



## **2011 Annual Report to Membership**

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## Letter from the Chair



Alan Bowman

Greetings,

This past year was a year filled with many challenges and successes for NACC. I hope each of you takes some time to review this 2011 NACC Annual Report to Membership in its entirety to learn more about the many accomplishments achieved by the members and by the very talented NACC staff members and Executive Director David Lichter. If you have not already done so, please take a few moments to thank the NACC staff members for their excellent support in empowering the many accomplishments that are highlighted in this annual report.

While celebration and gratitude are certainly important parts of this annual report review, it is also important to acknowledge that many members experienced grief and hardships in 2011. For those members who experienced the death of loved ones, the loss of employment, and/or the challenges of hospitalization and diminishment of health we, your sisters and brothers in Christ, hold you in prayer and offer our support. Many of you are familiar with the NACC "Healing Tree." For those who may not be aware of this ministry for members, I offer this brief reminder that on the NACC website you can select *Vision* at the top left hand of the home page and then "Healing Tree" at the bottom left on the *Vision* page to submit prayer requests for yourself or other members with their permission. You can also access this resource through NACC Now, which is also available through the NACC website at: [www.nacc.org](http://www.nacc.org). This "Healing Tree" prayer ministry is but one of many ways that NACC members support one another. I also want to thank those members who reach out in so many other ways through phone calls, emails, and through local NACC gatherings as well as at the NACC national conference. NACC is a unique community of Catholic chaplains and supervisors who truly witness the loving compassion of Christ to one another as well as to those who are sick and suffering within the facilities and communities represented by the membership.

The national conference days, in addition to being a time to support one another, offer a chance to celebrate our newly certified chaplains and supervisors. Please take a few moments to congratulate those who have achieved this significant rite of passage in their professional journey. It is also a time to welcome new members to our association. Thank you for extending your hospitality to those who are new to NACC. You will read in the Executive Director's report that NACC welcomed many new members this last year. It is my hope that each current member will consider inviting at least one individual to learn more about his or her ministry in the coming year and invite that person to consider becoming a member of NACC.

Lastly, as you review this annual report, please take a few moments to thank those members who have freely given of their time, talent and treasure to support the work of NACC through leadership and/or participation on the many commissions, committees, taskforces, local educational gatherings, and the board. As NACC moves forward to "continue the healing ministry of Jesus in the name of the church," as the Mission Statement proclaims, I am aware that it is both a privilege and a responsibility to serve in a manner that invites others to respond to their calling to witness the loving presence of Christ. Please accept this invitation to reflect upon the mission, vision and proposed strategic plan and consider where your own God-given talents may best be utilized to advance the work of NACC.

As the Board worked together to begin the strategic planning process last year, the board members first paused to pray and reflect upon the mission, vision and values of NACC. Additionally, several Scripture passages provided guidance and

► Continued on page 4.

## 2011 Board of Directors

### CHAIR

Alan E. Bowman  
Catholic Health Initiatives  
Englewood, CO  
[alanbowman@catholichealth.net](mailto:alanbowman@catholichealth.net)

### CHAIR ELECT/SECRETARY

Bonnie J. Burnett  
CHRISTUS Schumpert Health System  
Shreveport, LA  
[bonnie.burnett@christushealth.org](mailto:bonnie.burnett@christushealth.org)

### TREASURER

Mary Lou O'Gorman  
Saint Thomas Hospital  
Nashville, TN  
[mogorman@stthomas.org](mailto:mogorman@stthomas.org)

### EPISCOPAL LIAISON

Most Rev. Paul S. Coakley, DD  
Archbishop of Oklahoma City  
Oklahoma City, OK  
[pcoakley@catharchdioceseokc.org](mailto:pcoakley@catharchdioceseokc.org)

Barbara Brumleve, SSND  
Springfield, MO  
[bbrumleve58@gmail.com](mailto:bbrumleve58@gmail.com)

Rev. John T. (Jack) Crabb, SJ  
Portland, ME  
[jebbiejack@juno.com](mailto:jebbiejack@juno.com)

Geraldine M. Hoyler, CSC  
Notre Dame, IN  
[ghoyler@cscsisters.org](mailto:ghoyler@cscsisters.org)

Rev. Baaju Izuchi, CSSp  
Houston, TX  
[baajuizuchi@yahoo.com](mailto:baajuizuchi@yahoo.com)

Jane A. Mather  
Providence Sacred Heart Medical Center  
Spokane, WA  
[Jane.Mather@providence.org](mailto:Jane.Mather@providence.org)

John M. Pollack  
National Institutes of Health  
Bethesda, MD  
[pollackj@cc.nih.gov](mailto:pollackj@cc.nih.gov)

### EX-OFFICIO

David A. Lichter  
Executive Director  
National Association of Catholic Chaplains  
Milwaukee, WI  
[dlichter@nacc.org](mailto:dlichter@nacc.org)

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## Wow! 2011 was a full year for NACC!



David A. Lichter

The staff continued to implement the 2007-2012 Strategic Plans, while responding to members who experienced downsizing or reorganization of staffs due to the soft economy and healthcare transformation. In work settings, many of our members continue to be the “go to” persons to care for associates and staff members whose jobs were affected, reduced, or eliminated due to administrative reorganizations. Often this happens while our members live with their own job uncertainties as was evident this past year in calls we received from members whose jobs were reduced. In 2012 we plan to learn more about your job status so that we can have a more accurate picture of our members' employment situations.

That being said, the NACC staff in 2011 sought to “to support association members with creative educational, spiritual, and communication opportunities” (Goal I). We continue to receive positive feedback on the audio conferences, local events, special ministry networking calls, and State Liaison calls. So many of you provide feedback on the e-newsletter NACC Now, whose subscribers now include more than 1,100 who are not NACC members. It is providing a valuable service to the profession. *Vision* went fully online, and we learned during the year from our members that they prefer it not being a “member-only” benefit but that it is accessible to all without a member password. We have done so. We often receive positive feedback on the high quality articles on professional topics of vital interest to members.

Our efforts to “promote the profession of chaplaincy” (Goal II) continue with key partners. Catholic Health Association (CHA) established in 2011 a permanent administrative committee, the Pastoral Care Advisory Committee, to support the work of spiritual care in Catholic healthcare systems. This is a significant partnership with us. At the end of 2011 this committee identified three areas to work on together: quality, staff structures, and communicating the value of spiritual care. This collaborative effort will bear fruit not only for Catholic systems, but for the spiritual care profession in 2011. The NACC is also appreciative of the dialogue that has been started with the Supportive Care Coalition to address together ways to strengthen our members' preparedness for and service to the palliative care area. The Spiritual Care Collaborative partners continued to meet by phone in 2011, which culminated in an in-person meeting with several other spiritual care organizations to discuss the state of spiritual care and seek ways to better understand and support one another's efforts, and to establish a common project for 2012. While a common project was not chosen, this meeting was still historic and important for the profession. The NACC continues to be grateful also for the many graduate theological programs in ministry that help promote chaplaincy as a profession.

