and

additional charges occur only after the maximum number has been met.

Collaboration

In Kansas City, Susanne Chawaszczewski, Ph.D., Director of Education and Professional Practice, and I met with Paul Marceau and Alan Bowman, Director of Spiritual Care, Catholic Health Initiatives. The discussion centered on ways we could work together specifically in developing leadership tools/resources for chaplains, directors and mission leaders. Some of the suggestions will only require time to implement, and others will require some financial support. Interestingly, the points for discussion — electronic communications (discussion groups, chat rooms) increased opportunity for state/regional educational and networking opportunities, etc. — fall under the tactics already being discussed internally under the NACC Strategic Plan.

Kathy Eldridge
Acting Director

National Office Staff

Acting Director

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Director of Education & Professional Practice

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Barbara Hempel
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Professional Practice (certification)

Marilyn Warczak
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Special Projects

Phil Paradowski
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Director of Education and Professional Practice

2004 Conference

The entire event received wonderful positive feedback from attendees. Many remarked that this was one of the best conferences they had attended. The schedule/logistics were seamless, and the staff, the conference committee, and many volunteers put a great deal of effort into making this a success.

Total attendance was 493: 471 full attendees, 16 student attendees, and six daily attendees. First-time conference attendees numbered 109.

Special guests included Rev. Arthur A. Schmidt, President, Association for Clinical Pastoral Education; Rabbi Barbara Speyer, President, National Association of Jewish Chaplains; and Sister Kay Sheskaitis, IHM, Executive Director, USCCB/CCA.

2005 Conference – Streams in the Desert: A Call to Professional Renewal

The conference will be held in Albuquerque, New Mexico, April 9-13, at the Albuquerque Convention Center in conjunction with the Association of Professional Chaplains. Three hotels will accommodate attendees: the Hyatt Regency, the Doubletree and La Posada.

NACC representatives to the planning committee are: Sr. Mary Anne DiVincenzo, CSJ (Co-Chair); Sr. Norma Gutierrez, MCDP (Co-Chair for Local Arrangements and Speakers); Bro. Edward Smink, OH (Co-Chair for Spiritual Needs)

The NACC Liturgy Chair is Rev. Kevin Tripp. The following are scheduled:

- ▼ Sunday, April 10 – 9:30 a.m.
 - Missioning of Newly Certified Chaplains and Supervisors
 - Celebrant: Most Rev. Michael J. Sheehan, Archbishop of Santa Fe
- ▼ Monday, April 11 – 4:30 p.m.
 - 40th Anniversary
 - Celebrant: Rev. Forrest “Pat” Hanser, CM
- ▼ Tuesday, April 12 – 10:30 a.m.
 - Sacrament of the Anointing of the Sick
 - Celebrant: Rev. James Sheets

Aside from the operational and logistical pieces of the conference, the NACC office is responsible for three major areas: workshops, speakers, and publications. Phil Paradowski, David Lewellen, and Sandra Charlton are assisting me with these tasks for the NACC. The APC office is responsible for finance, exhibitors, and registration.

Speakers for the conference include: Joan Guntzelman, Ph.D.; John Izzo, Ph.D.; Rev. Richard Rohr, OFM; and Clarissa Pinkola Estés, Ph.D. There are 26 pre-conference workshops

scheduled and approximately 60 90-minute conference workshops scheduled.

Future Conferences

The proposed location for the 2006 Conference, based on cost and availability, includes several sites in Ohio. Kathy Eldridge and I made site visits in December to make a final recommendation.

We are exploring options for the 2007 conference, including four to six “geographic” conferences across the country or one conference in the Northwest.

40th Anniversary

The theme for the 40th Anniversary is: Wellsprings Of Our Journey. Committee members include: Sr. Monica Ann Lucas, SC (Chair), Rev. James F. Buryska, Sr. Mary Anne DiVincenzo, CSJ, Rev. Richard Leliaert, Sr. Shirley Nugent, SCN, Mary Lou O’Gorman, Hugh Polensky, Sr. Farroel A. Richardson, SNJM, Rev. Stephen Ryan, OSM, Sr. M. Rose Stewart, IWBS, Joan Bumpus, Susanne Chawszczewski, and Kathy Eldridge.

Rev. James Buryska and I contacted all past presidents inviting them to the conference and asking for reflections and accomplishments from their time in office.

I compiled a list of potential donors for the 40th Anniversary. The committee has assisted with this list and we have sent out letters under Joan Bumpus and Sr. Monica Ann Lucas’s signatures.

40th Anniversary activities at 2005 Conference include:

- ▼ NACC plenary speaker – Saturday, April 9, at 3:00 p.m. – Robert J. Wicks
- ▼ Celebration of the Eucharist - Monday, April 11, at 4:30 p.m.
- ▼ Banquet – Monday, April 11, at 6:00 p.m.
- ▼ Honoring of past leadership
- ▼ Leadership workshop with panel of past leaders to encourage new volunteers.

Anniversary projects throughout 2005 will include a special issue of *Vision*, monthly *Vision* articles and reflections, a gift for members (publication), and a Prayer Service published for all members.

