2021-2023 NACC Strategic Plan

| MISSION STATEMENT | The National Association of Catholic Chaplains advocates for the profession of spiritual care and educates, certifies, and supports chaplains, clinical pastoral educators and all members who continue the healing ministry of Jesus in the name of the Church. |
| MINISTRY FOCUS | The National Association of Catholic Chaplains advances the professional growth and ministerial formation of its members so all people can receive competent and compassionate pastoral and spiritual care. NACC advocates for the spiritual care profession and educates, certifies, and supports its members. |
| CORE OPERATIONAL ASSUMPTION | NACC will move from an exclusively membership organization for professional Catholic chaplains (which will remain its core mission) to strengthen Catholic spiritual care ministry in all its forms, becoming a leader and resource for the Catholic pastoral care ministry nationally. |
| CORE MARKETING ASSUMPTION | Future board-certified chaplains and all engaged in pastoral care services will be reached mainly though the many Catholics who are already involved in, or affected by some expression of the Church’s ministry. The NACC will support the formation and development of all those desiring to serve in this ministry, inclusive of all settings. |
Called to Serve the NACC and the profession . . .

Table of Contents & Office Staff ........................................ 2
NACC Board of Directors .............................................. 3
NACC Board Chair's Report .......................................... 4
NACC Executive Director's 2021 Report ............................ 5
NACC Executive Director's 2022 Message ......................... 7
Catholic Prison Ministries Coalition .................................. 8
NACC Episcopal Advisory Council .................................. 9
NACC Education Collaborator Members ....................... 10
NACC Health Care Collaborator Members ..................... 11
NACC Finance Committee ........................................... 12
NACC Financial Overview & Expenses .......................... 13
NACC Annual Campaign Donors ................................ 14
NACC Governance Committee ..................................... 15
NACC Competencies Commission ................................ 16
NACC Certification Commission ................................... 17
NACC Certification Appeals Panel ................................. 18
NACC Interview Team Educators ................................ 19
NACC New Members.................................................... 20
Newly Certified Chaplains ............................................ 20
Palliative Care & Hospice Advanced Certification (PCHAC) ................................................................. 20
Renewal of Chaplain Certification & CPE-Educator Certification ................................................................. 20
Renewal of Veteran Chaplain Certification ....................... 20
Certification Interview Volunteers & Donors ................... 20
NACC Ethics Commission 
& Ethics Appeals Panel ............................................. 21
NACC Editorial Advisory Panel ................................... 22
NACC Marketing Communication 
Advisory Panel ................................................................ 23
NACC Nominations Panel ............................................. 24
NACC Education Advisory Panel ................................ 25
NACC Volunteer Leadership Opportunities .................... 26
NACC Networking Opportunities, 
Listening Hearts, & Listening Calls ............................... 27
American Red Cross Disaster Spiritual Care ..................... 28
NACC State Liaisons ..................................................... 30
NACC Annual Awards Recipients ................................. 31
2021 Emergent Leader Award Recipients 
Allison S. d'Elaney BCC-PCHAC 
Moira C. Reilly BCC
2021 Distinguished Service Award Recipient 
Rev. John T. Crabb SJ, BCC-E 
2021 Outstanding Colleague Award Recipient 
Dr. Wendy Cadge
NACC Strategic Plan Goals & Key Outcomes .................. 34
NACC Glossary of Terms (downloadable pdf)

NACC National Office Staff

David A. Lichter DMin
Executive Director - 2021

Erica Cohen Moore
Executive Director 2022-

Jeanine Annunziato
Administrative Specialist/ Education and Renewal of Certification

Ramune Franitza
Administrative Specialist/ Communication Project Manager

Kathy Shine (not pictured)
Administrative Specialist/ Membership Services

David Lewellen
Vision Editor

Philip Paradowski
Administrative Specialist/ Information Technology and Web Specialist

Lisa Sarenac
Administrative Specialist/ Certification

Susan Walker

National Association of Catholic Chaplains
Board of Directors

NACC Board of Directors Executive Committee*

Caroline Hauck* BCC
Columbia, PA

Dn. Jack R. Conrad*, BCC
Santa Fe, NM

Timothy G. Serban* BCC
Portland, OR

Beverly M. Beltramo* BCC
Clinton Township, MI

NACC Board of Directors

Rev. Richard J. Bartoszek BCC
Marine City, MI

Austine Dunu, BCC
Mission Viejo, CA

Dr. Elizabeth Lenegan PhD, BCC
Buffalo, NY

Donna M. O’Brien
New York, NY

David A. Lichter DMin
NACC Executive Director (-2021)
Milwaukee, WI

Erica Cohen Moore MA
NACC Executive Director (2022-)
Seattle, WA

Most Rev. Donald J. Hying
Bishop Diocese of Madison
USCCB Episcopal Liaison
Madison, WI
When I reflect on the past year, it is easy to see that the Board of Directors was guided by, and took very seriously, the Mission and Values of the NACC. Thankfully, a team of committed, gifted people, along with hard-working staff, accomplished many goals despite the constraints of the pandemic surges and the change we faced with the well-deserved retirement of Executive Director David Lichter.