2011 was marked by significant efforts toward strengthening the NACC's relationship within the Catholic Church (Goal III). On

Feb. 11, 2011, I sent a letter with supporting material to all bishops (with the review and endorsement of the NACC Episcopal Advisory Council) sharing the content and value of board certification, and the meaning and importance of endorsement. At the November 2011 meeting of the Council, the Council members continued to express their appreciation for the NACC, and said they would work with us to create more communication tools for the bishops in the future. They recommended that in 2012 I send to ordinaries a letter along with a list of all our members in their dioceses to foster stronger relationships. Also, with the USCCB's decision in June 2011 to discontinue the USCCB Commission on Certification and Accreditation (CCA) and no longer accredit CPE programs, Alan Bowman, our NACC board chair, and I began a dialogue with Marie Powell, the executive director of the USCCB Secretariat for Catholic Education, to share with her some background on NACC, to make sure the USCCB/CCA accredited CPE programs would transition well, and to determine how best to communicate to our members what this decision was and what it meant for our members. This communication has established a solid relationship with the USCCB.

Membership growth remained a high priority for us in 2011. While we continue to experience about a 3% member decline, due to understandable retirements given the age of the majority of our members, we still gained 184 new members: 90 lay women (49%), 35 priests (19%), 34 laymen (18.5%), 14 religious women (7.6%), 10 deacons (5.4%), and one brother. Our membership profile is now 49.3% lay (36.6% women, 12.7% men), 29.2% sisters, 16.8% priests, 4.1% brothers and deacons, and .5% others, with 70% board certified.

As in 2009 and 2010, NACC ended 2011 on good financial footing with a net asset of \$104,968 (\$840,951 expenses to \$945,919 revenue). When you read the financial statement of this Annual Report, you will notice we were able to reduce expense by more than \$25,000. This is attributed to moving the NACC offices to a smaller and less cost-per-square-foot space compared to our prior offices, as well as doing more electronically and going online with *Vision*. Our revenue was down about \$30,000 from 2010, but we saw growth in donations to the annual member campaign and other giving (now about 10% of income), and increased revenue from education offerings. Our financial forecast shows we need to continue to examine new ways to structure/provide services in the future. This will certainly be part of our new strategic plan.

I am grateful to all of our members who continue to support the NACC mission through their membership, their networking and involvement with one another on behalf of the NACC, and the many ways they contribute in leadership through the board, committees, commissions, panels, task forces, *Vision*, and NACC Now. Thank you, thank you! I am blessed to serve with you.

Gratefully,

David A. Lichter  
NACC Executive Director

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## ▶ Letter from the Chair

Continued from page 2.

insights for the board members as this important work began. One passage that stood out is from Jeremiah 29:11 "I know the plans I have in mind for you, says the Lord; plans to give you a future full of hope." It was with this spirit, a spirit full of hope that the board members gathered together with John Reid and Maureen Gallagher from the Reid Group. Many may recall that the Reid Group provided very capable consultation during the prior NACC envisioning process that resulted in the current mission, vision and values that the Board reaffirmed this past year. By the time members review this annual report, it is my hope that each of you has taken advantage of at least one opportunity to review the proposed strategic plan, and that you have provided your feedback and suggestions on how NACC might best realize its future.

In closing, I thank each of you for your courage in responding to God's call to participate in this healing ministry, and I thank you for your generosity in empowering NACC to attain so many accomplishments in 2011. Please continue the journey with NACC, as it is my sincere belief that God has plans for each of us and for NACC, and "plans to give you (and NACC) a future full of hope."

With gratitude,  
*Alan E. Bowman*  
*NACC Board Chair*

## NACC Office Staff

### Executive Director

David A. Lichter, DMin

### Certification and Education Coordinator

Susanne Chawszczewski, PhD

### Association Support Coordinator

Cindy Bridges

### Administrative Specialist/Certification

Rose Mary Blanco-Alvarado / Lindsey Tews

### Administrative Specialist/Education and Renewal of Certification

Jeanine Annunziato

### Administrative Specialist/Information Technology and Special Projects

Phillip Paradowski

### Administrative Specialist/Membership

Mary Pawicz

### Administrative Specialist/Finances

Sue Walker

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## Governance Committee

The Governance Committee's primary duties are to provide oversight of and make recommendations to the Board of Directors concerning the organization's governance and management structures. The committee reviews the effectiveness of organizational processes and, after reviewing the work of the Nominations Panel regarding the credentials of candidates for election or committee appointments, makes recommendations to the Board of Directors. The committee also reviews NACC's bylaws, policies and procedures in order to update or amend according to current organizational needs.

During 2011 the Governance Committee reviewed nominations and made candidate recommendations to the Board of Directors to fill positions on the following NACC groups: Board of Directors, Certification Appeals Panel, Certification Commission, Editorial Advisory Panel, Education Advisory Panel, Ethics Appeals Panel, Ethics Commission, Nominations Panel and Standards Commission.

In addition, the committee also oversaw the Board of Directors'

election process and the annual Board survey. The committee continues to review the organization's policies and procedures, succession planning and member engagement in the operation of the organization.

The Governance Committee would not be able to complete its work without the outstanding dedication and professionalism of the Nominations Panel in recruiting and vetting candidates for NACC positions. The work is time-consuming, but essential to the organization. Please refer to the Nominations Panel report for a full description of the panel's work.

*John Pollack*  
*Chair, Governance Committee*

**Members:** Mr. John Pollack (Chair), Sister Barbara Brumleve, SSND, Rev. John Crabb, SJ, Rev. Baaju Izuchi, Ms. Jane Mather, Rev. Dean Marek, Mr. Alan Bowman (ex-officio), with staff members Mr. David Lichter and Ms. Cindy Bridges.

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## Finance Committee

The NACC Finance Committee, which includes three board members, four external finance professionals, and two staff, met quarterly via conference calls to review the financial status of NACC. This committee has been blessed by the exceptional leadership of those external members, Ms. Ann Gillis, Ms. Kelly Bigler, Mr. Michael Lemke and Mr. William Lucey, and by their commitment to the stewardship of the NACC. It is also indebted to Sister Geraldine Hoyler, CSC, another member who has completed her tenure on the board and, thus, her service on this committee. She was instrumental in strengthening NACC's investment policies, financial decision-making, and, as a result, overall financial health.

The committee's goals for 2011 were to give special attention to the NACC investment portfolio and make decisions, as needed, regarding distribution of funds; to monitor the 2011 budget; to utilize a three-year financial forecast for future planning to assist the NACC Board of Directors in strategic planning; and to approve a solid 2012 budget.