Learning Resources/Research

I compiled all relevant information regarding responses/inquiries to the issue of the title “chaplain” in a file. We have had about twenty calls or letters regarding this issue and have responded appropriately. Bishop Melczek made himself available for consultation on several questions.

We have talked with Rev. Henry J. Heffernan, SJ, one of our members, about transcribing NACC plenary sessions for avail-

ability on the website. I think this would be a great service for our members, and we would have to plan appropriately in our budget for this item. It may take some time to transcribe past sessions, but we should certainly move forward in the future.

I initiated a new annual educational project, “One Book, One Association,” debuting in the November/December *Vision*. Modeled on the Library of Congress “One Book” projects, initiated by the Washington Center for the Book in 1998, this NACC project has been designed to gather the members together as a community by selecting one novel each year and encouraging reading, writing and discussion. For the initial year of the project, we have chosen *Death Comes for the Archbishop* by Willa Cather. For our members, we have made available: Willa Cather biographical information; bibliographic and web resources; discussion questions; information concerning continuing education hours; and ideas for meeting with other members of our association.

On August 4-6, I attended the 20th Annual Conference on Distance Teaching and Learning in Madison, Wisconsin. The demonstrations and lectures provided a wealth of information on the structure, pedagogy, and technology of distance learning.

I am working with DIA Learning to promote a CD-ROM/distance learning Ethics Program: “Persistent Vegetative State: To Live...or Let Die.” This has been developed through the Saint Louis University Center for Health Care Ethics and will provide 18 continuing education hours to our members who take the course. The Catholic Health Association has also embraced this program, and a special “Roman Catholic” version was developed. Information will be mailed to our members and they will receive a special discount for the program.

Master’s Degree Program Project

We continue to work with the Certification Commission on refining master’s degree information.

▼ **Phase I:** An assessment of Catholic college and university master’s degree programs which meet the requirements for chaplain certification beginning in January 2005 has been completed. Approximately 87 programs currently meet the requirement. These will be updated as needed.

▼ **Phase II:** Contact will be made with these programs to promote and market the NACC and to obtain further information.

▼ **Phase III:** Information on “accreditation” was published in the January 2005 issue of *Vision*.

▼ **Phase IV:** Information regarding the master’s degree programs available will be placed on the NACC website.

▼ **Phase V:** Non-Catholic college and university master’s degree programs that meet the requirements for chaplain certification beginning in January 2005 will be researched.

Other

Paul Marceau, Vice President of Mission Services and Ethics at Trinity Health, invited me to participate in a conference task force along with several Catholic health system administrators to look at the Hospital Consumer Survey Assessment of Health Plans. Trinity Health is piloting the survey in conjunction with the Centers for Medicare and Medicaid Services. The group is looking at adding standard questions regarding patient satisfaction with spiritual care.

In order to coordinate fundraising for the Council on Collaboration, the 2005 Conference, the 40th Anniversary, and the Strategic Plan, I put together a list of past and potential sponsors to give the NACC a picture of where it has been and where the potential may be for future fundraising.

I am continuing to review educational requirements for candidates for certification. Additionally, I am working with the Certification Commission on the standards for education and assisting with completion of the USCCB/CCA seven-year report.

I researched the issue of nutrition and hydration for people in persistent vegetative states as a result of Pope John Paul II's statement. All relevant information has been compiled in a file. We have had about four calls regarding this issue and have responded after consultation with NACC members (Rev. Steve Ryan, Rev. James Buryska, and Rev. Gerard Broccolo).

Susanne Chawszczewski, Ph.D.

Director of Education and Professional Practice

Membership statistics

As of January 2005

Total number of members: 3,176

Demographics

<u>Category</u>	<u>Number</u>	<u>Percent</u>
Sisters	1,302	41
Laywomen	928	29
Priests	504	16
Laymen	274	9
Deacons	102	3
Brothers	37	1
Other	29	1

Institutional affiliations

<u>Category</u>	<u>Number</u>	<u>Percent</u>
Catholic	2,453	77
Other	374	12
Local	188	6
State	68	2
Protestant	56	2
Federal	31	1
Jewish	6	0.2

Chaplains' main responsibilities

<u>Category</u>	<u>Number</u>	<u>Percent</u>
Chaplain	1,819	57
Retired	387	12
Director	357	11
Other	209	7
Parish	162	5
Administration	143	5
Educator	52	2
Student	30	1
Nurse	17	0.5

Certification Commission

Certification

From January 2004 through December 2004, the Commission certified 185 chaplains; recertified 203 chaplains and one supervisor; and approved one supervisory candidate.

During the period of January 2003 through December 2003, the Commission certified 98 chaplains, two supervisors, and one associate supervisor; recertified 264 chaplains and two supervisors; and approved one supervisory candidate.

Observations regarding the Certification Process

In January 2005, the new standards went into effect requiring a master's degree in theology, divinity, religious studies, pastoral ministry, or spirituality from an accredited academic institution. Candidates who apply after this date will need to comply with this standard. The advent of this requirement also accounted for the large increase in applications in 2004.

