
THE NATIONAL ASSOCIATION OF
CATHOLIC CHAPLAINS

2009 Annual Report to Membership

Letter from the Chair



*Barbara Brumleve,
Chair, NACC Board
of Directors*

Reviewing NACC's life journey (that is, our journey together as members) of 2009 humbles me, filling me with gratitude, respect, and awe. I want to reflect on 2009 using our mission statement and the image I used in my reflections last year, that of "butterfly wings" – those small variations in a living system like NACC that in the long run may produce large alterations.

NACC advocates for the profession of spiritual care. During 2009, we as NACC:

- ▼ articulated expectations of board-certified chaplains and leadership competencies.
- ▼ endorsed the standards for professional chaplains in acute care developed by the Association of Professional Chaplains.
- ▼ contributed to quality of spiritual care as a dimension of palliative care.
- ▼ cooperated with schools of theology that are educating our future board-certified chaplains.
- ▼ developed a brochure, video and website resources to promote our profession.
- ▼ cooperated with the other associations within the Spiritual Care Collaborative and beyond.

As NACC members we expressed our trust in the SCC (Spiritual Care Collaborative) through our survey responses in 2009. Is looking beyond NACC while continuing to treasure NACC one example of butterfly wings that are making a small variation today which in the long run may produce large alterations?

Is another example of fluttering butterfly wings that in 2009, for the first time, the National American Red Cross created and fully funded the position of Spiritual Care Response Team Manager under National Red Cross office of Partner Services? What will be the effect of this decision on our profession of providing spiritual care, especially on those of us who serve on or plan to become certified for service on Spiritual Response Teams?

NACC educates, certifies and supports chaplains and pastoral educators and others who share in Jesus' ministry. During 2009, we as NACC:

- ▼ certified 74 new chaplains (up from 54 in 2008), approved the renewal of certification for 242 chaplains and eight supervisors (up from 242 in 2008), and certified one new CPE supervisor.
- ▼ offered 168 CPE units in our USCCB-CCA accredited centers (up from 150 in 2008).
- ▼ instituted audio conferences and continued regional, local, and state educational events.
- ▼ initiated a task force to look at NACC's role in the supervisory certification and educational process.

We have a challenge here, too. Today we have more than 179 fewer members than we did in January 2009. Our national

staff members follow up with each person who does not renew his/her NACC membership. The reasons are usually retirement or economic realities. We value these sisters and brothers. Is there a "butterfly wing" effect here?

NACC persons are engaged in the healing ministry of Jesus in the name of the church. During 2009,

- ▼ our Episcopal Advisory Council now has members from all the United States regions.
- ▼ Catholic Health Association (CHA) and Catholic health systems shared resources with NACC.
- ▼ NACC opened dialogue with several other Catholic ministry groups.

We, as NACC, are committed to dialogue and deeper understanding with others within our church. Where is the flutter of butterfly wings here?

To live out our mission as NACC we need financial support and a strong infrastructure. During 2009,

- ▼ NACC's portfolio increased by 17.5%, helping it to rebound in part from our 2008 losses.
- ▼ Our board, committees, and commissions kept their expenses 8.3% below budget.
- ▼ NACC received approximately \$33,000 from the 2009 Summit conference.
- ▼ NACC developed institutional partnerships with several Catholic healthcare systems (Ascension, Bon Secours, Catholic Health Initiatives, Catholic Health Partners, and Trinity Health).

Over the past three years, our NACC Annual Appeal has realized a 100% increase in the number of contributors and a 70.6% in the size of gifts. At the same time our membership revenue is below budget.

Infrastructure work is hidden, often tedious, but necessary if we are to live out our mission. In 2009, NACC Board, commissions, panels, and staff:

- ▼ updated NACC Constitution and Bylaws.
- ▼ completed an updated employee manual.
- ▼ developed a media relations policy.
- ▼ handled two ethics incidents.
- ▼ clarified the scope of commissions and panels, their relationships within NACC, orientation and evaluation for chairs.

Butterfly wings seem to be fluttering in one particular part of our infrastructure, the Nominations Panel, which I also mentioned in my 2008 report. The members of our Nominations Panel are identifying and fostering leadership, essential if we are to live our mission.

Do you have gifts that you could but are not currently sharing within NACC? Do you have a dream to share or a word to speak that will help us live our mission more effectively? Thank you for how you currently live out our NACC mission and how you will do so in 2010.

Executive Director



*David A. Lichter
Executive Director*

In my column for last year's (2008) Annual Report, I started with the sentence, "Wow, what a year of activity!" I could use the same sentence to begin this year's column.

As you know, our three driver goals for the 2007-2012 Strategic Plan are: to support association members with creative, educational, spiritual, and communication opportunities; to promote the profession of chaplaincy, and to foster growth and unity within diversity in NACC (mainly recruitment objectives). We are grateful to the many members and partners who have helped us advance these goals in 2009.

Regarding supporting association members, we are grateful to our state liaisons, our staff, and the many healthcare systems and partners who helped organize, host, and provide supports to our 20 local events that drew again nearly 500 participants. Several of the events included members of other associations, and many were in states where we did not have events in 2008. Thank you! Thank you also to all of you who made our first audio conferences a success. We planned six of them, all but one having two or three sessions, with 565 lines participating. We can only guess how many participants there were at each phone. We held a variety of conference calls/sessions with diverse member groups, such as CPE, Palliative Hospice Care, 40 and Under, Permanent Deacons, with some establishing regular call schedules. We tried some list serves with mixed success, and initiated a Facebook page. The NACC Now e-newsletter was used by many of you to seek counsel and resources from another, as well as to share news, seek prayers, and offer support. It's there for you. Thank you!

As to promoting chaplaincy, the Spiritual Care Collaborative (SCC) Summit 2009, with vital NACC participation, was an historic event bringing more than 1,800 spiritual care professionals together to further the SCC mission of "actively collaborating to advance excellence in professional pastoral and spiritual care, counseling, education and research." We are also grateful to the Catholic Health Association for highlighting the value and importance of pastoral care in the May-June 2009 *Health Progress*. In addition, we are grateful to Ascension Health for sponsoring and supporting NACC's new video on "Chaplaincy Ministry," which has received strong affirmation and is being used by many systems, members, and other associations to build awareness of the chaplaincy ministry. We are grateful to the many health systems that support NACC and

have engaged us to seek and share ways to promote spiritual care. I realize so many of our members wrote articles, conducted and published research, attended interdisciplinary workshops, implemented Pastoral Care Week programs (and I could go on and on) to advance the profession. We are deeply thankful for the ever-growing number of collaborations and partners that are promoting spiritual care.