Regarding the NACC investment portfolio, the committee received quarterly reports from Christian Brothers Investment Services (CBIS) that oversees the equity portion (or two-thirds) of NACC investments to CBIS. The fixed income portion of the fund remains in our cash portions and short-term bonds with Merrill Lynch, which earned .73%; this provides good liquidity. As everyone knows the 2011 international market was down, thus the NACC portfolio with Christian Brothers Investment Services (CBIS) showed a 2.56% loss.

Still the NACC ended 2011 in good financial shape, having come well "under budget" in most expense areas, and close to budget on its revenue. So for the third year in a row, the NACC has been able to stay well within its budget and be "in the black" when the year ended. Many thanks go to the committees, commissions, staff, and board for being cost-conscious and good stewards of members' support.

The committee's financial forecast model for 2011-2015 has been useful in providing solid projections built on reasonable

financial assumptions that help NACC make sound decisions for 2011, and give some assurances for 2012-2013 based on revenue and expense assumptions. The model did inform us, however, that NACC will need to make strategic decisions in the next three years to ensure the association's long term health.

At the committee's suggestion, the executive director made the decision to move to a new office location. That move occurred at the end of January 2011 contributed significantly to the \$25,000 reduction in administrative expenses. The new location is only 200 meters north of the former location.

Finally, the committee recommended to the NACC Board of Directors a reasonable budget for 2012. The committee reviews quarterly the budget, and recommends adjustments as needed.

Overall, NACC is right now in a fairly healthy financial situation. However, NACC membership has continued to decline by approximately 3% annually due to retirements, which has a significant impact on revenue. Therefore, maintaining membership, finding alternative revenue sources, and managing/reducing expenses are critical steps.

The committee's goals for 2012 will continue to be managing investments and monitoring the 2012 budget, but also reviewing and refining the financial forecast model based on future scenarios developed by the NACC Board of Directors along with the executive director.

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.

*Mary Lou O'Gorman*  
*Treasurer/Chair, Finance Committee*

**Members:** Ms. Mary Lou O'Gorman (Chair), Ms. Bonnie Burnett, Ms. Kelly Bigler, Ms. Anne Gillis, Mr. Michael Lemke, Mr. William Lucey, Sister Geraldine Hoyler, CSC (Board Liaison), Mr. Alan Bowman (ex-officio), with staff Mr. David Lichter and Ms. Susan Walker.

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## Standards Commission

One goal for the Standards Commission in 2011 involved the Ethics Accountability Statement. All NACC members are required to sign a copy of the Ethics Accountability Statement (EAS) currently for initial certification and renewal of certification. The Standards Commission recommended to the NACC Board of Directors that the EAS be placed on the application for membership and signed annually thereafter. The NACC national office is working on a plan to complete this request.

Another goal related to English language proficiency. Applicants for whom English is not their primary language must provide TOEFL (Test of English as a Foreign Language) scores. This recommendation is to be reviewed by the NACC Board of Directors for action, as it would be a change to the Standards.

The Standards Commission has recommended the following revisions to the Common Standards:

QUA4 to read: Applicants for whom English is not their primary language must provide TOEFL (Test of English as a Foreign Language) scores.

PGC4 will read: Function in a manner that respects the physical, emotional, cultural and spiritual boundaries of others.

In 2012, the Standards Commission will explore the implications of NACC no longer certifying supervisors as this relates to Catholic identity and to the transition from certified supervisor to certified chaplain. In addition, the commission will monitor implementation of the Ethics Accountability Statement standard to assure compliance.

*Jane Connolly, IHM*  
*Chair, Standards Commission*

**Members:** Sister Jane Connolly, IHM (Chair), Ms. Nancy Cook; Mr. John Gillman, Ms. Jane W. Smith, Sister Helen Waugh, SFCC, Ms. Jane Mather, (Board Liaison); Deacon T. Patrick Bradley, (Ethics Commission Liaison), Sr. Sheila Hammond, RSCJ, (Certification Commission Liaison), with staff Ms. Susanne Chawszczewski.



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

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### INDEPENDENT ACCOUNTANT'S REVIEW REPORT

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, 2011 and 2010, and the related statements of activities and cash flows for the years then ended.

A review includes primarily applying analytical procedures to management's financial data and making inquiries of Association management. A review is substantially less in scope than an audit, the objective of which is the expression of an opinion regarding the financial statements as a whole. Accordingly, we do not express such an opinion.

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America and for designing, implementing, and maintaining internal control relevant to the preparation and fair presentation of the financial statements.

Our responsibility is to conduct the review in accordance with Statements on Standards for Accounting and Review Services issued by the American Institute of Certified Public Accountants. Those standards require us to perform procedures to obtain limited assurance that there are no material modifications that should be made to the financial statements. We believe that the results of our procedures provide a reasonable basis for our report.

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 accounting principles generally accepted in the United States of America.

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

January 24, 2012

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**NATIONAL ASSOCIATION OF CATHOLIC CHAPLAINS**

**STATEMENTS OF FINANCIAL POSITION**  
**December 31, 2011 and 2010**

	2011	2010
<b><u>ASSETS</u></b>		
<b>CURRENT ASSETS</b>		
Cash	\$ 142,542	\$ 137,331
Investments	607,918	515,884
Interest receivable	0	176
Accounts receivable	8,285	3,047
Prepaid expenses	<u>13,993</u>	<u>11,410</u>
Total current assets	<u>772,738</u>	<u>667,848</u>
<b>PROPERTY AND EQUIPMENT, at cost</b>		
Office furniture and equipment	62,010	64,405
Leasehold improvements	<u>7,689</u>	<u>0</u>
	69,699	64,405
Less accumulated depreciation	<u>56,005</u>	<u>55,284</u>
	<u>13,694</u>	<u>9,121</u>
<b>OTHER ASSETS</b>		
Security deposit	<u>0</u>	<u>4,600</u>
Total assets	<u>\$ 786,432</u>	<u>\$ 681,569</u>
<b><u>LIABILITIES AND NET ASSETS</u></b>		
<b>CURRENT LIABILITIES</b>		
Accounts payable	\$ 1,550	\$ 1,726
Accrued payroll and benefits	23,243	23,118
Deferred revenues	<u>217,275</u>	<u>217,329</u>
Total current liabilities	<u>242,068</u>	<u>242,173</u>
<b>NET ASSETS</b>		
Unrestricted		
Undesignated	353,295	235,067
Board designated	<u>175,596</u>	<u>187,506</u>
	528,891	422,573
Temporarily restricted	<u>15,473</u>	<u>16,823</u>
Total net assets	<u>544,364</u>	<u>439,396</u>
Total liabilities and net assets	<u>\$ 786,432</u>	<u>\$ 681,569</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, 2011 and 2010