The certification process could not have occurred without the generous services of our interview team educators, of those who served on certification committees, and our host and site coordinators. We are grateful for this service and continue to count on the membership to be part of the certification process. Any certified member interested in serving as an ITE or as a member of a certification team, please contact the national office.

When we revised the process for seeking a certification interview in the fall of 2004, notification of the change (Std. 410.26) was broadcast e-mailed to all NACC Supervisors and students, a postcard mailing was sent to all NACC and ACPE Supervisors, and the information was posted on the NACC website.

Coordinating the certification interviews this past October was the national office's most challenging project in terms of staff time and volume of work. The number of candidates had been increasing with the last couple of rounds; the largest round of interviews (73 candidates) was in spring '04.

At the July Certification Commission meeting, we agreed to provide two additional interview sites to handle the greater volume in the fall. Certification interview sites included Baltimore, Boston, Dallas, Milwaukee, Portland, Los Angeles, and St. Louis.

Two years ago, the responsibility of developing the database and recruiting interviewers fell to the Commission. But due to the number of hours required to efficiently support the recruitment of interviewers for the fall, the database was pulled back into the national office, and staff took responsibility for recruiting and coordinating interviewers.

The number of candidates applying for a certification interview exceeded 180, a record number. Ultimately, 159 were interviewed. With the support of the commission, the national office, 165 interviewers, 18 interview team educators and site coordinators, the gracious hospitality of seven institutions and the teamwork of national office staff, we successfully accomplished this phenomenal task.

Anita Lapeyre, RSCJ
Chair, Certification Commission

Certification Commission

Sr. Anita Lapeyre, RSCJ, Chair
Sr. Virginia Yeager, SSJ, Vice-chair
Dr. Rodger F. Accardi
Sr. Barbara Ann Brumleve, SSND
Dr. John L. Gillman
Ms. Ann O'Shea
Mr. Robert V. Scheri
Sr. Mary R Skopal, SSJ
Rev. Jim Yeakel, OSFS

2004 Interview Team Educators

Ms. Cathy Connelly; Rev. Liam Casey; Ms. Judy Shemkovitz; Ms. Charlotte Leas; Ms. Sharon Mason; Ms. Jane Mather; Mr. James Willsey; Ms. Judy Hoelscher; Ms. Michele LeDoux Sakurai; Mrs. Julianne Barber; Ms. Camelia Hanemann; Ms. Annette Castello; Mrs. Ellen Radday

Site Coordinators

Sr. Valentina Sheridan, RSM; Mrs. Nancy Conner; Br. Felipe Martinez; Mrs. Angie Vorholt-Wilsey; Sr. Mary Anne Gallagher, OSF; Ms. Teresa Edmonson; Ms. Marilyn Warczak

Finance Committee

The past year brought some changes to the finances of the NACC.

The Board of Directors appointed a new Finance Committee in May 2004. Its members are: Matt Lemke, Clifton Perryman, Sr. Rosemary Sabino, and Theresa Edmonson. Sue Walker, from the NACC national office, serves as staff liaison to the finance committee, and Kathy Eldridge participated in the meetings as Acting Director of the NACC.

For fiscal year 2003-2004, the association had a \$130,000 surplus, partially due to the fact that the NACC did not pay the salary, benefits or travel expenses for an Executive Director.

Based on the recommendations of the Finance Committee, the Board of Directors changed the budget to a calendar year instead of a July-to-June fiscal year. The Finance Committee presented to the Board of Directors a budget for the second half of 2004 as the NACC transitioned to a calendar-year budget.

The Finance Committee presented a balanced budget for

2005. The Board of Directors approved this budget at the November meeting.

The Finance Committee recommended, and the Board of Directors approved, changing our investment portfolio's management from Vanguard to Merrill Lynch. This change provides us with a financial advisor to oversee the types of funds we are invested in. Jason Beckwith, CFP, is an Assistant Vice President and Wealth Management Advisor with Merrill Lynch and has been an invaluable asset in managing our portfolio. We are better able to monitor that NACC investments are in socially responsible funds. Currently, the NACC has \$522,000 in the investment portfolio.

The Finance Committee will have at least two meetings in 2005. The goals for 2005 are to review and update the NACC investment portfolio policy, continue to review the 2005 budget, and continue to monitor the NACC investment portfolio.

Theresa Vithayathil Edmonson
Chair, Finance Committee

Certification Appeals Panel

Appeals

During the period of January 2004 through December 2004, the Appeals Panel received no appeals.

Observations regarding the Appeal Process

It is important to remember that the appeals are filed when there has been a violation of procedures in conducting the interview or a violation pertaining to NACC Competency Standards. Sometimes candidates who have been denied certification file an appeal based on Ethics standards. These are most often grievances and are to be guided by the grievance procedures outlined under grievance standards

The Certification Commission met with Linda Bronersky, Chair of Appeals, during the NACC National Conference in Kansas City. The dialogue was focused on clarifications around appeals and grievances.