Our biggest challenge was to find a new Executive Director. Saying goodbye to David was hard, and still is for all of us. The fruits of his labor leading the NACC have positioned us well as an organization that educates, advocates, and supports the profession of chaplaincy. David, as a person, is the man we miss. His compassion, strategic thinking, commitment, and passion for the NACC remain in our hearts. We look forward to the time when we can gather and celebrate with him all his contributions, both personally and professionally.

As the search for a new leader began, we prayed for wisdom and guidance. Three teams were assembled: members of the NACC, staff, and the Board of Directors. In the end, the role was offered to and accepted by Erica Cohen Moore. We are already blessed by her experience, her natural gifts of bringing people together, and warm personality. We have confidence that Erica’s leadership will carry forward the good work of the NACC.

Other work carried on as well. We held many discussions with the leaders of Catholic Prison Ministry Coalition to discern how to best join their efforts to support chaplains in prison ministry. The NACC has historically worked for the needs of healthcare chaplains, and most recently, chaplains who minister to veterans. But our mission is to advocate for spiritual care “to all members who continue the healing ministry of Jesus in the name of the Church,” and it extends to our sisters and brothers who find their calling in prison ministry.

Our Strategic Plan for 2021-2023 outlines goals and opportunities to expand the work of the organization. Highlights include work by members to promote racial justice, ensure structural and personnel capabilities, create programs for the development and formation of all who serve within the church, and leverage our relationships with Strategic Partners to advance the profession of chaplaincy. The hard work of many members and staff continue to realize the goals of the plan.

The Board faced a dilemma in determining the best course of action for the annual conference considering the continuing COVID surge. As much as we too felt the need to gather, to share our experiences, and offer our support to each other, we felt we had no choice but to postpone the conference to 2022. Our members’ safety was always at the front of our minds. As I write this, we are considering summer alternatives, recognizing the needs of chaplains to connect with each other in a personal way.

Finally, I want to thank the members of the Board of Directors for sharing their gifts with me and one another. Despite the challenges of the past year, we worked together and relied on our faith in Jesus to serve the NACC and its members to the best of our ability.

With a grateful heart,
Each year’s Executive Director Report provides an overview on how the NACC has moved forward, guided by its Strategic Plan. In late 2020, the Board of Directors adopted a new Strategic Plan for 2021-2023. It chose a three-year horizon knowing NACC would be going through transitions, including a hiring a new executive director. Therefore, my final report will follow the 2021-2023 strategic priorities.

The first goal focuses on **Education and Marketing**: To leverage relations with Strategic Partners for spiritual care to advance the profession, and source and implement a major marketing initiative to increase awareness among Catholics of the vital vocation of chaplaincy.

The first strategy toward this goal was to “Collaborate with Strategic Partners, including future educational opportunities, conferences, research projects, and potentially shared services and structures. Investigate equity opportunities associated with membership and education fees.”

In December, APC chose to pull back from a possible merger with ACPE. However, we remain committed to partner with both of them, as well as NAJC and CASC. NACC collaborated with the Chaplaincy Innovation Lab on a webinar about religious exemptions to vaccinations. Along with the Strategic Partners, NACC continued to support the Transforming Chaplaincy initiative. The NACC has recently joined APC, CASC, ACPE, and NAJC to form a task force on diversity, equity, and inclusion (DEI) to address religious diversity issues raised by NAJC. We also remain a member of the Journal of Pastoral Care Publications, which we offer as a member benefit. Ruth Jandeska will be our new representative to the Journal in 2022, replacing Beth Lenegan. The NACC remains an integral partner in the CHA Pastoral/Spiritual Care Advisory Committee, whose membership comprises mainly NACC members, including board members Tim Serban and Fr. Lawrence Chellaian.