	-----2011-----		-----2010-----	
	Unrestricted	Temporarily Restricted	Unrestricted	Temporarily Restricted
	Total	Total	Total	Total
<b>REVENUES</b>				
Membership dues	\$ 527,516	\$ 527,516	\$ 537,328	\$ 537,328
Certification fees	91,230	91,230	75,014	75,014
Annual appeal	47,513	47,513	44,267	44,267
Contributions	32,600	32,600	21,350	21,350
National conference	174,344	174,344	167,063	167,063
Educational events	21,735	21,735	18,945	18,945
Audio conferences	12,375	12,375	12,740	12,740
Investment income (loss), net	(7,241)	(7,091)	50,538	50,688
Miscellaneous income	45,517	45,517	49,647	49,647
Gain (loss) on disposal of property and equipment	180	180	(1,412)	(1,412)
<b>Net assets released from restrictions:</b>				
Restricted funds utilized	1,500	(1,500)	225	(225)
Total revenues	<u>947,269</u>	<u>945,919</u>	<u>975,705</u>	<u>975,630</u>
<b>EXPENSES</b>				
<b>Administration:</b>				
Salaries and benefits	447,731	447,731	428,136	428,136
Travel and transportation	2,703	2,703	3,788	3,788
Professional contracted services	15,761	15,761	15,570	15,570
Miscellaneous	2,803	2,803	2,811	2,811
Communications and postage	8,686	8,686	15,407	15,407
Occupancy expense	41,581	41,581	65,606	65,606
Maintenance and insurance	11,747	11,747	11,508	11,508
Professional fees	4,700	4,700	7,960	7,960
Printing and reproduction	6,731	6,731	19,464	19,464
Subscriptions, dues, awards, and fees	11,150	11,150	12,508	12,508
Office supplies	5,586	5,586	4,148	4,148
Depreciation	3,116	3,116	2,364	2,364
	<u>562,295</u>	<u>562,295</u>	<u>589,270</u>	<u>589,270</u>
<b>Governance:</b>				
Board of Directors	16,978	16,978	19,651	19,651
Editorial advisory panel	180	180	136	136
Task force/special projects	11,384	11,384	2,753	2,753
Governance committee	280	280	2,537	2,537
Standards committee	3,401	3,401	3,301	3,301
Marketing, recruitment and development	9,747	9,747	533	533
Finance committee	96	96	73	73
Ethics commission	186	186	65	65
Episcopal advisory council	623	623	561	561
Special representatives	0	0	275	275
Education advisory panel	44	44	0	0
	<u>42,919</u>	<u>42,919</u>	<u>29,885</u>	<u>29,885</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, 2011 and 2010

	-----2011-----		-----2010-----			
	Unrestricted	Temporarily Restricted	Total	Unrestricted	Temporarily Restricted	Total
<b>EXPENSES (continued)</b>						
<b>Certification:</b>						
Certification commission	\$ 14,592	\$ 0	\$ 14,592	\$ 17,923	\$ 0	\$ 17,923
Certification ITEs & site coordinators	20,148	0	20,148	12,654	0	12,654
Certification interviews	25,593	0	25,593	23,475	0	23,475
Certification appeals panel	250	0	250	152	0	152
	<u>60,583</u>	<u>0</u>	<u>60,583</u>	<u>54,204</u>	<u>0</u>	<u>54,204</u>
<b>Annual appeal</b>	<u>3,599</u>	<u>0</u>	<u>3,599</u>	<u>3,822</u>	<u>0</u>	<u>3,822</u>
<b>National conference</b>	<u>152,735</u>	<u>0</u>	<u>152,735</u>	<u>152,891</u>	<u>0</u>	<u>152,891</u>
<b>Educational events</b>	<u>14,966</u>	<u>0</u>	<u>14,966</u>	<u>14,912</u>	<u>0</u>	<u>14,912</u>
<b>Audio conferences</b>	<u>3,854</u>	<u>0</u>	<u>3,854</u>	<u>4,981</u>	<u>0</u>	<u>4,981</u>
Total operating expenses	<u>840,951</u>	<u>0</u>	<u>840,951</u>	<u>849,965</u>	<u>0</u>	<u>849,965</u>
Change in net assets	106,318	(1,350)	104,968	125,740	(75)	125,665
<b>NET ASSETS</b>						
Beginning of year	<u>422,573</u>	<u>16,823</u>	<u>439,396</u>	<u>296,833</u>	<u>16,898</u>	<u>313,731</u>
End of year	<u>\$ 528,891</u>	<u>\$ 15,473</u>	<u>\$ 544,364</u>	<u>\$ 422,573</u>	<u>\$ 16,823</u>	<u>\$ 439,396</u>

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

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**NATIONAL ASSOCIATION OF CATHOLIC CHAPLAINS**

**STATEMENTS OF CASH FLOWS**  
**For the Years Ended December 31, 2011 and 2010**

	2011	2010
<b><u>CASH FLOWS FROM OPERATING ACTIVITIES</u></b>		
Change in net assets	\$ 104,968	\$ 125,665
<b>Adjustments to reconcile change in net assets to net cash flows from operating activities:</b>		
Depreciation	3,116	2,364
Realized and unrealized (gain) loss on investments	12,274	(45,817)
(Gain) loss on disposal of property and equipment	(180)	1,412
<b>(Increase) decrease in:</b>		
Interest receivable	176	77
Accounts receivable	(5,238)	2,819
Prepaid expenses	(2,583)	21,873
Security deposit	4,600	0
<b>Increase (decrease) in:</b>		
Accounts payable	(176)	(81)
Accrued payroll and benefits	125	(1,090)
Deferred revenues	(54)	(29,070)
Net cash flows from operating activities	<u>117,028</u>	<u>78,152</u>
<b><u>CASH FLOWS FROM INVESTING ACTIVITIES</u></b>		
Proceeds from sale of property and equipment	180	0
Purchase of investments, including reinvested earnings	(104,308)	(4,869)
Purchase of property and equipment	<u>(7,689)</u>	<u>(1,402)</u>
Net cash flows from investing activities	<u>(111,817)</u>	<u>(6,271)</u>
Net change in cash	5,211	71,881
Cash - beginning of year	<u>137,331</u>	<u>65,450</u>
Cash - end of year	<u>\$ 142,542</u>	<u>\$137,331</u>

See Accountant's review report.

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

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## NATIONAL ASSOCIATION OF CATHOLIC CHAPLAINS

### NOTES TO FINANCIAL STATEMENTS

**Note 1. Summary of Significant Accounting Policies**

**Nature of business:**

The National Association of Catholic Chaplains (the Association) is a nonprofit organization organized under the laws of the State of Wisconsin for the purpose of promoting continuing spiritual and educational formation of its membership and Christ-like advocacy in ethical, legal, political and social areas of service in health care ministries. The Association is exempt from income taxes under Section 501(c)(3) of the Internal Revenue Code. Following is a summary of the Association's significant accounting policies.