The fact that there have not been any appeals in 2004 implies that the interview process is in compliance with NACC Standards and demonstrates that the education of interview team members appears to be effective. Congratulations to the Certification Commission and the interview team educators for their work around this aspect of certification.

Achievements for 2004

The Appeals Panel focused on reviewing and updating all communications related to the appeals process.

NACC leadership is most grateful for the commitment of the CPE supervisors who serve on the Appeals Panel. The work of the Appeals Panel demonstrates the seriousness with which all involved see the work and process of certification. The vacancy for the sixth member on the Appeals Panel has not been filled.

Goals for Appeals Committee 2005

▼ To set up one 30-minute conference call per year for committee members to share observations and discuss concerns with the Certification Commission. (September 2005)

▼ The Chair is to meet with the Certification Commission at least annually.

The Appeals Panel welcomes your comments and ideas.

Linda Bronersky
Chair, Certification Appeals Panel

Certification Appeals Panel Members

Linda A. Bronersky, Chair
Rev. John J. Bucchino, OFM
Rev. James F. Buryska
Dr. Linda Perrone Rooney
Rev. Andrew Sioleti, ACSW

NATIONAL ASSOCIATION OF
CATHOLIC CHAPLAINS

Independent Auditor's Report
June 30, 2004

To the Board of Directors
National Association of Catholic Chaplains
Milwaukee, Wisconsin

We have audited the accompanying statement of financial position of the National Association of Catholic Chaplains (a nonprofit organization) as of June 30, 2004, and the related statements of activities and cash flows for the year then ended. These financial statements are the responsibility of the Association's management. Our responsibility is to express an opinion on these financial statements based on our audit. The prior year summarized information has been derived from the Association's June 30, 2003 financial statements and, in our report dated August 5, 2003, we expressed an unqualified opinion on those statements.

We conducted our audit in accordance with U.S. generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the National Association of Catholic Chaplains as of June 30, 2004, and the changes in its net assets and cash flows for the year then ended, in conformity with U.S. generally accepted accounting principles.

Hunter, Klamann, Matus & Repp, A.C.

August 4, 2004

NATIONAL ASSOCIATION OF CATHOLIC CHAPLAINS

STATEMENTS OF FINANCIAL POSITION

June 30, 2004 and 2003

	2004	2003
<u>ASSETS</u>		
CURRENT ASSETS		
Cash and cash equivalents	\$ 84,309	\$235,974
Investments	480,085	213,125
Interest receivable	501	558
Accounts receivable	9,446	10,506
Prepaid expenses	<u>16,730</u>	<u>19,943</u>
Total current assets	<u>591,071</u>	<u>480,106</u>
PROPERTY AND EQUIPMENT, at cost		
Office furniture and equipment	105,187	103,744
Leasehold improvements	<u>57,630</u>	<u>57,630</u>
	162,817	161,374
Less accumulated depreciation	<u>118,382</u>	<u>103,954</u>
	<u>44,435</u>	<u>57,420</u>
Total assets	<u>\$635,506</u>	<u>\$537,526</u>
<u>LIABILITIES AND NET ASSETS</u>		
CURRENT LIABILITIES		
Accounts payable	\$ 3,933	\$ 12,264
Accrued payroll and payroll taxes	19,195	51,896
Deferred revenues	<u>273,866</u>	<u>265,668</u>
Total current liabilities	<u>296,994</u>	<u>329,828</u>
NET ASSETS		
Unrestricted		
Undesignated	248,592	126,700
Board designated	31,032	0
Temporarily restricted	<u>58,888</u>	<u>80,998</u>
Total net assets	<u>338,512</u>	<u>207,698</u>
Total liabilities and net assets	<u>\$635,506</u>	<u>\$537,526</u>

NATIONAL ASSOCIATION OF CATHOLIC CHAPLAINS

STATEMENT OF ACTIVITIES

Year Ended June 30, 2004 With Comparative Totals for 2003

	----- 2004 -----			-- 2003 --
	Unrestricted	Temporarily Restricted	Total	Total
<u>REVENUES</u>				
Membership dues	\$ 580,026	\$ 0	\$ 580,026	\$ 584,668
Certification fees	67,017	0	67,017	71,668
Annual appeal	27,100	0	27,100	0
Development	3,056	0	3,056	0
Joint conference revenue	0	0	0	210,438
Symposia revenue	0	0	0	308,345
National conference	130,140	0	130,140	0
Interest income	5,963	0	5,963	6,566
Unrealized gain on investments	15,941	0	15,941	0
Miscellaneous income	42,785	715	43,500	79,433
Net assets released from restrictions:				
Restricted funds utilized	<u>22,825</u>	<u>(22,825)</u>	<u>0</u>	<u>0</u>
Total revenues	<u>894,853</u>	<u>(22,110)</u>	<u>872,743</u>	<u>1,261,118</u>
<u>EXPENSES</u>				
Administration:				
Salaries and benefits	399,905	0	399,905	433,913
Travel and transportation	4,588	0	4,588	13,655
Rent expense	18,000	0	18,000	18,000
Unrealized loss on investments	0	0	0	700
Maintenance and insurance	10,852	0	10,852	8,659
Audit and legal fees	21,204	0	21,204	5,580
Printing and reproduction	32,448	0	32,448	44,647
Subscriptions, dues, awards, and fees	7,669	0	7,669	8,958
Depreciation	14,428	0	14,428	16,778
Office supplies	6,528	0	6,528	7,132
Miscellaneous	<u>5,304</u>	<u>0</u>	<u>5,304</u>	<u>17,955</u>
	<u>540,789</u>	<u>0</u>	<u>540,789</u>	<u>599,493</u>
Governance:				
Board of Directors	23,873	0	23,873	37,598
Task force/special projects	10,728	0	10,728	13,216
Grievance panel	105	0	105	252
Special representatives	<u>1,225</u>	<u>0</u>	<u>1,225</u>	<u>713</u>
	<u>35,931</u>	<u>0</u>	<u>35,931</u>	<u>51,779</u>
Journals	<u>1,309</u>	<u>0</u>	<u>1,309</u>	<u>1,394</u>