With our Strategic Partners, the NACC will also explore the need for additional specialty certifications such as behavioral health. In 2022, we and APC will survey our members on the need/value of any specialty certification. We will also partner with APC to foster evidence-based practices from the Center for Health Organization Transformation (CHOT) research study, including more inclusion of different races and ethnicities.

The second goal focuses on **Ministry and the Church**: NACC will become the creator and curator of programs for the development and formation of all who serve in the Church’s pastoral care ministry.

The NACC continues to develop common competencies and pathways for various pastoral care ministries across the country, beginning with correctional settings. In partnership with the Catholic Prison Ministries Coalition (CPMC), NACC is implementing the “three pathways” formation/credentialing model for correctional ministry. In September, the USCCB Subcommittee on Certification of Ecclesiastical Ministry and Service (SCEMS) approved pastoral care competencies both for criminal justice settings and for the sick, the homebound and older adults. SCEMS also approved NACC qualifications, competencies and procedures for Board Certified Chaplain (BCC), BCC for Veterans Affairs (BCC-VA), and Certified Associate Chaplain (CAC).

For CPMC, the Foundational Pathway is now being utilized by several dioceses; the Intensive Pathway is completing its pilot in February 2022. In 2021, we also explored how the competencies for the sick, the homebound and older adults can be utilized by dioceses.

NACC leaders have also partnered closely with CPMC leaders to develop a sustainability model for the CPMC, including the two organizations’ relationship to each other. Much has been accomplished in 2021, and we are focused on this priority heading into 2022.
The other outcome is to strengthen the collaboration among Catholic organizations and dioceses to promote chaplaincy (as well as all pastoral care ministries) as a vocation. We continue to reach out to Catholic graduate theological programs, sharing email templates they can share with their students, and we offer our Education Collaborator members many benefits to partner with us. We continue to send our World Day of the Sick letter to bishops, as well as our letter later in the year to emphasize the vocation of chaplaincy and their roles in helping to support it. We also began our outreach to diocese directors of pastoral care, as well as developing a Diocesan Collaborator membership. We have not yet reached parishes with our chaplaincy materials. We continue to encourage you, our members, to access our marketing materials, with links to them in every NACC Now. Our Marketing Advisory Panel continues to seek ways to promote chaplaincy, with this past year being focused on social media outlets.

The third goal focuses on **Structure and Finance**: To ensure that NACC has the structural and personnel capabilities and financial resources to accomplish the strategic priorities.

The first outcome is: Strategic talent, physical resource, and financial plans. The hiring of NACC’s new Executive Director, Erica Cohen Moore, was a major effort in 2021. Early in 2022, Erica will work with the Board on other personnel needs.

As NACC has gotten more complex, last fall we engaged a firm to assess our financial systems, processes, and support. Sue Walker has provided remarkable and unprecedented staff leadership for over 27 years! The financial firm recommended hiring a part-time CFO and outsourcing our finance, accounting, and payroll systems. These moves address the complexities related to grant accounting and employees outside Wisconsin, as well as longer-term planning for when Sue retires.

Also, early in 2021, NACC downsized its current office space by one-third, and the lease was extended only for three years (2023) to let us assess future space needs.

NACC’s financial model will continue to adjust to the assumption that NACC will move from an exclusively membership organization for professional Catholic chaplains (which will remain its core mission) to strengthen Catholic spiritual care ministry in all its forms, becoming a leader and resource for the Catholic pastoral care ministry nationally. Key elements will be education program revenue, along with diocesan partnerships. The NACC will also seek help in exploring other revenue sources, such as grants for programs, whether on its own or in partnership with CPMC.

The final outcome under this priority was an up-to-date technology platform for supporting member certification application as well as educational programming. If a member has recently been involved in the certification process, he or she will have experienced the total online application, and the virtual interview process. While COVID accelerated this process, much work had already been done by Lisa Sarenac and Phil Paradowski to make this a possibility.

The final goal focuses on **Racial Justice**: NACC will promote racial justice among its members and assess/remedy inequities within the association. The first half of 2021, our education program included webinars and retreats providing presentations, witnessing, and time to dialogue on experiences of racial discrimination, including within NACC. Our members, particularly from the African and Hispanic network groups, became part of a task force to create action plans to promote racial justice. The December 2021 webinar was dedicated to this topic, exploring racial biases. Conference 2022 will have a featured plenary speaker on this topic.

The 2021-2023 Plan also states that each member will be required to complete at least two hours each year addressing health disparities or cultural diversity or issues of race within the ministry environment (PPS5). Also, the NACC Board, Certification Commission, Certification Appeals Panel, Ethics Commission, Ethics Appeals Panel, Certification interviewers and ITEs will complete one hour of training on bias awareness as part of their onboarding process. This will be implemented in 2022.