**Financial statement presentation:**

The Association reports information regarding its financial position and activities according to three classes of net assets: unrestricted net assets, temporarily restricted net assets, and permanently restricted net assets.

Unrestricted net assets - Net assets that are not subject to donor-imposed stipulations. Unrestricted net assets include board designated net assets that represent unrestricted net assets that the Association's board of directors has designated for specific future use.

Temporarily restricted net assets - Net assets subject to donor-imposed stipulations that will be met either by actions of the Association and/or the passage of time.

Permanently restricted net assets - Net assets subject to donor-imposed stipulations that they be maintained permanently by the Association. The Association has no permanently restricted net assets.

**Contributions:**

Contributions received are recorded as unrestricted, temporarily restricted, or permanently restricted support depending on the existence or nature of any donor restrictions.

**Membership dues and certification fees:**

Membership dues and certification fees are recognized as revenues on a pro rata basis over the period to which the membership or certification relates. The portion related to the current period is recorded as revenue. The portion related to future periods is recorded as deferred revenue.

See Accountant's review report.

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## NATIONAL ASSOCIATION OF CATHOLIC CHAPLAINS

### NOTES TO FINANCIAL STATEMENTS

**Note 1. Summary of Significant Accounting Policies (continued)**

**Conference revenue:**

Fees and other conference receipts are recognized as revenue during the year in which the conference is held. Amounts collected for a conference to be held in a subsequent year are recorded as deferred revenue.

**Conference expenses:**

Expenditures for conference goods and services are recognized as expenses during the year in which the conference is held. Amounts paid for a conference to be held in a subsequent year are recorded as prepaid expenses.

**Property and equipment:**

Property and equipment are recorded at cost. Maintenance and repairs are charged to operations as incurred and renewals and betterments are capitalized. Depreciation for office furniture and equipment and leasehold improvements are calculated using the straight-line method over their estimated useful lives of five to ten years. When furniture or equipment is retired or otherwise disposed of, the cost is removed from the asset accounts and the related accumulated depreciation accounts are adjusted, with the difference recorded as a gain or loss in the year of retirement.

**Investments:**

Investments consisting of cash equivalents, fixed income securities and equity securities are reported at their fair values in the statement of financial position. Investment income consisting of interest and dividends, realized gains and losses, and unrealized gain and losses are included in the statement of activities. Investment income restricted by a donor is reported as an increase in unrestricted net assets if the restrictions are met (either by passage of time or by use) in the reporting period in which the income is recognized.

**Compensated absences and vacations:**

The financial statements include a liability for compensated absences and vacations for all employees who held vested rights to such compensation.

**Financial instruments:**

Financial instruments, which potentially subject the Association to credit risk, are cash balances that periodically exceed the Federal Deposit Insurance Corporation (FDIC) insurance limit.

See Accountant's review report.

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**NATIONAL ASSOCIATION OF CATHOLIC CHAPLAINS**

**NOTES TO FINANCIAL STATEMENTS**

**Note 1. Summary of Significant Accounting Policies (continued)**

**Financial instruments (continued):**

Effective December 31, 2010, the FDIC is temporarily providing unlimited coverage on all cash deposits in “noninterest-bearing transaction accounts” through December 31, 2012. The term “noninterest-bearing transaction accounts” include traditional checking or demand deposit accounts that do not pay interest.

**Use of estimates:**

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

**Subsequent events:**

The Association evaluated subsequent events through January 24, 2012, the date the financial statements were available to be issued. Events or transactions occurring after December 31, 2011, but prior to January 24, 2012 that provided additional evidence about conditions that existed at December 31, 2011, have been recognized in the financial statements for the year ended December 31, 2011. Events or transactions that provided evidence about conditions that did not exist at December 31, 2011 but arose before the financial statements were available to be issued have not been recognized in the financial statements for the year ended December 31, 2011.

**Note 2. Investments**

The fair values of the Association’s professionally-managed investments, were comprised of the following at December 31:

	2011	2010
Cash equivalents	\$ 267,206	\$116,434
Fixed income mutual funds	10,462	60,528
Equity mutual funds	<u>330,250</u>	<u>338,922</u>
	607,918	515,884
Unrealized (gain) loss	<u>(55,369)</u>	<u>(67,535)</u>
Cost basis at December 31	<u>\$552,549</u>	<u>\$448,349</u>

Investment income (loss), net consists of the following:

Interest and dividends	\$ 5,183	\$ 4,871
Realized gains (losses)	(108)	0
Unrealized gains (losses)	<u>(12,166)</u>	<u>45,817</u>
	<u>\$ (7,091)</u>	<u>\$ 50,688</u>

See Accountant’s review report.

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**NATIONAL ASSOCIATION OF CATHOLIC CHAPLAINS**

**NOTES TO FINANCIAL STATEMENTS**

**Note 2. Investments (continued)**

The Association utilizes various methods to measure the fair value of its investments on a recurring basis. Financial accounting standards establish a hierarchy that prioritizes inputs to valuation methods. Financial assets valued using level 1 inputs are based on unadjusted quoted market prices within active markets. Financial assets valued using level 2 inputs are based primarily on quoted prices for similar assets in active or inactive markets. Financial assets valued using level 3 inputs are based on unobservable inputs and requires management to use their own assumptions on valuation. All of the Association's investments are considered to be level 1 assets.

**Note 3. Operating Leases**

In November 2006, the Association entered into a lease agreement for its office space commencing on January 1, 2007 that expired in January 2011. Total annual rent expense attributable to this lease was \$4,821 in 2011 and \$57,752 in 2010.

In October 2010, the Association entered into a 36-month lease agreement for its office space commencing on February 1, 2011. Total annual rent expense attributable to this lease was \$36,179 in 2011. The minimum future rental commitments under this operating lease are as follows:

2012	\$ 40,557
2013	41,778
2014	<u>3,490</u>
	<u>\$ 85,825</u>

**Note 4. Net Assets**

The following is a summary of the board-designated net assets as of December 31:

	2011	2010
Conference Fund	\$ 28,517	\$ 28,517
Conference Scholarship Fund	2,418	0
Donor Development Fund	<u>144,661</u>	<u>158,989</u>
	<u>\$175,596</u>	<u>\$187,506</u>

See Accountant's review report.

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**NATIONAL ASSOCIATION OF CATHOLIC CHAPLAINS**

**NOTES TO FINANCIAL STATEMENTS**

**Note 4. Net Assets (continued)**

The following is a summary of the temporarily restricted net assets as of December 31:

	2011	2010
Student Education Scholarship Fund	\$ 323	\$ 1,673
Continuing Education Fund	<u>15,150</u>	<u>15,150</u>
	<u>\$ 15,473</u>	<u>\$ 16,823</u>

A maximum of 4% interest per year can be added to the Continuing Education Fund to be used towards the next year's Conference Scholarship Fund.