NATIONAL ASSOCIATION OF CATHOLIC CHAPLAINS

STATEMENT OF ACTIVITIES (CONTINUED)
Year Ended June 30, 2004 With Comparative Totals for 2003

	----- 2004 -----			-- 2003 --
	Unrestricted	Temporarily Restricted	Total	Total
<u>EXPENSES (continued)</u>				
Certification:				
Certification appeals panel	\$ 164	\$ 0	\$ 164	\$ 487
Certification commission	19,063	0	19,063	8,934
Certification interviews	<u>42,461</u>	<u>0</u>	<u>42,461</u>	<u>31,345</u>
	<u>61,688</u>	<u>0</u>	<u>61,688</u>	<u>40,766</u>
Annual appeal	<u>3,104</u>	<u>0</u>	<u>3,104</u>	<u>3,244</u>
Conferences:				
Joint conference	0	0	0	209,239
National conference	<u>99,108</u>	<u>0</u>	<u>99,108</u>	<u>0</u>
	<u>99,108</u>	<u>0</u>	<u>99,108</u>	<u>493,944</u>
Total expenses	<u>741,929</u>	<u>0</u>	<u>741,929</u>	<u>1,190,620</u>
Change in net assets	152,924	(22,110)	130,814	70,498
<u>NET ASSETS</u>				
Beginning of year	<u>126,700</u>	<u>80,998</u>	<u>207,698</u>	<u>137,200</u>
End of year	<u>\$ 279,624</u>	<u>\$ 58,888</u>	<u>\$ 338,512</u>	<u>\$ 207,698</u>

Governance Committee

The purpose of the Governance Committee is to ensure the highest quality of board governance, and to be responsible for Board succession, education, goal-setting and evaluation. The Governance Committee of the NACC Board of Directors was instituted in 2004, expanding upon the work of what was formerly known as the Nominations Committee. Board members Patrick Bolton, Emily John, and Sr. Maryanna Coyle, SC, have served on the committee, with Bridget Deegan-Krause as chairperson and Sandra Charlton, NACC Executive Assistant, serving as staff liaison.

Board Elections

NACC members elected two board members at large last summer: NACC chaplains Ms. Joan Bumpus (re-elected) and Ms. Karen Pugliese, who bring strong experience, expertise and enthusiasm to our Board. The election process, which included a pilot of instant runoff voting in a direct mail format, was highly successful, due to the hard work of our NACC staff with the input of a professional elections consultant. Our member participation in the election was 49%, among the highest in NACC election history.

Board Leadership: Officers and Committee Composition

The Board approved Joan Bumpus' continuance as Chair and Ann Hurst as Vice Chair, with Theresa Edmonson serving as Treasurer. Sr. Maryanna Coyle, SC, will be nominated at the February meeting to continue in the position of Secretary. The Governance Committee's efforts toward well-planned officer succession and committee participation will allow for mentoring and a smoother transition of leadership. At this time, the committee continues to evaluate committee and subcommittee composition.

Inclusion of members beyond the current Board participants is deemed helpful for the work of the committees.

A subcommittee is working to improve our Board orientation process. A mentor process has been instituted for 2005, along with improvements to the Board Manual and orientation timeline.

Bylaws Project

A subcommittee has been meeting over the last few months to review and make suggestions for many needed revisions to the bylaws. The subcommittee plans to present a revised version of the bylaws to the entire Board for review prior to the April '05 Board meeting.

National Awards

The Governance Committee was asked to assist in resuming a former longtime custom of NACC: national recognition awards at the annual conference. Under the guidance of the Director of Education and Professional Practice, a subcommittee of the Governance Committee is considering all aspects of the awards, including categories, criteria, nomination and selection processes, with a goal of presenting recommendations to the Governance Committee in the coming months.

Future agenda items include:

Consideration of NACC Supervisor presence on Board; Standards Committee development; Board Policies/Manual; ombudsperson; board evaluation process.