Towards the goal of fostering growth and unity within diversity (recruitment of our next generation of chaplains), we are grateful for the creation of a new brochure, a PowerPoint presentation, and the chaplaincy ministry video, all of which members can access on our website and can be used for recruitment. We are grateful to the many leaders of theology graduate programs that have received our brochures and video, are sharing our communication resources with their students, and have held information sessions with students to share the spiritual care ministry profession. One of our biggest challenges as an association is that, even as we encourage others in this ministry and new members to join NACC, our member population is significantly decreasing annually (174 fewer in 2008 and 166 in 2009). The largest numbers of members leaving are our religious women, with an average age of 69 (124 left in 2008 and 92 in 2009). We ask you, as members, to continue to encourage membership. The board members and I will continue to find and examine strategies to address this reality.

Finally, to continue to implement the plan and sustain the association, we needed member support. We are exceptionally grateful to you, our members, who gave to the annual appeal. The increase over the past three years in the number of contributors (2007-240, 2008-324, 2009-476) and in the amount raised (2007-\$28,169, 2008-\$32,670, 2009-\$39,867) is wonderful, and a great tribute to you in tough economic times. We are also grateful to the many healthcare systems that were sponsors of Summit 2009 and to the NACC institutional partners. Such a generous response to the annual appeal and other financial support helped us end the year in good financial health. The board and I continue to pledge careful stewardship of our financial resources.

So, thank you for helping in 2009 to realize the final line of our NACC vision statement: NACC is a light of hope, whose members are persistently advocating for those dedicated to the spiritual care of people experiencing pain, vulnerability, joy, and hope.

*David A. Lichter, DMin
NACC Executive Director*

2009 Board of Directors

CHAIR

Barbara Brumleve
CPE Supervisor
St. John's Hospital
Springfield, MO
Bbrumleve@yahoo.com

CHAIR ELECT/SECRETARY

Alan E. Bowman
Vice President, Mission Integration
Catholic Health Initiatives
Denver, CO
alanbowman@catholichealth.net

TREASURER

Karen Pugliese
Chaplain
Central DuPage Hospital
Winfield, IL
karen_pugliese@cdh.org

EPISCOPAL LIAISON

Most Rev. Randolph R. Calvo
Bishop of Reno
Reno, NV
BishopC@catholicreno.org

Patrick H. Bolton
Director of Pastoral Care
Mercy Medical Center
Daphne, AL
patrickb@sa-mercymedical.org

Bonnie J. Burnett
Vice President, Mission
CHRISTUS Schumpert Health System
Shreveport, LA
bonnie.burnett@christushealth.org

Norma Gutierrez, MCDP
Chaplain
St. Mary Medical Center
Long Beach, CA
srnor@msn.com

Geraldine M. Hoyler, CSC
Notre Dame, IN
ghoyler@cscsisters.org

Rev. Baaju Izuchi, CSSp
Lubbock, TX 79423
baajuizuchi@yahoo.com

Paul D. Marceau
Vice President, Mission Services and Ethics
Trinity Health
Novi, MI
marceaup@trinity-health.org

John M. Pollack
Chief, Spiritual Ministry Dept.
National Institutes of Health
Bethesda, MD
pollackj@cc.nih.gov

EX-OFFICIO

David A. Lichter
Executive Director
National Association of Catholic Chaplains
Milwaukee, WI
dlichter@nacc.org

The Joint Commission's Liaison Forum

The goals of the Joint Commission (JC) Annual Invitational Liaison Network Forum 2009 remained consistent with those of previous years: "to inform members about current Joint Commission initiatives; to offer an arena through which to share information about the quality and safety of patient care, and to facilitate relationship building among organizations within the Network." This year, however, not only were the issues addressed more relevant and cutting edge, but the Joint Commission itself is a newly redesigned organization focused on implementing innovative initiatives in today's healthcare environment. Healthcare reform was obviously a subject of discussion, with the JC emphasis on issues and trends related to quality and safety strategies, and topics such as incentives for organizations maintaining accreditation, and incentives for palliative care certification and long term care accreditation. However, the future direction and role of a refocused and revitalized Liaison Network itself was a key component of the agenda. Attendees provided feedback on how to improve the network to more actively engage and utilize the guidance of its participating organizations and create a more mutually beneficial relationship.

The forum addressed major improvements in the interpretation, as well as the development, of standards. This is a critical issue for spiritual care. The intersection of cultural competence, health literacy and language access has been the subject of serious inquiry for several years as part of the hospitals, language and culture study and the Health Literacy Public Policy Roundtable. Integration of these components of patient-centered care into the JC accreditation standards for quality care is a significant breakthrough for chaplaincy.

New JC standards are intentionally minimal. Spiritual Care had a unique opportunity to define the specific contributions and value of our profession in the new Implementation Guide that assists hospitals in meeting – and exceeding – the standards. We are very fortunate in that over many years Rev. Sue Wintz, president of the Association of Professional Chaplains, developed key relationships within the Joint Commission that led to her membership on the JC Expert Advisory Panel for the Joint Commission Implementation Guide for the new Culturally Competent Patient Centered Care Standards. Rev. Wintz invited the Spiritual Care Collaborative to contribute background resource materials for the panel, such as scripts for asking patients about religion and spirituality; forms for patients and families to complete regarding cultural, spiritual and religious practices; screening triggers for assessment by professional chaplains; examples of performance indicators and monitors; and evidence-based chaplaincy practices. NACC Now and *Vision* will report updates and outcomes regarding this initiative as they are available.

Karen Pugliese
NACC Liaison Representative

National Office Staff

Executive Director

David A. Lichter, D.Min.

Certification and Education Coordinator

Susanne Chawszczewski, PhD

Association Support Coordinator

Cindy Bridges

Administrative Specialist/Certification

Rose Mary Blanco-Alvarado

Administrative Specialist/Education Programs

Jeanine Annunziato

Administrative Specialist/Information Technology and Special Projects

Philip Paradowski

Administrative Specialist/Membership

Mary Pawicz

Administrative Specialist/Finances

Sue Walker

Office Assistant-Renewal of Certification

Becky Evans

PlainViews Advisory Board

PlainViews is an e-newsletter for chaplains and other spiritual care providers. It features concise articles of interest and relevance to those serving as pastoral caregivers. *PlainViews* also provides a forum for ongoing dialogue and publishes on topics related to professionalism, spirituality, advocacy and pastoral education. After seven years of regular publication, *PlainViews* has a subscriber base of over 8,000, and welcomes contributions from its readers – especially those related to professional practice, education and research.

In 2007, *PlainViews* began accepting some longer articles that are published in a section titled 'LongView.' The Book Review section also includes movies related to pastoral issues, and 'My Practice' allows chaplains to share innovative ideas with other chaplains. 'Ethics Walk' – an interactive dialogue that entertains conversations regarding ethical concerns – has also proven popular.