**Note 5. Tax-Deferred Annuity Plan**

The Association has a tax-deferred annuity plan qualified under Section 403(b) of the Internal Revenue Code. For 2011 and 2010, the Association contributed 5.5% of gross salaries to the plan for qualified employees; or, \$18,868 and \$18,096, respectively. Employees may make contributions to the plan up to the maximum amount allowed by the Internal Revenue Code if they wish. The plan covers all employees; however, an employee must be at least 21 years of age and complete at least one year of service (1,000 hours) to receive employer base contributions.

**Note 6. Contingencies**

The Association allows employees to accumulate up to sixty days of sick time. The employee loses any right to this sick pay upon termination. At December 31, 2011 and 2010, this contingent liability amounted to \$53,663 and \$44,741, respectively.

The Association's investments are exposed to various risks, such as interest rate, market and credit risks. Due to the level of risk associated with certain investments and the level of uncertainty related to changes in values of investments, it is at least reasonably possible that changes in risks in the near term would materially affect the amounts reported in the Statement of Financial Position and the Statement of Activities.

See Accountant's review report.

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## Certification Commission

The Certification Commission's primary task remains to certify and renew certification for our chaplain and supervisor members on behalf of the USCCB. We are pleased to report that in 2011 we were able to accomplish that task and continue initiatives designed to adapt and improve our service to members. The commission certified 71 new chaplains and approved renewal of certification for 132 chaplain members. The commission has reviewed and granted renewal of certification for three chaplain members who are currently awaiting receipt of their ecclesiastical endorsement. We also certified one associate supervisor, and approved renewal for two supervisor members. In the fourth quarter of 2011, the commission received 103 renewal of certification applications from chaplain members and these are yet to be reviewed.

A host of staff and NACC member volunteers carry out this primary task of certification with the commission. Their professional service and collaboration is vital to the organization. Sr. Julie Houser, CSJ, commissioner and ITE liaison, and Ms. Jane Smith, lead ITE, coordinated the efforts of the local interview teams, hosts, and welcome committees for both the fall and spring rounds of certification interviews. We continue to value our relationships with the various institutions around the country who offer us in-kind donations allowing us to use their sites for our certification interviews. We also welcome the opportunity to begin with some new contacts as we work to ensure our interviews and sites are accessible and professional.

Renewal of certification and the thoughtful review of submitted materials is another focal point of energy and attention for the commission. Sr. Geraldine Krautkramer, OSF, vice-chair, directs this commission task, along with the assistance of Ms. Judith A. Shemkovitz and other commissioners. This renewal responsibility entails careful review of each member's materials. We continue to encourage working with a mentor as needed while preparing materials as well as undergoing a peer interview with an NACC member.

We engaged in ongoing development of resources for this process. We are continuing to use the updated forms reflecting the recent shift in categories for continuing education as mandated by our revised common standards. We also completed a third year of integrating the signing of our ethics form as part of the renewal process.

We again offered two educational opportunities over the course of the year, namely, a workshop at the national conference and a scheduled audio conference, in addition to the consulting available through the national office to assist members renew their certification in the calendar year. The workshops at the national conference and audio conference were facilitated by Sr. Geraldine Krautkramer, OSF, Sr. Sheila Hammond, RSCJ, and Fr. Agustin R. Orosa, MI, commissioners. We also offered a workshop at the national conference to address concerns about initial certification as chaplain and supervisor certification. These were facilitated at the national conference by Mr. Joseph Bozzelli, commissioner, and Ms. Judith Shemkovitz, commissioner, respectively.

The commission addressed the need for even greater fiscal accountability and creativity when drafting a budget and setting a meeting agenda for 2011. We changed from three "in person" meetings to two, with one meeting as a phone conference. Our aim with this initiative was to continue providing quality service with respect to certification while reducing costs (e.g. food, transportation, lodging) presently supported by membership dues. We were pleased to learn that the overall certification budget was reduced by about \$5,000 for last year.

This past year presented the commission with opportunities to improve and develop communication structures already in place among interview teams, the appeals panel, and the commission. We strengthened communications among these process partners by adopting recommended feedback procedures (reports passing from the ITE liaison commissioner to the ITE leader and from the appeals panel to the commission) so that timely information is available to all the process partners for ongoing learning. Ms. Linda M. Arnold has been a great resource in sharing her recent experiences with certification at the grassroots level.

During 2011 the commission said farewell to two members. Fr. Agustin R. Orosa, MI, a supervisor member of the commission, whose pastoral insight and appreciation of ethnic diversity was a great gift to us, completed his second term. Ms. Rose Mary Blanco-Alvarado, administrative specialist/certification, moved to a new position after serving for several years with the NACC. The Certification Commission owes "Mar" and "Jojo" a debt of gratitude for all they did for us and for their professionalism in responding to myriad communications from our members.

Our liaison to the NACC National Board, Mr. John M. Pollack, BCC, is a regular part of our meetings. Ms. Susan Walker keeps us current with budgetary information. Ms. Susanne Chawaszczewski assists with educational questions, programs, and the detailed nuances of certification for us and for our members. We offer each of them a word of thanks for their many contributions.

This past year brought the commission one more hello moment. Mrs. Lindsey Tews took up the mantle of administrative assistant/certification after Rose Mary's departure. Mrs. Tews recently moved to Milwaukee and even more recently got married. She has impressed us with her energy and excellent skills. We are delighted that she has joined us.

*Rev. James R. Yeakel, OSFS  
Chair, Certification Commission*

**Members:** Rev. James R. Yeakel, OSFS (Chair), Sr. Geraldine Krautkramer, OSF (Vice-chair), Sr. Janet Biemann, RSM, Mr. Joseph G. Bozzelli, Sr. Sheila Hammond, RSCJ, Sr. Julie Houser, CSJ, Rev. Agustin R. Orosa, MI, Ms. Judith Shemkovitz, and Mr. John Pollack (Board Liaison), with staff Ms. Rose Mary Blanco-Alvarado, Ms. Lindsey Tews and Ms. Susanne Chawaszczewski.

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## Certification Appeals Panel

The main goals for the Certification Appeals Panel in 2011 were to reorganize the panel and fill vacancies.

Dan Petronella agreed to serve as chair of the panel, but there were still unfilled spots on the panel. With a trend toward an increasing number of appeals, it is important to have full membership. Some panel members have had to consider three appeals during each round of appeals. This is too many to be reasonable.