As NACC moves deeper into 2021-2023 Strategic Plan, the new Executive Director, Erica Cohen Moore, brings many gifts to the organization. NACC has a future full of hope. I remain deeply grateful for the gift of serving you, the members of NACC, for the past 14 years.
The NACC leadership and community worked hard to create a robust strategic plan for 2021-2023. Despite setbacks due to Covid, much has been accomplished this past year within the NACC community to bring this plan to life. My hope is to continue to grow our efforts in developing initiatives and objectives to live out the four primary goals of our strategic plan:

**Education and Marketing**
- How do we continue to grow as learners in our ministry as well as deepen our spirituality and prayer life? How do we invite and mentor a new generation of chaplains and leaders into our community?

**Ministry and the Church**
- How do we expand our idea and definition of chaplaincy to welcome others called to this vocation of compassion and accompaniment to the table?

**Structure and Finance**
- How do we grow our efforts in stewardship and development to support our evolving NACC programs and constructs?

**Racial Justice**
- How do we grow our community and ourselves in diversity and thought so ALL people are welcome, and provide care to others with a non-biased and culturally competent approach?

I am looking forward to the opportunity to gather together in prayer, community and learning this summer at our annual conference in Buffalo. Although we have done our best to maintain community through our virtual world, it means so much to be present to each other in person, sharing stories, pictures of family, experienced grief and ministry accomplishments.

In the coming year, I invite all of us to step into dialogue with one another to help celebrate the many accomplishments of NACC as well as engage in sincere conversations that will empower our community to thrive.

In gratitude for the gift you are to the NACC community,
Pathways
Developed and implemented 3 levels of formation. Approved by the USCCB-SCEMS.

Translations
Translated foundational training materials into Spanish.

Trauma Care
Offered trauma informed care trainings in collaboration with American Bible Society.

6 Cohorts
Facilitated trainings resulting in additional trainings within participants' diocese.

100+ Diocese
Presented webinars to 100 diocesan reps on CPMC’s formation and services.

International
Connected the Irish Council of Prisoners Overseas with citizens who are incarcerated.

41 Webinars Hosted
Hosted and completed 41 webinars for ongoing education and formation for those in prison ministry.

24 Townhall Gatherings
Hosted 24 Town Hall gatherings, allowing participants to network and learn best practices and ministry skills.

Holding Still
Co-sponsored documentary film premiere with Prison Contemplative Fellowship about Centering Prayer in the incarceration setting.
1,100+ attended premiere.
800+ views on YouTube 4,500+ website visits.

Educational Packet
Developed Educational Packet, "Who Do You Say That I Am?", for parishes, organizations, college campus ministries and small faith communities (distribution begins in Advent 2021).

Topics Covered In 2021
Human trafficking, anti-racism, serving LGBTQ populations, prison gangs, behavioral health issues, juvenile ministry, and much more!

Office Personnel
Contracted employees to expand reach (Executive Coordinator, Communications, Special Projects, and Development).

Digital Evangelization
Improved and grew CPMC social media reach via various platforms including Facebook, Twitter, and Instagram.
REGION I (NH VT ME MA CT RI)
Most Reverend Robert P. Deeley
Diocese of Portland in Maine

REGION II (NY)
Most Reverend Raymond Chappetto
Vicar General Diocese of Brooklyn

REGION III (PA NJ)
Most Reverend Manuel A. Cruz, DD
Archdiocese of Newark

REGION IV (VA WV DE MD DC)
Most Reverend Barry C. Knestout
Diocese of Richmond

REGION V (TN AL KY LA MS)
Most Reverend Shelton J. Fabre
Bishop of Houma-Thibodaux

REGION VI (MI, OH)
Most Reverend Donald F. Hanchon
Archdiocese of Detroit

Most Reverend Robert D. Gruss
Bishop of Saginaw

REGION VII (IL IN WI)
Most Reverend Donald J. Hying
Bishop of Madison

REGION VIII (SD ND MN)
VACANT

REGION IX (IA MO KS NE)
Most Reverend James Johnston, Jr.
Bishop of Kansas City/St. Joseph

REGION X (OK, TX, AR)
VACANT

REGION XI (CA, NV, HI)
VACANT

REGION XII (ID, MT, OR, WA, AK)
Most Reverend Peter F. Christensen
Diocese of Boise