As the NACC certified member of *PlainViews* editorial board (as well as a regular reader and contributor), I offer this short report in hopes that the board will encourage NACC members to make use of *PlainViews* as a supplement to and extension of the ongoing professional education and conversation offered NACC members by *Vision*. We are grateful to have a link for it on the NACC website and references in many *Vision* and NACC Now articles.

Jane Mather

Member, PlainViews Editorial Board

Finance Committee

The NACC Finance Committee, including three board members and three external finance professionals, with the assistance of two staff, met quarterly via conference calls to review the financial status of NACC. These calls were well attended, and the deliberations were excellent. The following points were highlights of the year.

In early 2009, the committee explored the possibility of moving the NACC equity investments to Christian Brothers Investment Services (CBIS). CBIS' social responsibility investment policies, lower costs, financial track record, reputation among its clients and customer service were all influences on the decision to transfer two-thirds of NACC investments to CBIS. The fixed income portion of the fund remains in a short term account with Merrill Lynch; this provides good liquidity. The 2009 financial market brought a 17.5% increase in the NACC portfolio, helping it to rebound in part from the 2008 losses.

NACC entered 2009 with a solid budget, but remained vigilant in terms of its revenue sources and expenses. The first two quarters showed membership revenue below budget, as members without jobs or nearing retirement made decisions not to renew. Expenses were watched carefully throughout the year. The Finance Committee was very grateful to the NACC staff, the board, its committees, and the commissions for doing an excellent job in keeping expenses 8.3% under budget.

The Finance Committee was very pleased that the SCC Summit 2009 produced a significant revenue so all cognates could receive a

distribution according to the agreed upon formula. NACC's net revenue from the Summit was approximately \$33,000. For the first time, the NACC requested and received financial support through institutional partnerships with several Catholic healthcare systems (Ascension, Catholic Health Initiatives, Catholic Health Partners, Bon Secours, and Trinity Health). More systems were asked but the economic climate kept them from collaborating. Finally, NACC has experienced in the past three years a very impressive increase in both the number of contributors (100% increase) and amount donated (70.6% increase) to the NACC Annual Appeal. This is a tribute to members' generosity and growing confidence in the NACC.

The Finance Committee remains committed to keeping the organization fiscally responsible and sound while being able to support our growth and initiatives through the strategic plan.

Karen Pugliese

Treasurer/Chair, Finance Committee

Members: Ms. Karen Pugliese (Chair), Sr. Geraldine M. Hoyler, CSC, Rev. Mr. Clif Perryman, Mr. William Lucey, Mr. Michael Lemke, and Mr. John M. Pollack (consultant), with staff Mr. David Lichter and Ms. Sue Walker.

Certification Commission

At the beginning of 2009, four new members joined the Certification Commission: Joseph Bozzelli, Sr. Sheila Hammond, RSCJ, Sr. Julie Houser, CSJ, and Jane Mather. John M. Pollack became our board liaison. We also acknowledge the fine service of the four whose terms ended in 2008: Rod Accardi, Mary Carol Nelson, Robert Scheri and Sr. Mary Skopal, SSJ, gave abundant counsel and direction to the Certification Commission and have further enlivened our organization by their gifts.

The work of the commission is aided greatly by the many certification interview team members and the Interview Team Educators, hosts and welcoming committees. We are especially grateful to the number of institutions who give in-kind donations to allow their sites for our certification interviews. This past year numerous individuals provided in-kind donations. We thank them profoundly.

During the past year the commission certified 74 new chaplains, approved the renewal of certification for 242 chaplains and eight supervisors, and certified one new CPE supervisor. Those who were present with us in Orlando, FL, saw firsthand the diverse group of new chaplains. Truly the NACC has seen continued revitalization within the last year!

The commission began the year assigning responsibilities to the various members due to the large turnover the previous year. Fr. James Yeakel, OSFS, was elected the vice chair; Joe Bozzelli added responsibility as one of the three members of the CPE Equivalency Sub-Committee; Sr. Sheila Hammond, RSCJ, became the Certification Commission liaison with the Standards Commission; Jane Mather, the former Lead ITE, became the ITE Liaison with the assistance of Sr. Julie Houser, CSJ, who becomes the ITE Liaison in 2010. The commission's aim was to fully utilize the commissioners in the commission's work. In order to maintain good continuity, we initiated a process that will have each commissioner responsible for training another member of the commission in his/her responsibilities during the last year of her/his term. At the end of the year, we refined and added responsibilities for the vice chair.

During this past year the commission worked to enhance the procedures for renewal of certification. We developed separate documents for both chaplains and supervisors that showed the parallels between the Revised Standards and the previous Standards. Three commissioners along with Susanne Chawszczewski hosted an hour-long audio conference call for members concerning renewal of certification. We plan to hold another audio call after the March 2010 national conference. The commission is especially appreciative of all the work Becky Evans in the NACC office does for renewal of certification as well as bringing issues to the attention of the commission. From our discussions we want to remind the membership that at renewal time members need to supply the Ethics Accountability Statement to prevent delay in granting renewal.

In fall 2009, the Certification Commission recommended to the Board of Directors that the NACC grant recognition to the National Conference of Veterans Affairs' Catholic chaplains. At the time of this report, the board is reviewing this recommendation.

The Certification Commission would like to remind our association members of the Inactive Status Procedures, found online in our Certification Procedures Manual. Those requesting such status as of Jan. 1, 2009, will have a limit of five years for

chaplains and seven years for supervisors before they must return to active status without becoming non-certified. A further decision of the Certification Commission set Jan. 15 each year as the date on which those who have not renewed their certification or requested an extension from the previous Dec. 31 will lose their certification.

The Certification Commission has worked to increase the numbers of certified chaplains on both the Certification Commission and the Certification Appeals Panel. The commission recognizes that to do the work of the commission within some specific areas reserved to supervisors, we need a minimum of five of the nine members to be supervisors. Working with the Certification Appeals Panel and the ITEs we were able to recommend that an ITE Liaison, a chaplain, serve on the Appeals Panel with the long-range goal to have chaplains along with supervisors on the Appeals Panel.

The Certification Commission owes a debt of gratitude to Rose Mary Blanco-Alvarado, administrative specialist/certification, for all she does for the commission and for answering the many communications from members; to Sue Walker, who keeps us current with budgetary information; to Becky Evans for her work on renewals; and to Susanne Chawszczewski for assisting members and applicants with educational questions and the specific detailed nuances of certification. The Certification Commission also recognized Kathy Eldridge with a special resolution of appreciation for her many years of dedicated service, friendship and wise counsel to so many members and especially to many Certification Commissions – commissioners and chairs – during her years with the NACC.