Another goal was to add a position on the panel for an Interview Team Educator liaison. Until now all members of the panel have been certified supervisors. Mr. Jim Willsey, who filled the ITE liaison position, and Sister Mary Skopal, SSJ, are the first people on the panel to be board certified chaplains rather than certified supervisors. They have been active and effective panel members.

Main achievements in 2011 included that appeals teams began producing written summaries of their deliberations, including recommendations as needed for the appellant, the interview team, the ITEs, the Certification Commission and others.

Plans for 2012 include to work with the Certification Commission

and the Standards Commission to revise the Appeals Panel and to develop standards and operating procedures for the panel that better meet the needs of both NACC and those who choose to appeal a certification decision.

In addition, the commission will consider developing a group of appellant advocates for the purpose of guiding appellants in preparing appeal letters that effectively make the case for their appeals. On a number of occasions, appeals teams felt that there might have been irregularities in the certification interview, but they were unable to overturn the decision of the Certification Commission or grant a new interview because the appeal was not effectively written and standards were not cited.

*Daniel A. Petronella*  
*Chair, Certification Appeals Panel*

**Members:** Mr. Daniel Petronella, (Chair), Mr. Gordon Hillsman, Sr. Mary R. Skopal, SSJ, Sr. Virginia Yeager, SSJ, and Mr. James Willsey (ITE liaison), with staff Ms. Rose Mary Blanco-Alvarado and Ms. Lindsey Tews.

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## Interview Team Educators (ITEs)

The main goals for the ITEs in 2011 were to continue to bring efficiency and integrity to the certification interview process and to collaborate well with the Certification Commission and NACC office staff in an attempt to maximize good communication and orderly processes. We made progress toward both goals, yet there is room for further growth.

We began working toward the first goal to improve the certification interview process by discussing at our annual July meeting our strengths and areas for growth and development. We were in contact throughout the year, particularly in preparation for the two certification weekends in spring and fall. We provided leadership to the interview teams, site coordinators, and indeed the entire interview process to make sure that the chaplain applicants were served well by that process, and that paperwork was completed in a timely, efficient manner.

The quality of PRPs I and II was a key issue that needed addressing. Too much editing by office staff was needed after the weekend. This is an ongoing issue that is affected by related

computer issues and the relative "user friendliness" of the forms. In addition, there were difficulties regarding timelines for preparation, particularly PRP II. There also needs to be greater clarity in writing of PRPs I and II.

Another key issue that needed addressing was a review of current teaching tools available to ITEs and plans to improve them. These include a post-test, team phone calls, and a PowerPoint presentation. There were also computer/form issues that were deserving of small group concentration and attention.

An achievement this past year was addressing our teaching mechanisms in this way, with small groups thinking in new ways about them. While this was good, we still ended up with paperwork trouble after the fall weekend, especially with PRP II.

Plans for 2012 are to press on in continuing to look for ways to make the interview process rewarding for all concerned. Specifics will be addressed at the annual July meeting.

*Jane W. Smith*  
*Lead ITE*

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## Ethics Commission

The purpose of the Ethics Commission is to review formal complaints involving alleged violations of the NACC Code of Ethics in accordance with NACC Standards and Procedures. There were no ethics complaints received in 2011.

Our goal for 2012 is to remain available in case a formal complaint is received. Responsibilities of the commission include to: review all grievances filed; consult with the NACC legal advisor on process as necessary; gather information pertaining to a grievance; and render a decision on the grievance. In addition, the commission must communicate the decision in writing to

respondents and complainants as well as to the NACC Board of Directors.

*Deacon T. Patrick Bradley*  
*Chair, Ethics Commission*

**Members:** Deacon T. Patrick Bradley (Chair), Ms. Nancy Flaig, Ms. Mary M. Heintzkill, Rev. Eugene S. Pocerich, Ms. Marilyn Williams, Ms. Bonnie Burnett (Board Liaison), with staff, Ms. Susanne Chawszczewski.

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## Editorial Advisory Panel

The Editorial Advisory Panel and *Vision's* editor continued to work during 2011 to make *Vision* ever more readable, relevant, and resource-packed. Themes for each issue of *Vision* were carefully selected based on responses to a readership survey and input from members of the Editorial Advisory Panel, whose members meet by phone five times a year.

In 2011, four longtime members who provided *Vision* with much valuable insight and many relevant articles, Sr. Norma Gutierrez, MCDP; Ms. Michelle Lemiesz, Ms. Linda Plotrowski, Rev. Freddy Washington, CSSp, completed their terms on the Editorial Advisory Panel.

Members of the Editorial Advisory Panel, responding to the wishes of *Vision* readers, urged the NACC Board to stop requiring readers to use their "member" codes to access the current issue of *Vision*, as well as past issues. Two important points from member feedback influenced the Board decision: 1. being able to access *Vision* without a member password would help readers to refer to it more often than they do; and 2. the majority of those who responded to the poll supported making *Vision* more accessible to a broader audience beyond members and *Vision* subscribers as a contribution of NACC to the profession. So starting with the November-December 2011 *Vision* issue, password restrictions were removed from *Vision*. As a result it is no longer necessary to log in to read, print, or share *Vision* stories or back issues.

During 2011, Editorial Advisory Panel member Austine Duru continued his important role as facilitator of research for *Vision*. While Mr. Duru will continue to diligently seek out writers who wish to publish research pieces in *Vision* that are relevant to chaplaincy, the decision was made that when no new relevant research is available, readers instead will be presented a collection of links to existing research related to the *Vision* theme for that issue in order to expose them to a broad selection of research work.

Among other achievements this past year:

- ▼ For the first time in *Vision* history, a photographic slide show was available in the July-August *Vision*, which focused on the NACC National Conference. The slide show featured highlights of the Milwaukee conference, including photographs of plenary speakers, the missioning of newly certified members and conference-goers receiving the Sacrament of the Anointing of the Sick.

- ▼ More members took advantage of *Vision's* new interactive qualities by posting comments online in response to the content of articles.

Themes selected for *Vision* during 2011 were:

- ▼ January-February *Vision*: "Profession of chaplaincy," an issue in which two members wrote from different perspectives about the "non-negotiables" of chaplaincy. Another article explored the reliability of patient satisfaction scores.

- ▼ March-April *Vision*: "Charting our path," a section focusing on care plans, spiritual assessment and charting.

- ▼ May-June *Vision*: "Certification's human face," an issue that explored four certification assumptions that shouldn't be made and listed missteps to avoid when applying for certification and renewal of certification.

- ▼ July-August *Vision*: the NACC conference issue featured articles on challenging talks by plenary speakers Dr. Christina M. Puchalski, Fr. Bryan N. Massingale, Ms. Marjorie Ryerson and Mr. Robert Wicks.

- ▼ September-October *Vision*: "Palliative care," included a research piece on how parents of children receiving pediatric palliative care cope in tough times.