*Bridget Deegan-Krause
Chair, Governance Committee*

Executive Search Committee

Early in 2004, the Board of Directors created an Executive Search Committee to seek a new executive director to replace Fr. Joe Driscoll, who left the NACC in November 2003. Board members Ann Hurst and Bridget Deegan-Krause were chosen as co-chairs of the committee. Board members Rev. Gerard Broccolo, STD, Theresa Edmonson and former NACC President Rev. Fr. Forrest Patrick Hanser, CM, were also selected to serve as committee members.

The committee has met frequently via phone conference and between meetings via e-mail to coordinate all aspects of the search, from criteria for selection to advertising and communications with membership and staff. Outside expertise and perspectives were sought from many NACC members and outside professionals. With the direction of the Board, the committee identified qualifications essential to the position of Executive Director: understanding of chaplaincy; capacity for relationship-building; theological competence; collaborative leadership style; Catholic church involvement; administrative leadership skills; interpersonal skills; business management skills; and development skills. In

June and July, the position was advertised in several professional journals. NACC members were encouraged to assist by recommending appropriate candidates.

Several candidates put their names forth for consideration over the summer months. Candidates were reviewed and interviews were conducted in late summer. In September the committee presented a candidate to the Executive Committee of the Board.

Ultimately, in November the candidate declined the offer, and the Search Committee reconvened to continue the search. In December the position was re-posted and several candidates applied. At the time of this report, five candidates are under consideration for interview and advancement in the process. The committee will keep the membership informed, and believe that from this search process a new leader will be selected in the coming months.

*Bridget Deegan-Krause and Ann Hurst
Co-chairs, Search Committee*

JCAHO Liaison Network

Once a year the Joint Commission on the Accreditation of Healthcare Organizations provides a two-day conference for organizations invested in accreditation. This is an important opportunity for chaplain organizations to advocate for qualified spiritual/pastoral care providers in health care. The conference consists of workshops that address changes in JCAHO, an update on Congress and health care, and an opportunity to speak with the executive directors of the accreditation manuals for Hospital, Long Term Care, Home Care/Hospice and Mental Health.

At the 2004 Liaison meeting, JCAHO announced the development of a department to address diversity, initially centering on translation/interpretation needs. In addition, JCAHO is focusing on ways to enhance organ donor response. (Spiritual/pastoral care could be perceived as more valuable in institutions where chaplains are involved in donor issues or diversity advocacy.)

Over the past two years, JCAHO has revamped its standards and placed emphasis on patient safety issues. The implications for spiritual care and chaplains are:

1. As monies are needed to ensure safety, and budgets are becoming tighter, chaplains may need to be more proactive in justifying F.T.E.

2. Although patients have the right (CAMH RI.2.10[2]) to have their beliefs and values respected, JCAHO's expectations of hospitals have moved from demonstration to accommodation language. (CAMH) Standard RI.2.10(4) states, "The hospital

accommodates the right to pastoral and other spiritual services for patients." (italics added). However, hospital administrators might use "accommodates" to justify the use of volunteer clergy in lieu of chaplains.

On a positive note, chaplains are being invited into peership through the reformatted standards. The Standards list certification along with licensure as evidence of professional practice. Patient Care Standards, PC2.20(2), states, "The screening, assessment, and reassessment activities described are within the scope of practice, state licensure laws, applicable regulations, or certification of the discipline expected doing the assessment." (To the recollection of chaplains attending this meeting, "certification" was absent in previous standards.) JCAHO requires spiritual assessment in three areas; end of life care, behavioral health, and the "treatment of alcoholism or other drug dependencies."

Finally, as part of peership, chaplains are being expected to have professional standards in parity with other disciplines. These are standards that would focus on accountability and require parameters for scope of practice, triggers for assessment and reassessment, and processes for interdisciplinary communication and referral. It seems that the challenge at hand for the NACC, and other certifying organizations, is to create national standards of practice for spiritual/pastoral care.

Michele Le Doux Sakurai
Special representative, JCAHO

Healthcare genetics education

As NACC representative to NCHPEG (the National Coalition for Healthcare Professional Education in Genetics), I found the year 2004 to be a milestone for two reasons.

First, at the annual NCHPEG Conference last January, the whole morning of the first day was devoted to a discussion of the ethical/spiritual issues involved in genetics. Together with Vincent Guss of the Association of Professional Chaplains, I served as a moderator to introduce and respond to three significant talks on the religious issues involved in genetics. This was indeed a significant step forward, since this is one of the main reasons why we encouraged the NACC to join NCHPEG.

Second, the APC also joined NCHPEG, which provides opportunities for APC and NACC to collaborate in developing genetics-related projects, both between ourselves as chaplains groups and between ourselves and the 130-plus health organizations that make up NCHPEG. Perhaps the first of the former type of collaborations can take place at our joint APC/NACC Conference in Albuquerque in April 2005.

For a more detailed discussion of the NCHPEG Conference, review my article in the April 2004 issue of *Vision*.

Rev. Richard M. Leliaert, Ph.D.
Special representative, NCHPEG

National Interfaith Coalition

The National Interfaith Coalition for Spiritual Healthcare and Counseling is planning a banner year for 2005, adding an impressive list of board members and expanding its outreach to a broad segment of national organizations.