A personal remark: For the past six years I have been a member of the Certification Commission, the last three as chair. I have met so many dedicated chaplains and supervisors who are members of NACC. I worked with a great group of commissioners. NACC is alive and vibrant because of you, the members who have become active members in the association. I thank each of you for your participation.

I would invite all members to consider becoming a member of an interview team. Many of us first became involved in the life of the NACC through belonging to certification interview teams. We will provide solid training and mentoring for first-timers. You gain colleagues and further appreciation of the wonderful ministry of chaplaincy. You also help to bring new members into the NACC to be able to enhance the healing ministry of Jesus. Some may even consider becoming CPE supervisors.

I know you will join me in welcoming Fr. James Yeakel, OSFS, as the new chair of the commission. The Certification Commission prayerfully discerned and unanimously elected Jim.

*Rev. John T. Crabb, SJ
Chair, Certification Commission*

Members: Rev. John T. Crabb, SJ (Chair); Rev. James R. Yeakel, OSFS (Vice Chair); Dr. Joseph G. Bozzelli; Sr. Sheila Hammond, RSCJ; Sr. Julie Houser, CSJ; Sr. Geraldine Krautkramer, OSF; Mrs. Jane A. Mather; Rev. Agustin R. Orosa, M.I. and Mr. John M. Pollack (Board Liaison), with staff Ms. Rose Mary Blanco-Alvarado and Ms. Susanne Chawszczewski.

Certification Appeals Panel

Overview of the Appeal Process

Appeals can be filed when an applicant denied certification believes that NACC Standards and/or Procedures were violated. Anyone appealing the decision of the commission regarding the denial of certification must clearly outline how a particular standard(s) or procedure(s) was violated. The Appeals Panel members take seriously our review of certification interviews that have resulted in an appeal. Each appeal is reviewed by a panel of three persons who work collaboratively on the review of materials submitted. We may uphold the original decision to deny certification, or send a recommendation to the Certification Commission to either grant certification or grant a new interview.

Appeals and Other Actions in 2009

From January through December 2009 the Appeals Panel received one appeal. The appeal was denied, supporting the original decision of the Certification Interview Team.

The Appeals Panel chair met through conference call with the Interview Team Educators (ITEs) to discuss findings from appeals and implications for ITEs and interview teams. From this meeting, the Appeals Panel will develop a list of pastoral issues raised in appeals to increase interview teams' sensitivity (e.g. offering water, greeting applicants with a handshake, etc.), offer sample scripting for clear recommendations, and contact cognate groups regarding their approach to appeals.

The Certification Commission also approved two requests from the Appeals Panel for the overall certification process. One request was to add recommendations within the form letter sent to appellants to give a pastoral response as to how the Appeals Panel came to its decision. The second request was to establish a process to offer education and pastoral outreach to appellants and persons denied certification that do not choose to appeal. This will more clearly demonstrate our commitment to pastoral care of one another, enhance the applicants' understanding of

their professional weaknesses as found through the certification process, and strengthen their chances of successfully meeting a future certification interview team.

An ITE Liaison/certified chaplain will be appointed to the Appeals Panel in 2010; this person could be a consultant within the appeal review as well as someone who would communicate to the Certification Commission any information learned through reviewing appeals that may have implications for future training and functioning.

Goals for Appeals Committee — 2010

- ▼ To continue to explore how the decreasing number of CPE supervisors in the NACC will affect future appeal work, and whether/how to propose opening this panel to certified chaplains (having the ITE Liaison is a first step in this goal).
- ▼ To continue working with the Certification Commission through the ITE Liaison in regard to training of Certification Interview Teams so that:
 - Appeals related to violations of the procedures in conducting certification interviews will decrease by 75% by 2011.
 - Certification interview teams will become more proficient in assessing the competencies of persons in expanding pastoral care ministries, e.g. mission integration, healthcare ethics, management, and holistic healing positions.

The Appeals Panel welcomes your comments and ideas. Please contact Mary Davis if you have any questions or comments.

Members: Ms. Mary Davis (Chair), Sr. Janet Ryan, IHM (replaced Mr. Rick Erickson, who retired), Mr. Gordon Hilsman, Mr. Daniel Petronella, Sr. Maureen Mitchell, RSM, Sr. Virginia Yeager, SSJ, with staff Ms. Rose Mary Blanco-Alvarado.

Governance Committee

The Governance Committee's primary responsibilities are to review and monitor the Board of Directors' composition, functions, communications, development, and performance. This includes human resource issues, nominations to the Board of Directors, and the review and updating of the NACC Constitution and By-Laws as needed. During 2009, the Governance Committee met six times via phone conference calls.

Some of the more significant activity and accomplishments of the committee include the following:

1. The Nominations Panel was populated and put into action, reviewing applicants for leadership positions on various commissions and panels.
2. Roles, responsibilities, and criteria guidelines for each committee, commission, and panel were drafted and approved by the board.
3. A new board evaluation tool and board meeting evaluation process were created to better manage board priorities and

meet objectives.

4. Protocols on communication between the board and commissions were devised, which included the role of board liaisons, the role of chairs, and the role of staff.
5. A new board nomination application was developed and the first electronic voting process for a board election was initiated.
6. All revisions to the NACC Constitution and By-Laws were approved by the board and can be viewed by membership via the NACC website.

Patrick Bolton
Co-Chair, Governance Committee

Members: Mr. Patrick Bolton (Co-Chair), Mr. Paul Marceau (Co-Chair), Ms. Karen Pugliese, Sr. Norma Gutierrez, MCDP, Rev. Baaju Izuchi, CSSp, Ms. Ann Hurst, Ms. Teresa Edmundson, with staff Mr. David Lichter and Ms. Cindy Bridges.



Winter, Kloman, Moter & Repp, S.C.
CPAs SUPPORTING YOUR SUCCESS

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

We have reviewed the accompanying statements of financial position of the National Association of Catholic Chaplains (a nonprofit organization) as of December 31, 2009 and 2008, and the related statements of activities and cash flows for the years then ended in accordance with Statements on Standards for Accounting and Review Services issued by the American Institute of Certified Public Accountants. All information included in these financial statements is the representation of the management of the National Association of Catholic Chaplains.

A review consists principally of inquiries of Association personnel and analytical procedures applied to financial data. It is substantially less in scope than an audit in accordance with generally accepted auditing standards, the objective of which is the expression of an opinion regarding the financial statements taken as a whole. Accordingly, we do not express such an opinion.

Based on our reviews, we are not aware of any material modifications that should be made to the accompanying financial statements in order for them to be in conformity with generally accepted accounting principles.