- ▼ November-December *Vision*: "Long-term care," a section that included a call for new CPE strategies to address communal and systemic dimensions of long-term care ministries.

In 2012, the Editorial Advisory Panel, working with the *Vision* editor, will strive to produce an increasingly compelling online publication. Our hope is that as NACC members become more familiar with the online format, the interactivity dimensions will play an ever greater role in NACC's efforts to help members to network, to build professional community, and to make advances in research and education within the field of chaplaincy.

*Laurie Hansen Cardona*  
*Vision editor*

**Members:** Ms. Isabelita Boquiren, Mr. James Castello, Mr. Austine Duru, Ms. Marika Hanushevsky Hull, Ms. Sandra Lucas, Ms. Jane Mather, and Ms. Michele Sakurai, with staff: Mr. David Lichter, Ms. Laurie Hansen Cardona and Mr. Philip Paradowski.

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## Nominations Panel

The Nominations Panel is charged with identifying leadership within NACC to serve on the Board and to fill various committee (panel, commission, task force, etc.) vacancies.

With the Board vacancy, five members were approached. One member submitted her application and later withdrew her name for consideration due to unique circumstances. Two other members were then approached and applied, resulting in a Board election process among NACC members.

The Nominations Panel worked to fill vacancies on nine different committees. Of the 26 members approached to serve, 13 applied for leadership consideration (one later withdrew), nine declined, and four did not respond.

The key issues that needed addressing by the Nominations Panel in 2011 were:

- ▼ Finding ways to creatively engage NACC membership to consider Board leadership.
- ▼ Providing education to members concerning the Board election process to counter the perception that “their vote didn’t matter” with a single candidate on the election ballot.
- ▼ Identifying leadership across the country with a limited amount of resources on the Nominations Panel.
- ▼ Engaging committee (commission/panel) support to identify potential successors among NACC membership.

The panel’s major achievements this past year included a recommendation to the Governance Committee that previous

members of the Ethics Commission serve on an ad hoc basis on the Ethics Appeals Panel.

Other positive steps included the panel’s recommendation to the Governance Committee and to the Ethics Commission that consideration be given to renaming the Ethics Commission due to member confusion regarding the scope of the commission’s responsibilities (i.e. not a clinical ethics role, but a professional ethics role).

The panel also recommended that the Ethics Commission evaluate its membership criteria on its application process to encourage a broader range of potential candidates.

Plans for the future are to continue to solicit names of NACC members to fill Board and committee, commission and panel vacancies. The panel will also discern with the Governance Committee the most effective model for leadership succession planning within NACC.

*James Letourneau*  
*Chair, Nominations Panel*

**Members:** Mr. James Letourneau, (Chair), Mr. Joseph Bozzelli, Sister Barbara Brumleve, SSND (Board Liaison), Ms. Theresa Edmonson, Mr. MaryBeth Harmon, Sister Anita Lapeyre, RSCJ, with staff, Ms. Cindy Bridges and Mr. David Lichter.

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## Disaster Spiritual Care Team of the American Red Cross (formerly SRT)

The American Red Cross Disaster Spiritual Care Leadership Team represents board certified chaplain members of: NACC, APC, NAJC, CPSP, ACPE, ICPC and CASC. This committee meets monthly. The Disaster Spiritual Care (DSC) team, formerly the Spiritual Care Response team, facilitates the spiritual needs of individuals, families and communities, based on the understanding that all persons maintain values and beliefs that are impacted by traumatic events and are worthy of protection and culturally sensitive spiritual care in times of distress. The role of the spiritual care provider is to assist people in drawing upon their own spiritual resources, values and faith in the midst of their pain and regardless of their faith tradition. Ms. Marjorie Ackerman, BCC, and Ms. Beth Lenegan, BCC, represent the NACC on this leadership team.

There are more than 400 SRT trained chaplain volunteers in the United States and Canada. There have been many dramatic changes and shifts within the American Red Cross in 2011. These changes coincided with a significant response to the needs of families and survivors during the largest outbreak of tornadoes in U.S. history.

Within the past six months, the American Red Cross has been under a significant reorganization and restructuring due to the economic downturn. This has impacted all areas of the Red Cross especially at the national headquarters in Washington, D.C. In a large wave of layoffs, Mr. Earl Johnson's position as paid staff was impacted. His role and support of this work through the past 10 years were immeasurable. He will be greatly missed. In June, Red Cross President and CEO Gail McGovern, in a letter, affirmed her complete support of the work of the Disaster Spiritual Care Team within Red Cross and regretted the impact that the layoffs had on many paid positions. As a sign of this commitment, the team was reconfigured and placed directly under Disaster Services Senior Vice President Charley Shimanski. The volunteer-only team is made up of dedicated individuals who have met weekly since June to collaborate and develop a new executive plan and direction for the disaster spiritual care activity, which is now fully integrated within the American Red Cross. The team has worked to pull together key leaders and advisors from across the country to guide the new direction ahead.

A five-year strategic plan was created to pilot the new

commitment of the American Red Cross to coordinate disaster spiritual care from the local level across the United States. This may include future local and national opportunities for chaplains to support the development of disaster spiritual care responses following events where there is significant loss of life. In addition to following the pattern for response to transportation disasters, this new activity will closely resemble the work of disaster mental health activity with the Red Cross.

Moving forward there will continue to be opportunities for chaplains to serve as DSC volunteers in the event of a major transportation disaster. Moreover, there will be a locally developed way for chaplains and community spiritual care providers to collaborate and grow ways to address the spiritual needs of survivors.

Notable achievements in 2011 include the response to the tornado outbreak in spring of 2011. Rapidly developing tornadoes swept across the southern United States, killing hundreds of people in their wake. From Atlanta, GA, to Birmingham, AL, culminating in Joplin, MO, towns and cities were devastated by the overwhelming damage and destruction that occurred. More than 85 chaplains from across the country were deployed as part of integrated care teams, including a nurse, social worker and client caseworker. What became stunningly poignant was the ability of our professional chaplain colleagues to navigate with families through their heart-wrenching grief. This response alone significantly advanced the depth, respect and necessity of having professional chaplains as essential members of the team. Thank you to many colleagues who dropped everything to help care for families in need.

Plans for 2012 include a comprehensive strategic plan currently in process along with building capacity of disaster spiritual care team members in three key pilot programs across the country. This will enable us to duplicate the model in regional chapters across the United States and its territories in the coming five years. Three DSC training sessions will be held at ACPE, NACC and APC national conferences in 2012. For more information, contact Tim Serban or email [DSC@usa.redcross.org](mailto:DSC@usa.redcross.org)

*Tim Serban  
Disaster Spiritual Care Volunteer Lead*

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THE NATIONAL ASSOCIATION OF  
CATHOLIC CHAPLAINS