REGION XIII (CO WY AZ NM UT)
Most Reverend John C. Wester
Archbishop of Santa Fe

REGION XIV (NC SC GA FL)
Most Reverend John G. Noonan
Bishop of Orlando

REGION XV
Eparchy of St. George in Canton for the Romanians
Most Reverend John Michael Botean
Bishop of St. George in Canton for the Romanians
Graduate schools can choose to become Education Collaborator members of the NACC. You can be assured that these schools have degree programs that satisfy NACC requirements and that certified members of the NACC have received degrees from these programs/ institutions:

Aquinas Institute of Theology (St. Louis, Missouri)
Boston College School of Theology and Ministry (Chestnut Hill, Massachusetts)
Cardinal Stritch University (Milwaukee, Wisconsin)
Catholic Theological Union (Chicago, Illinois)
Creighton University (Omaha, Nebraska)
Fordham University Graduate School of Religion and Religious Education (Bronx, New York)
Franciscan School of Theology at the University of San Diego (San Diego, California)
Gonzaga University (Spokane, Washington)
Institute of Pastoral Studies, Loyola University Chicago (Chicago, Illinois)
Loyola Marymount University (Los Angeles, California)
Loyola University New Orleans — Institute for Ministry (New Orleans, Louisiana)
Mount St. Joseph University (Cincinnati, Ohio)
Saint Meinrad Seminary and School of Theology (Saint Meinrad, Indiana)
Santa Clara University Graduate Program in Pastoral Ministries (Santa Clara, California)
St. John's School of Theology and Seminary (Collegeville, Minnesota)
St. Norbert College (DePere, Wisconsin)
University of Dallas — Neuhoff School of Ministry (Irving, Texas)
Villanova University (Villanova, Pennsylvania)

Related information:
Certification FAQ: Education
CPE Programs and Education

1 All schools listed above are accredited. You can find out if other educational institutions are accredited by going to the Council for Higher Education Accreditation (CHEA) website at: www.chea.org. If the institution shows an accreditation on this website, its accreditation is accepted by NACC. Questions? Email certification@nacc.org.
The Health Care Collaborator program is available to both Catholic and non-Catholic health care entities interested in promoting and strengthening spiritual care programs within their organizations and among health care providers through close work with and support from NACC. Several levels of collaborator membership offer their own benefits.

Visionary ($10,000) includes NACC memberships – 4 professional ($120), 4 chaplain ($325)
Partner ($5,000) includes NACC memberships – 2 professional ($120), 2 chaplain ($325)
Endorser ($2,500) includes NACC memberships – 1 professional ($120), 1 chaplain ($325)
Supporter ($1,500) includes NACC membership – 1 chaplain ($325)
Advocate ($1,000) includes NACC membership – 1 professional ($120)
Friend ($500) includes communication, recognition, networking

Special thanks to the many Catholic healthcare systems that support our common spiritual care ministry efforts! In particular we thank those systems who have committed to a special NACC partnership in 2021.

Visionaries
CommonSpirit Health

Partners
Providence St. Joseph Health

Endorsers
Mercy
Trinity Health

Supporters
Catholic Health Association of the United States
CHRISTUS Health
Franciscan Sisters of Christian Charity
Sponsored Ministries, Inc.
Hospital Sisters Health System
Peace Health

Friends
Bon Secours Mercy Health
Franciscan Sisters of Chicago
Finance Committee

To recommend finance policies and budget that support the mission, vision and values and strategic plan of the Association and monitors the Association’s financial performance.

By: Timothy Serban BCC (Chair Board Treasurer) on behalf of: Deacon Jack R. Conrad BCC, Kevin Prior, Patrick J. Murray BCC, Timothy J. Crowley, Carolanne Hauck BCC (Ex-Officio, Board Chair), David A. Lichter DMin (Ex-Officio), Sue Walker, Ramune Franitza (Staff Support)

2021 has been a year of many transitions and challenges, from the multiple waves of the pandemic through the retirement of Executive Director David Lichter. We are pleased to report that the NACC’s financial position remains strong, ending 2021 well positioned for the coming year with a total net assets of $2,549,223.

The 2021 budget ended with a surplus of $378,331, primarily due to the need to postpone the annual conference. A deficit of ($49,650) had been forecast. In addition, NACC received forgiveness of the paycheck protection program loan of $106,648.

The 2021 Annual Campaign exceeded our goal of $57,000, to a total of $66,119. We are deeply grateful for the generosity of our members and partners.