Winter, Kloman, Moter & Repp, S.C.

January 28, 2010

NATIONAL ASSOCIATION OF CATHOLIC CHAPLAINS

STATEMENTS OF FINANCIAL POSITION
December 31, 2009 and 2008

	2009	2008
<u>ASSETS</u>		
CURRENT ASSETS		
Cash	\$ 65,450	\$ 18,491
Investments	465,198	396,102
Interest receivable	253	1,180
Accounts receivable	5,866	5,186
Prepaid expenses	<u>33,283</u>	<u>30,809</u>
Total current assets	<u>570,050</u>	<u>451,768</u>
PROPERTY AND EQUIPMENT, at cost		
Office furniture and equipment	76,999	79,021
Leasehold improvements	<u>2,354</u>	<u>2,354</u>
	79,353	81,375
Less accumulated depreciation	<u>67,858</u>	<u>69,008</u>
	<u>11,495</u>	<u>12,367</u>
OTHER ASSETS		
Security deposit	<u>4,600</u>	<u>4,600</u>
Total assets	<u>\$586,145</u>	<u>\$468,735</u>
<u>LIABILITIES AND NET ASSETS</u>		
CURRENT LIABILITIES		
Accounts payable	\$ 1,807	\$ 9,001
Accrued payroll and benefits	24,208	67,462
Deferred revenues	<u>246,399</u>	<u>225,184</u>
Total current liabilities	<u>272,414</u>	<u>301,647</u>
NET ASSETS		
Unrestricted		
Undesignated	147,123	35,949
Board designated	<u>149,710</u>	<u>114,241</u>
	296,833	150,190
Temporarily restricted	<u>16,898</u>	<u>16,898</u>
Total net assets	<u>313,731</u>	<u>167,088</u>
Total liabilities and net assets	<u>\$586,145</u>	<u>\$468,735</u>

See Accountant's review report.

The Notes to Financial Statements are an integral part of these statements.

NATIONAL ASSOCIATION OF CATHOLIC CHAPLAINS

STATEMENTS OF ACTIVITIES

For the Years Ended December 31, 2009 and 2008

	-----2009-----	-----2008-----	
	Unrestricted	Temporarily Restricted	Total
	Unrestricted	Temporarily Restricted	Total
REVENUES			
Membership dues	\$ 545,000	\$ 0	\$ 545,000
Certification fees	90,486	0	90,486
Annual appeal	39,827	0	39,827
Contributions	12,625	0	12,625
National conference	179,586	0	179,586
Educational events	27,865	0	27,865
Investment income (loss), net	71,173	0	71,173
Miscellaneous income	43,920	0	43,920
Net assets released from restrictions:			
Restricted funds utilized	<u>0</u>	<u>0</u>	<u>0</u>
Total revenues	<u>1,010,482</u>	<u>0</u>	<u>1,010,482</u>
	\$ 552,197	\$ 0	\$ 552,197
	62,914	0	62,914
	32,670	0	32,670
	2,250	1,898	4,148
	199,325	0	199,325
	12,885	0	12,885
	<u>(100,767)</u>	<u>0</u>	<u>(100,767)</u>
	49,611	0	49,611
	<u>1,600</u>	<u>(1,600)</u>	<u>0</u>
	<u>812,685</u>	<u>298</u>	<u>812,983</u>
	529,625	0	529,625
	8,044	0	8,044
	0	0	0
	4,935	0	4,935
	18,787	0	18,787
	62,067	0	62,067
	9,644	0	9,644
	15,797	0	15,797
	29,818	0	29,818
	12,557	0	12,557
	6,442	0	6,442
	1,132	0	1,132
	<u>2,210</u>	<u>0</u>	<u>2,210</u>
	<u>701,058</u>	<u>0</u>	<u>701,058</u>
	20,619	0	20,619
	160	0	160
	4,158	0	4,158
	2,367	0	2,367
	3,667	0	3,667
	1,726	0	1,726
	114	0	114
	256	0	256
	329	0	329
	1,188	0	1,188
	<u>0</u>	<u>0</u>	<u>0</u>
	<u>34,584</u>	<u>0</u>	<u>34,584</u>
	415,531	0	415,531
	3,017	0	3,017
	17,500	0	17,500
	3,302	0	3,302
	16,103	0	16,103
	65,312	0	65,312
	12,433	0	12,433
	8,184	0	8,184
	21,425	0	21,425
	12,283	0	12,283
	5,219	0	5,219
	2,600	0	2,600
	<u>2,352</u>	<u>0</u>	<u>2,352</u>
	<u>585,261</u>	<u>0</u>	<u>585,261</u>
	22,087	0	22,087
	173	0	173
	2,389	0	2,389
	2,844	0	2,844
	8,564	0	8,564
	5,442	0	5,442
	73	0	73
	264	0	264
	416	0	416
	337	0	337
	18	0	18
	<u>42,607</u>	<u>0</u>	<u>42,607</u>

See Accountant's review report.
The Notes to Financial Statements are an integral part of these statements.

NATIONAL ASSOCIATION OF CATHOLIC CHAPLAINS
STATEMENTS OF ACTIVITIES (CONTINUED)
For the Years Ended December 31, 2009 and 2008

	-----2009-----	-----2008-----	
	Unrestricted	Temporarily Restricted	Total
	Unrestricted	Temporarily Restricted	Total
EXPENSES (continued)			
Certification:			
Certification commission	\$ 20,780	\$ 0	\$ 20,780
Certification ITEs & site coordinators	15,058	0	15,058
Certification interviews	30,105	0	30,105
Certification appeals panel	<u>39</u>	<u>0</u>	<u>39</u>
	<u>65,982</u>	<u>0</u>	<u>65,982</u>
Annual appeal	<u>4,358</u>	<u>0</u>	<u>4,358</u>
National conference	<u>146,111</u>	<u>0</u>	<u>146,111</u>
Educational events	<u>19,520</u>	<u>0</u>	<u>19,520</u>
Total operating expenses	<u>863,839</u>	<u>0</u>	<u>863,839</u>
Change in net assets	146,643	0	146,643
NET ASSETS			
Beginning of year	<u>150,190</u>	<u>16,898</u>	<u>167,088</u>
End of year	<u>\$ 296,833</u>	<u>\$ 16,898</u>	<u>\$ 313,731</u>
	Unrestricted	Temporarily Restricted	Total
	\$ 20,057	\$ 0	\$ 20,057
	13,935	0	13,935
	24,323	0	24,323
	<u>45</u>	<u>0</u>	<u>45</u>
	<u>58,360</u>	<u>0</u>	<u>58,360</u>
	<u>3,047</u>	<u>0</u>	<u>3,047</u>
	<u>154,361</u>	<u>0</u>	<u>154,361</u>
	<u>8,487</u>	<u>0</u>	<u>8,487</u>
	<u>959,897</u>	<u>0</u>	<u>959,897</u>
	(147,212)	298	(146,914)
	<u>297,402</u>	<u>16,600</u>	<u>314,002</u>
	<u>\$ 150,190</u>	<u>\$ 16,898</u>	<u>\$ 167,088</u>

See Accountant's review report.
The Notes to Financial Statements are an integral part of these statements.