Incoming board members are: Dr. Thomas Smith, former Director of the International Center for the Integration of Health and Spirituality (of which the late David Larson, M.D., was President); Dr. Roy Woodruff, immediate past Executive Director for the AAPC; Richard Roukema, M.D., psychiatrist and author, instructing spiritual caregivers about mental health; Dr. Margaret Kornfeld, past President of the AAPC; Rev. Dick Cathell, Board Member and Advocacy Chair of the APC, and; Eleanor Shaheen Braddock, M.D., physician/chaplain affiliated with the University of Missouri.

Continuing board members are: Rosemary Marmouget; Rev. Charles Marvin (Capt., USN, Ret.); Dr. James Wyrzten; Caesar A. Giolito, and Carolyn Giolito.

The National Interfaith Coalition is adding an impressive Advisory Committee of national organizations for advice on the spiritual healthcare needs and practices of its constituents and to broaden the agenda of spiritual healthcare planning. NIC envisions closer cooperative partnerships with cognate groups, employers, employees, and healthcare providers and systems, benefiting all!

In the interim, while building a broader national structure, NIC has been active in seminars; research; initiatives on teenage character development and moral value cultivation; and using chaplains in elementary, middle, and high schools.

On September 30, 2005, NIC will hold a symposium on dialogue, collaboration, and cooperation between mental health professionals, clergy, and community organizations during times of community crisis and disaster.

An update to our 2003 report, NIC was instrumental in providing a ship's container of medical products for the suffering people of Liberia and African missionary Fr. Augustin Houessinon. Before returning to Liberia, Fr. Houessinon spent one week in Washington, D.C. with the NIC's Executive Director, educating the relevant Appropriations Committees of the U. S. Congress, and helped assure a \$200 million aid package for the Liberian people.

The cognate groups, religious endorsing bodies, and COMISS are invited to work together with NIC in 2005, utilizing its established motivational and implementation ACTION arm and advocacy mechanism. NIC has a Washington, D.C. presence, and can help to coordinate their pastoral initiatives.

Rosemary Marmouget
Special representative, NIC

USCCB/CCA

In March of 2004, I was appointed the Special Representative to the United States Catholic Conference of Bishops/Commission on Certification and Accreditation by the NACC Board of Directors. At that time, I was also serving as the Co-Chair of the Task Force on Universal Standards for Chaplaincy. This task force was composed of NACC members D.W. Donovan and Mary Johnson, as well as colleagues from Association of Professional Chaplains, the Association for Clinical Pastoral Education, the Canadian Association for Pastoral Practice and Education and the National Association of Jewish Chaplains. Since March, my primary focus has to been to communicate with Sr. Kay Sheskaitis, IHM, Executive Director of the USCCB/CCA, about the progress of this important initiative.

My initial contact with Sr. Kay occurred at the March NACC National Conference in Kansas City. At that time, she was updated as to the development of what later became known as common standards. Sr. Kay was also assured of the NACC's commitment to eventually supplement those standards with standards that would address topics such as Catholic practice and identity.

In June, Sr. Kay, along with the members of the NACC's Board of Directors and the boards of the other cognate groups, reviewed the first draft of the standards. That document was then edited to incorporate their feedback and was adopted by the board members of the five organizations listed above as well as the American Association of Pastoral Counselors.

The collaborative spirit in the development of common standards will provide a strong foundation for the NACC's Standards Committee to address the next step, a thorough review of the NACC Standards to ensure that the document is current and consistent with the values of our Catholic tradition. As Special Representative to the USCCB/CCA, I am committed to an ongoing dialogue with that body and its representative as that process moves forward.

Mary Lou O'Gorman
Special representative, USCCB/CCA

Pastoral Care Week Committee

The Pastoral Care Week Committee held its annual meeting in December 2003. This meeting is scheduled each year in Arlington, VA, to coincide with the meeting of the COMISS network in order to facilitate communication and feedback with COMSS.

Committee members created a logo, featuring a peace crane, for the 2004 theme of "Imagining Peace." Work throughout the year included developing resources to elucidate the theme; collecting resources for prayer around the theme; and working with the promotional company to choose products advertising the week and the overall updating of the website for the year (www.pastoralcareweek.org).

Pastoral Care Week was celebrated October 24th to 30th this year and by all measures was successful in terms of interest, participation and sales. The committee received several compliments for the excellent resources on the website that inspired pastoral workers in their planning.

Product sales were the highest ever, reaching over \$55,000 — an increase of 24%. More customers used the Internet to place orders. Unfortunately, we also had an inventory surplus, which cut into our profits. Profits provide the committee with the budget to carry on its work.

The committee would like feedback on the kinds of products preferred for the celebration. We also would like to hear how you celebrated Pastoral Care Week in your communities and invite you to send your responses to pastoralcareweek@hotmail.com. If you have pictures of your celebration, we would like to have copies to use in raising interest.