We are pleased to report total membership revenue increased $22,000 from the prior year. However, it was lower than the budgeted goal. An additional deficit occurred in educational events and webinars, due to the need to postpone four of six scheduled sessions.

Catholic Prison Ministry Coalition (CPMC) grants exceeded budget in 2021 by $18,000. Investment income declined at the end of 2021, but the Finance Committee has been very diligent in taking a conservative approach with investments. Our investments are with Christian Brothers Investment Services Fund (CBIS) and Merrill Lynch investments.

NACC expenses remained well within budget in 2021, and actual expenses were $27,636 lower than budgeted. This would not have been possible without the excellent work of the entire NACC staff and leadership. In addition, governance expenses were 59% lower than budget for marketing, development, board and special projects.

At the end of 2021 the Finance Committee and board approved a strategy to address aging financial software and limited system functions. Given the added complexities of tracking grant funds with CPMC and the need to upgrade our systems with a new service, we agreed to outsource our accounting and financial services to Cheryl Milnes, CFO of Lauber Business Partners and Supporting Strategies.

Finally, the Finance Committee wishes to express our deep appreciation to Sue Walker, Finance and Office Director, for her dedication to detail and incredible management of the ever-changing needs of NACC. Sue plans to retire in 2022, and we are deeply indebted for her incredible work over the course of the past 28 years. Every finance audit and consulting review expert has applauded the professional clarity with which Sue has managed the NACC’s finances. She will be deeply missed and always a member of our NACC family! We wish you and your family every blessing in your retirement!

The link to our NACC 2021 year-end financial review is on the following page

Timothy Serban BCC, Treasurer
# 2021 Financial Overview & Expenses

To download the [NACC 2021 Year-End Financial Review](#) click here

## National Association of Catholic Chaplains 2021 Annual Report Financial Overview

### NACC 2021 Revenue

<table>
<thead>
<tr>
<th>Category</th>
<th>Revenue</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership Dues</td>
<td>$475,187</td>
<td>41.9%</td>
</tr>
<tr>
<td>Certification Fees</td>
<td>$55,430</td>
<td>4.9%</td>
</tr>
<tr>
<td>* Contributions and Grants</td>
<td>$184,706</td>
<td>16.3%</td>
</tr>
<tr>
<td>Education</td>
<td>$63,575</td>
<td>5.6%</td>
</tr>
<tr>
<td>Investments</td>
<td>$191,519</td>
<td>16.9%</td>
</tr>
<tr>
<td>** Miscellaneous</td>
<td>$162,866</td>
<td>14.4%</td>
</tr>
<tr>
<td>**Total</td>
<td>$1,133,283</td>
<td>100%</td>
</tr>
</tbody>
</table>

* NACC Annual Campaign $66,119, CPMC Donations & Sponsorship $26,838, & CPMC Grants $65,500

** Includes PPP-Loan Forgiveness of $106,647.50

### NACC 2021 Expenses

<table>
<thead>
<tr>
<th>Category</th>
<th>Expenses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advocating/Promoting Chaplaincy</td>
<td>$119,345</td>
<td>14.8%</td>
</tr>
<tr>
<td>Education</td>
<td>$80,215</td>
<td>10.0%</td>
</tr>
<tr>
<td>Certification</td>
<td>$113,673</td>
<td>14.1%</td>
</tr>
<tr>
<td>CPMC</td>
<td>$100,961</td>
<td>12.5%</td>
</tr>
<tr>
<td>Member Support</td>
<td>$77,311</td>
<td>9.6%</td>
</tr>
<tr>
<td>Member Networking/Communications</td>
<td>$74,331</td>
<td>9.2%</td>
</tr>
<tr>
<td>Governance and Administration</td>
<td>$211,889</td>
<td>26.3%</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$26,879</td>
<td>3.3%</td>
</tr>
<tr>
<td>**Total (to rounded to one decimal place)</td>
<td>$804,605</td>
<td>100%</td>
</tr>
</tbody>
</table>
**THANK YOU** to all those who supported us in 2021 by donating to our Annual Campaign.

We are very grateful!

- For the gifts from NACC members and friends ...
- For the gifts given in memory …
- For the gifts given in honor….
- For the gifts from Organizations, Archdioceses, and Dioceses ...

For a complete list of the 2021 Annual Campaign Donors please go to:  
[www.nacc.org/donate/](http://www.nacc.org/donate/)
Governance Committee

Provide the ongoing review and recommendations to enhance the quality and effectiveness of the NACC Board of Directors related to its governance responsibilities, including the governance structures, policies and leadership (constitution and bylaws, entity roles and responsibilities), and the Board roles and responsibilities, composition, evaluation for effectiveness and leadership succession.