Interview Team Educators

The Role

The Interview Team Educators (ITEs) serve the certification process of NACC by supporting and coordinating the certification interviewers. They do this by:

- ▼ Ensuring recruitment and training of new interviewers.
- ▼ Overseeing the ongoing training of experienced interviewers.
- ▼ Sharing in the coordination of interview weekends at their respective sites.
- ▼ Developing and refining procedures and, with the Certification Commission, improving both the quality and positive outcomes of the interview process particularly and the certification process in general..

The Membership

Jane Smith replaced Jane Mather as the Lead ITE in January 2009. Jane Mather became the Certification Commission Liaison to the ITEs for one year, after which Sr. Julie Houser, CSJ, will assume the role. The usually 12 ITEs are very ably supported by the NACC National Office, most notably Rose Mary (Mar) Blanco-Alvarado.

Three new members joined us in July:

- ▼ Carolanne B. Hauck, Lancaster, PA
- ▼ Dennis McCann, Middletown, CT
- ▼ Bonnie J. McCulley, Phoenix, AZ

Dennis McCann left our ranks in the fall to pursue other interests. Sadly, Annette Castello, a faithful ITE since 2007, died in December as a result of a car accident.

The Training

Jane Mather led an Interview Training Workshop at the annual conference in Orlando in March. Several members attended, and many expressed an interest in becoming certification interviewers.

The training slides, which all interviewers review before completing a post test, were updated before the October weekend. Now interviewers go through this process before every interviewing weekend, rather than annually. While this procedure seems repetitive to some, even burdensome to long-time interviewers, it also serves the purpose of providing fresh content for the team conference call and helps to acquaint seasoned interviewers with new ones and those with whom they may not have worked before.

The Annual Meeting

Per our custom, we met for three days during July to welcome the three new ITEs, discuss interview weekend issues, smooth out any difficult spots, and have a visionary discussion with the Certification Commission. Important items for us to discuss this

year were:

- ▼ Finishing certification interviews on time, and ongoing difficulty when three interviewers who may be strangers collaborate on the Presenters Report II in a specified amount of time.
- ▼ The difficulties that arise when applicants do not write to all the standards as they are clearly instructed.
- ▼ The complications that arise when applicants have a language other than English as their first language.
- ▼ "Teamwork, teamwork, teamwork" became our mantra as we brainstormed about improvements among ourselves and among the interview teams. We believe that the better teams know one another and speak freely with one another, the more they will be able to work within the seemingly tight timeframes as cohesive and productive groups.

The Interview Weekends

May, 2009 – 4 Sites 45 Applicants (36 recommended for certification, 9 not recommended)

October, 2009 – 5 Sites 44 Applicants (39 recommended, 5 not recommended)

Both weekends had anomalies heretofore unseen, at least in recent times. Two applicants failed to write for more than a few standards, and another wrote to the standards for another organization. These situations caused considerable angst among the affected interviewers, but in the end, all were satisfied with their judgments and willingness to opt for the greater good of the weekend and the interview process in general.

The ITEs do wonderful work "in the trenches" during the weekends. They form good relationships with the different and diverse teams, help them to optimize their individual and collective giftedness, keep tabs on all the many bookkeeping and recording details that go on, and serve as excellent role models. They demonstrate good listening, compassion, justice, and administration. I am proud to be among them.

Jane W. Smith
Lead ITE

Members: Br. James F. Adams, FMS, Mr. Robert J. Barnes, Ms. Annette Castello, Mr. Michael J. Doyle, Rev. Thomas B. Garlick, Sr. Colette Hanlon, SC, Mrs. Carolanne B. Hauck, Ms. Bonnie J. McCulley, Mrs. Marie V. Polhamus, Ms. Jane W. Smith, Mr. James E. Willsey, Mrs. Jane A. Mather, Sr. Julie Houser, CSJ, with staff Ms. Rose Mary Blanco-Alvarado.

Ethics Commission

The Ethics Commission traditionally has had little to report. This year we had two incidents. One case was a request for clarification of the Ethics Accountability Statement. In that case the member was advised that the issue being raised was not an ethics issue and was advised to sign the statement and continue the Certification Review.

The other case was an ethics issue that pertained to one of our members. In that case an investigation was conducted in accordance with the procedures in the Ethics Procedures Manual. It was determined that the member had indeed violated the NACC Code of Ethics and the Ethics Commission recommended that

membership in the association be withdrawn. The member did not dispute the findings, but did apologize for his actions. Membership was withdrawn on Dec. 1, 2009.

Rev. Mr. T. Patrick Bradley
Chair, Ethics Commission

Members: Rev. Mr. T. Patrick Bradley (Chair), Mr. D.W. Donovan, Ms. Mary M. Heintzkill, Ms. Patricia V. Melesco, Rev. Eugene S. Pocernich, Ms. Marilyn Williams, Ms. Bonnie J. Burnett (Board Liaison), with staff Ms. Susanne Chawszczewski.

Standards Commission

The work of Standards this year was accomplished through the dedication of Sr. Jane Connolly, IHM, John Gillman (chair), Mary Lou O’Gorman, Mary T. O’Neill, Jane W. Smith, Alan E. Bowman (Board Liaison), Sr. Sheila Hammond, RSCJ (Certification Commission Liaison) and D.W. Donovan (Ethics Commission Liaison). Each year I realize more than ever that our work would not be possible without the faithful support of Susanne Chawszczewski, staff liaison from the national office. She brings an eye for detail as well as a refreshing spirit, providing hospitality and availability of necessary resources. We are also blessed to have the participation and encouragement from our Executive Director David Lichter. Thanks to all of you!

This past year we met in Orlando (Jan. 30-Feb. 1) and in Milwaukee (Oct. 30- Nov. 1), and had one conference call (Aug. 18). We had two joint meetings each with the board and the Certification Commission. At our Orlando meeting we expressed appreciation for the work of Rodger Accardi (Certification Commission Liaison), and at the Milwaukee gathering to Alan Bowman (Board Liaison), D.W. Donovan (Ethics Commission Liaison), Mary T. O’Neill (member, whose second term ended), all of whom completed their service to Standards.