At the December 2004 meeting, the committee added two new members, Greg Perry (APC) and Calvin Runnells (APCE). The chair, Bob Duvall (APC), announced his retirement from the committee, and I was named the chair. Calvin Runnells will take over the chair at the end of my term in December 2006. The NACC will be appointing one of its members in my place, hopefully to overlap and be present at the 2005 meeting for the planning of Pastoral Care Week 2006.

Pastoral Care Week is regularly planned to be the last full week in October, from Sunday to Saturday. Themes for the next three years are: Healing Wisdom (2005), Healing Humor (2006), and Healing Faith (2007).

Eileen Karrer Perkins
Special representative, COMISS Network

Pastoral Care Network for Social Responsibility

Since I became the NACC representative to the Pastoral Care Network for Social Responsibility, I have engaged in periodic conference calls or e-mails with the committee membership. During the past year I was blessed to meet these fine people personally! Happily, the impressions I had formed through our exchanges were confirmed when we encountered each other in Maine in November 2004.

The network's main focus in 2004 was the presidential election. Through occasional conference calls and regular e-mailing, we worked to inform and educate voters, without taking partisan sides. Now that the election is over, our focus has turned to the war in Iraq.

These are people who sincerely care about justice as a means to peace. They are dedicated to the nth degree and have the courage and zeal that makes things happen. I feel very privileged to share the work of the committee with each of them. By creative thinking and sharing of ideas and the means to attain our goals, we stimulate each other.

I have made numerous phone calls to encourage and request people to support our efforts in their special milieu through dialogue and personal influence.

Sister Margaret Faber, OP
Special representative, PCNSR

American Red Cross Spiritual Care Task Force

Deployments of the SRT Team in 2004

This year saw one traditional deployment and one very significant non-traditional deployment of the Spiritual Care Critical Response Team (SRT). In October an AA Corporate Airlines plane crashed in Missouri, with thirteen fatalities and two survivors. NACC chaplain Mary Lou Bennett and two other chaplains were sent in a partial deployment of the team.

The most extraordinary callout was to hurricane-ravaged Florida. The ARC made an unprecedented appeal for volunteers in its largest mobilization in recent history (larger than 9/11). This was a major hardship assignment, with staff sleeping in shelters, high heat and humidity, and with limited or no utilities or communication, not to mention the bugs and critters! With the generous cooperation of our national professional chaplains' organizations, eighteen chaplains were sent as volunteers. Five of these chaplains were from the NACC — Joseph Bozzelli, Ann Marie DuFour, Sr. T.J. Gaines, Nilsa Guerin, and Sr. Elaine Hollis. Thank you. We are most grateful for your generosity.

Both Sister T.J. and Sister Elaine wrote moving letters about their experiences. These letters were circulated within the ARC national headquarters, touching the staff and generating for us more good will than we will ever know. Both of them understood their work as an extraordinary opportunity for service. Their ability to give so generously of themselves arises directly from their hearts shaped by theology, faith, and their life commitment.

Monthly Conference Calls

The Task Force continues to have a monthly conference call in which we are updated on deployments and the important developments in ARC nationally. We also share what we are doing locally to develop spiritual care disaster response.

Critical Response Team Training

Training continued at Pine Bluff, AR for the preparation of the SRT, that expansion of our duties from SAIR (aviation only) which now includes response to all transportation disasters and all events with mass casualties or acts of terrorism. In 2004 we decided that it was no longer feasible to maintain two teams, one for aviation disasters only and one for all disasters. To date 92 chaplains have been trained from the five cognate groups, including 20 from the NACC.

Goals for 2005

New SRT members will be trained in Pine Bluff in 2005, five from each of the current partner organizations and five each from four emerging partner groups. SRT members will come in a day early to receive general ARC disaster response training and then spend a week with volunteers from all disciplines in mass casualty training.

Therese Becker

Special representative, Red Cross Disaster Network

Grievance Panel

There were no incidents brought before the Grievance Panel in 2004, a credit to the professionalism of our members and our organization.

There was sadness, however. On January 11, 2005, we were informed of the sudden death of our chair, Rev. Richard Tessmer. Dick's leadership came right from his heart. He was generous with his time, open to a wide range of ideas, affirming of his colleagues, and always professional in dealing with issues that came before the panel. He will be missed.

The only new member to the Grievance Panel in 2004 was Mr. D.W. Donovan. Julianne Dickelman did not renew her term at the end of 2004, which leaves us with two openings. (Fr. Tessmer's term was already scheduled to end.)

Sr. Jane Connolly, IHM

Member, Grievance Panel



Mission

The National Association of Catholic Chaplains is a professional association for certified chaplains and clinical pastoral educators who participate in the healing mission of Jesus Christ. We provide standards, certification, education, advocacy and professional development for our members in service to the Church and society.

Vision

The National Association of Catholic Chaplains will be known as:

The association of choice for Catholic Chaplains and clinical pastoral educators.

The forum of dialogue between the Catholic Church and chaplaincy in responding to new realities.

The initiator of continual renewal and transformation of the practice of chaplaincy.

Values

Integrity

Justice

Quality

Spirituality

Stewardship