By: Beverly M. Beltramo DMin, BCC (Chair) on behalf of: Judith A. Shemkovitz BCC, Patricia Crowley BCC, Cathi Ruiz BCC, Isidro Gallegos BCC, Mary T. Tracy BCC, Carolanne Hauck BCC (Ex-Officio, Board Chair), David A. Lichter DMin (Ex-Officio), Ramune Franitza (Staff Support)

The Governance Committee helps support the smooth operation of NACC and the Board of Directors, so that the Board can effectively support our NACC commissions, committees, and ministry. Governance also works to ensure that the Board and organizational leadership are faithful to the constitution and bylaws.

A significant focus for 2021 was a detailed review of our NACC board election process, and the ability to bring forward four exceptionally strong candidates for board leadership. While the pandemic once again forced the cancellation of the national conference, a town hall and virtual meeting were held to allow the candidates to introduce themselves through a new structured interview process. Governance facilitated this entirely virtual and online process, with nearly 40% of our members participating – the highest in many years. Two new board members, Fr Lawrence Chellaian and Ruth Jandeska, were selected and warmly welcomed at the October Board meeting in anticipation of their work beginning January 2022.

Reviewing applicants for the many volunteer committees and commissions was a significant focus as well. The Nominating Committee recruits and recommends qualified candidates, and Governance approves those appointments. While we reappoint experienced NACC leaders each year, it is always a blessing when new voices emerge, and we are able to bring forward applicants who have not served in the past. To help support this process, Governance has recommended the creation of an ad hoc committee to identify ways to engage and involve new members.

In 2021, we welcomed three new members, while appointments and reappointments were made to Finance, Ethics, Nominating, Marketing, Competencies and Certification commissions, and the Certification Appeals and Ethics Appeals Panels. Additionally, five new state liaisons were identified and approved, strengthening this vital link to our members.

Finally, a new Transitional Volunteer application was created, streamlining the process for those who already serve as NACC volunteers to transition to a new role within the organization.

Beverly M. Beltramo DMin, BCC
The Competencies Commission continued its ongoing work of reviewing the certification competencies in dialogue with the Ethics Commission, the Certification Commission, and the Board. Prompted by the pandemic, the commissioners discussed a specific competency to assess candidates’ proficiency with contemporary communication technology, and their ability to employ it in spiritual care. The commissioners developed a Catholic-specific competency to address this, and it was sent to the Certification Commission and the Board for review. This NACC-specific competency was adopted and may actually become one of the Common Competencies, as cognate partners may also notice its importance given the current pandemic environment.

Additionally, the commissioners adopted two new NACC-specific competencies to address how candidates support worship in a diverse setting, and their ability to articulate an understanding of social sin and to facilitate the work of social justice. Finally, commissioners worked on the graduate degree qualification, particularly when degrees are obtained in other countries. Commissioners added to this requirement to note that theological studies of the Pontifical Universities and their affiliated institutions are acceptable degrees.

**Ruth Jandeska**
I am grateful for the commitment, perseverance, and creativity of our Certification Commissioners, Interview Team Educators, interviewers and especially Lisa Sarenac, our administrative specialist for certification, in continuing to offer high-quality virtual certification. In the midst of a pandemic and all its challenges, your time and willingness to volunteer has been a blessing to our association and the 52 newly certified chaplains in 2021.

One exciting accomplishment in 2021 was the renewed accreditation of our certification competencies and procedures by the USCCB's Subcommittee on Certification for Ecclesial Ministry and Service (SCEMS). This every seven-year process is a visible testament to our ministry in the name of the Church and also ensures the quality of our certification offerings. Many thanks to David Lichter who led this project, as well as Kathy Ponce, Brother Kenney Gorman (Certification Commission) and Ruth Jandeska (Competencies Commission).

We surveyed members who went through certification in 2020 or 2021 about their experiences and their preference for in-person or virtual meetings. 73% stated they would prefer a virtual experience. This feedback, as well as the cost and time savings for applicants and committee members, led the Certification Commission to imagine a primarily virtual process for the future, while still planning some in-person offerings for particular needs. We were able to enrich the interviewer experience through new educational modules for interviewers, a process that was led by Alex Chamtcheu and Lisa Sarenac, and we also began to offer a virtual happy hour for interviewers to connect with David Lichter, former executive director, the night before the certification weekend.