While remaining on the commission, John Gillman decided to step down as chair. We are pleased to have as our new chair for the next three years, Sr. Jane Connolly, IHM, who brings much experience including her work with the Ethics Commission. Our new representative from Certification is Sr. Sheila Hammond, RSCJ, who offers a rich skill set to our work, drawing from her wealth of professional work.

The main accomplishment was the completion of the revision of our procedures and an updating of the glossary. We also:

- ▼ Began the process of identifying revisions for Standards, which will be brought to the Spiritual Care Collaborative.
- ▼ Wrote articles for *Vision* highlighting those Standards specific to NACC.
- ▼ Explored ways to collaborate with the Standards Commissions/ Committees of the cognate groups.
- ▼ Reviewed the ACPE 2010 Standards and complaint process, including complaints against accreditation and certification commissions.
- ▼ Clarified process for inactive members and the renewal of their certification.
- ▼ Reviewed feedback from certification interviews, with special attention to the issues brought forth by the Interview Team Educators (ITE’s).
- ▼ Reaffirmed the importance of the requirement for a master’s degree for certification during a discussion of how to increase the number of individuals who could qualify for certification by NACC.

- ▼ Considered the ongoing question of maintaining an educational and certification process for CPE supervisors. A task force has been re-established to address this issue.
- ▼ Planned to orient new members to the commission using a mentoring relationship.

We also reviewed several related documents and considered how each of these interfaced with NACC Standards, noting ways in which our Standards may need to be enhanced and updated. A comparative chart was prepared that assisted us in assessing these documents:

- ▼ “Co-Workers in the Vineyard of the Lord” (USCCB)
- ▼ “Standards of Practice for Chaplains in Acute Care: A project of the Commission on Quality in Pastoral Services of the APC”
- ▼ “Report on Improving the Quality of Spiritual Care as a Dimension of Palliative Care: A Report of the Consensus Conference”
- ▼ “Standards of Professional Practice” (NACC/CHA document that addresses outcomes), which emerged from the Pastoral Care Summit, sponsored by the NACC and CHA. Question to be considered: Do the NACC Standards lead to the outcomes articulated in this document?

Three articles pertinent to Standards were published in *Vision*. David Lichter (“Revised Standards focus on theology, ethics,” March/April, p. 7) reflected on Standards 302 (Theory of Pastoral Care) and 305 (Professional Practice).

Sr. Jane M. Connolly, IHM (“Revised Standards require reflection on Jesus’ Life,” May/June 2009, pp. 5, 9) explored how Standards 303.1 and 303.71 relate to our Vision Statement to “faithfully reflect the healing presence of Jesus Christ.” She reminded us of the multiple healing stories in the Gospel that present Jesus’ healing presence. Addressing Standards 305.2 and 305.21, John Gillman (“Revised Standards call for building peer relationships,” September/October 2009, pp. 5, 14) considered how our “peer relationships are deeply rooted in the Christian Scriptures, the most fundamental document for Catholic Chaplains.”

John Gillman
Chair

Members: Mr. John Gillman (Chair), Ms. Mary Lou O’Gorman, Ms. Mary T. O’Neill, Ms. Jane W. Smith, Sr. Jane M. Connolly, IHM, Mr. Alan E. Bowman (Board Liaison), Mr. D.W. Donovan (Ethics Commission Liaison), Sr. Sheila Hammond, RSCJ (Certification Commission Liaison), with staff Ms. Susanne Chawszczewski.

Red Cross Spiritual Care Response Team

The Spiritual Care Response Team (SRT) a component of the national Critical Response Team (CRT, formerly the AIR Team) has collaborated with the national American Red Cross (ARC) since 1999. NACC has been an active member of this team together with our cognate partners.

With over 25 deployments in the past 12 years to air disasters, 9/11, hurricanes, school and community shootings, and other mass fatality events, the American Red Cross Spiritual Care Response Team (SRT) has helped provide, facilitate, and coordinate appropriate spiritual care for those profoundly impacted by nature- and human-caused disasters.

Education and training

In 2009, at the Spiritual Care Summit in Orlando, FL, more than 70 board certified chaplains attended the SRT training in Orlando as a pre-conference. Seven NACC chaplains participated with colleagues from all other professional chaplaincy organizations.

A National American Red Cross Spiritual Care Response Team Coordinator position was approved and fully funded: The SRT steering committee worked extensively from June through November, 2009, to present the proposal and complete history of the SRT as a federally mandated program through the Federal Aviation Act and subsequent Family Assistance Act. As a result of this effort, the National American Red Cross created and fully funded the position of Spiritual Care Response Team Manager under National Red Cross office of Partner Services. This position was filled by Rev. Earl Johnson, APC, who has been the volunteer partner prior to this position being officially created. This is a significant positive step and effort of the National American Red Cross to recognize the coordination of spiritual care as an essential component of disaster relief. It fully complements the Red Cross values of impartiality and neutrality as it seeks to ensure that all victims of disaster have the support of spiritual care and all faiths would be honored in this effort.

SRT disaster responses in 2009

Through the year there were a few significant events where members of the SRT were deployed to respond.

- ▼ In January, the "Miracle on the Hudson" occurred, with a fully-loaded US Airways jet making an emergency landing on the Hudson River five minutes after takeoff from LaGuardia airport in New York City. All passengers survived and SRT Stephen Roberts and members of Disaster Chaplaincy Services supported those evacuated from the plane that remained afloat within view of midtown Manhattan and New Jersey in the middle of an icy afternoon. Rabbi Roberts was on one of the warming buses at the pier to which passengers were brought for assessment and support before being taken to a hotel at the departure airport to await another flight home.
- ▼ In February, 50 persons perished in a Buffalo suburb after a Continental Express regional jet crashed during an ice storm.

Three SRTs, Beth Lenegan (Buffalo), Doug Longstaffe (Ottawa), and Martin Montonye (NYC), were deployed to support the Family Assistance Center and support a site visit before another ice storm blizzard. The American Red Cross chapter in Buffalo and a partial deployment of ARC's Critical Response Team helped support families profoundly impacted by this incident and worked with the National Transportation Safety Board and Continental Airlines Care Teams to provide disaster family assistance.

- ▼ Two weeks later, nine persons were killed when a Turkish Airlines jet crashed in Amsterdam within minutes of landing, and, in June, an Air France intercontinental passenger jet crashed into the South Atlantic Ocean midway between Rio and Paris, its intended destination. Images of the tail section with the recognizable Air France logo filled the pages of the world's newspapers at the beginning of the summer travel season. There were no survivors; however, some bodies were recovered.
- ▼ On Sept. 29, a tsunami generated by an earthquake devastated American Samoa, killing schoolchildren, the elderly, and those in the harbor with an early morning tidal wave that swept across low-lying areas without warning. SRT Tim Serban was deployed to Pago Pago after requests came for spiritual care from one of the all-volunteer chapters for this deeply religious island territory. Partnering with DMH, Serban worked with most of the families that had a loss and supported over 2,200 schoolchildren that lost classmates. His situation reports were widely circulated and illustrated powerful anecdotes on how disaster spiritual care can partner and provide emotional and spiritual support. The reports also told of rituals that can serve for individual and community recovery. (Reports may be accessed in the December issue of www.plainviews.org).
- ▼ Late Dec. 21, a fully loaded American Airlines passenger jet that had originated in Washington, DC, with a stop in Miami, crash landed in Jamaica with 154 passengers and crew surviving. Upon daybreak, images of the broken fuselage, 15 feet from the sea, were broadcast to the public. The majority of passengers were returning home for the holidays.

Into the future

In 2010, we look forward to providing two-day pre-conference workshops with SRT Training at the NACC Conference in St. Paul, MN, in March, and at the APC Conference in Schaumburg, IL, in April.

For more information about the SRT and future programs, please contact Tim Serban, NACC's representative to the American Red Cross Spiritual Care Response Team. Email: Tim.Serban@Providence.org

*Tim Serban
Special Representative, American Red Cross SRT*

Editorial Advisory Panel

This past year there was heightened and enthusiastic involvement in *Vision* by NACC members, with many contributing articles on a wide span of topics, ranging from ethics in the workplace to the professionalization of chaplaincy.

NACC's Editorial Advisory Panel, which meets by phone five times a year, deserves the credit for the choice of substantive themes that were explored in the pages of *Vision* in 2009. The themes chosen were:

- ▼ January-February *Vision*: "Reaching Out to the Immigrant," a group of articles written by NACC members who minister to the vulnerable U.S. immigrant population, both at the U.S.-Mexico border and inside this country in places where immigrants have found work and put down roots.
- ▼ March-April *Vision*: "Professionalization of Chaplaincy," a section focusing on the importance of embracing new ways of assessing and describing chaplaincy's contributions to health.
- ▼ May-June *Vision*: "Summit '09," coverage of the Feb. 1-4, 2009, meeting of chaplains organized by the Spiritual Care Collaborative, an umbrella group of spiritual care providers. The summit title was "Health and Hope: The Hard Reality of Living Intentionally in a Village of Care."
- ▼ July-August *Vision*: "One Book, One Association," in which NACC members were invited to join fellow members in reading and reflecting on "When Crickets Cry," by Charles Martin.
- ▼ September-October *Vision*: "Chaplains in Outpatient Ministry," a group of articles that highlighted workplaces in which chaplains have responded to changes in healthcare delivery.
- ▼ November-December *Vision*: "Ethics at Work," included a research piece on how ethics conversations may help lower nurses' moral distress and explored the role chaplains play on ethics panels at their institutions.

Paul Buche, a key member of the Editorial Advisory Panel, who had dedicated long hours for several years to seeking high-quality material for the Research Update Section of *Vision*, died in January. Mr. Buche was successful in exposing *Vision* readers to chaplaincy-related research not only from this country, but also from Canada and Europe.

Before his death, Mr. Buche worked with Austine Duru, a chaplain at St. Margaret Mercy Hospital in Hammond, IN, to

prepare him to assist in the search for research. Mr. Duru graciously accepted a three-year term on the Editorial Advisory Panel following Mr. Buche's death. He has taken over the demanding task of seeking out new substantive research in fields of interest to NACC members.

Thanks to Phil Paradowski, NACC Administrative Specialist/Information Technology and Special Projects, many *Vision* articles are available online in a more accessible fashion than in the past. These articles may be accessed one by one on the NACC website (www.nacc.org), and specific articles can be found by using topic keywords on the website's search engine.

Also in 2009, more than 130 NACC members participated in a *Vision* online survey. Their comments will provide valuable direction to the Editorial Advisory Panel and *Vision's* editor in 2010 as they continue the joint task of making *Vision* ever more responsive to members' professional interests and needs.

Reflection on the survey results by panel members led in late 2009 to the establishment of a *Vision* Research Panel, made up of 12 research-oriented individuals who volunteered to share their expertise. They are: Teresa Albanese, Rev. Elizabeth Collier, Gordon Hillsman, Jim Hoff, Sister Maria Theresa Hronec, SSCM, Bill Kramer, Mickie Micklewright, Robert Mundle, Linda Piotrowski, Hyun Underwood, Dacia Van Antwerp and Marilyn Williams.

Their role is to write up brief reflections on how research published in *Vision* can be applied to their own ministry or to pastoral care, in general. The reflections were suggested as a way to help *Vision* readers reflect on how the research presented in Research Update articles can apply to their own ministry and to pastoral care.

Further analysis of the survey results will help with theme development for future issues of *Vision*.

Laurie Hansen Cardona
Vision Editor

Members: Mr. Austine Duru, Ms. Michelle Lemiesz, Ms. Linda Piotrowski, Ms. Michele Le Doux Sakurai, Rev. Freddy Washington, CSSp, Sr. Norma Gutierrez, MCDP (Board Liaison), with staff Mr. David Lichter and Ms. Laurie Hansen Cardona.

USCCB/CCA Liaison

As a special representative to the United States Conference of Catholic Bishops Commission on Certification and Accreditation, my primary focus has been to communicate with Sr. Kay Sheskaitis, IHM, executive director of the USCCB/CCA, regarding the ongoing revision of the NACC's Standards. (I serve on the Standards Commission as well.)

I met with Sister Kay in Orlando at the Spiritual Care Summit in February in order to review the work of the commission since our last meeting. We discussed the completed Standards, procedures and documents to facilitate the certification and renewal of certification processes. In addition, I also outlined the commission's current task of drafting a glossary to accompany these materials and responded to Sister Kay's questions/concerns regarding these documents and

processes. Since our conversation, the completed glossary was sent to Sister Kay. She has served as an invaluable resource in the creation of these materials.

Two members of the NACC, Mary Theresa O'Neill and Rev. Andrew Sioletti, serve as NACC representatives to the USCCB/CCA Board of Directors and have participated in the Standards review and approval by that body. Those relationships and that of NACC Executive Director David Lichter have strengthened the communication and collaboration between the USCCB/CCA and the NACC.

Mary Lou O'Gorman
Special Representative to the USCCB/CCA

5007 S. Howell Avenue, Suite 120, Milwaukee, WI 53207-6159
Telephone: 414.483.4898 Fax: 414.483.6712 www.nacc.org

THE NATIONAL ASSOCIATION OF
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