2021 marked growth in collaboration with our colleagues at APC and NAJC in reflecting on the research study to evaluate our certification process. A task force began meeting regularly to learn about one another’s processes and is considering possible enhancements, including how competence is evaluated and an enhanced mentoring process. Thank you to Austine Duru (board liaison), Sr. Anne Breitag and Sedona Montelongo (Certification Commission), as well as Ruth Jandeska (Competencies Commission) and Lisa Sarenac for their participation in this workgroup.

Finally, our journey continued in enhancing the equity and fairness of our certification process, particularly through becoming more aware of our biases. Many thanks to Sheri Bartlett Browne, who again led a workshop for our ITEs and commissioners in July on bias and addressing systemic injustice, such as racism.

Sean Doll O’Mahoney, Chair
Certification Appeals Panel

To review appeals of certification decisions in accordance with NACC Competencies and Procedures.
By: Dr. Michele LeDoux Sakurai DMin, BCC, Bonnie J. McCulley BCC, Mary Denise Davis BCC-E, Dr. Jane W. Smith BCC, Timothy J. Creech BCC (ITE LIAISON), Staff Support: Lisa Sarenac

Ad Hoc PCHAC Appeals Panel
To advise on appeals of PCHAC certification decisions in accordance with NACC Competencies and Procedures.
Sedona Montelongo BCC-PCHAC, Allison DeLaney PT MA BCC-PCHAC, Gary Weisbrich BCC-PCHAC

During 2021, the Certification Appeals Panel included: Dr. Michele LeDoux Sakurai DMin, BCC (Chair); Bonnie J. McCulley BCC (Chair-elect); Mary Denise Davis, BCC-E; and Dr. Jane Smith BCC. Serving as ad hoc PCHAC Appeals Panel members are: Sedona Montelongo, BCC-PCHAC; Allison DeLaney PT, MA, BCC-PCHAC; and Gary Weisbrich, BCC-PCHAC. The panel had only one request for appeals in 2021 and found no grounds for proceeding. The lack of appeals is due to the untiring work of the NACC as it continues to strive for quality and excellence in the certification process. The Appeals Panel extends its gratitude to the ITEs, NACC administration, interviewers, and commissioners for their work as they seek to provide excellent guidance, training and interviewing.

Quality assurance is part of the role of all of the NACC panels. The Certification Appeals Panel found opportunities to improve the interview process; the panel took the suggestions to the July Certification Commission meeting, and the Commission approved two changes in the Procedures: 1. The Appeals Panel may now recommend a new interview for PCHAC appellants; and 2. The Appeals Panel may now consult with ITEs and interview team members.

It is important to recognize and to thank the Certification Appeals Panel members for their thoughtful and professional work in 2021. As we move into 2022, we welcome Bonnie J. McCulley BCC as the incoming Chair of the Certification Appeals Panel. We also welcome the newest member of the Appeals Panel, Sean K. Doll O'Mahoney MDiv, BCC. He brings a strong history in certification and will be a great asset as the panel continues its pursuit towards transparency and excellence.

Respectfully submitted
Dr. Michele LeDoux Sakurai
Certification Interview Team Educators

Provides oversight, consultation, facilitation, and education to the certification process. Interacts regularly with Lead ITE, NACC Administrative Specialist/Certification, certification interviewers, and site coordinators. Assures quality of the certification process as defined as alignment with the NACC Certification Competencies and Procedures.

By: Thomas J. Chirdo BCC, on behalf of: Timothy J. Creech BCC, Eve Kelly Corcoran BCC, Dr. Carolyn Jurkowitz BCC, Debra A. Sheridan BCC, Dr. LuAnn Trutwin BCC, Rev. Ronald Galt BCC, Alex Chamtcheu BCC, Lindsay A. Napoli BCC, Dr. Ruth Jandeska BCC, Sr. Nancy Jurecki OP BCC, Elizabeth A. Meehan BCC, Sr. Pamela Nosbusch OSF BCC, Teresa Sullivan BCC, Sharon M. Douglas BCC, Rev. Randy S. Valenton BCC; Staff Support: Lisa Sarenac

The main responsibility of the Interview Team Educator (ITE) is to prepare for and manage the certification interview process. The emergence of COVID-19 in March 2020 forced several major changes that continued throughout 2021. All interviews for both the spring and fall of 2021 were done through Zoom. The comfort level of the national staff, Certification Commission, ITEs, interviewers, site coordinators and applicants about the virtual process continued to deepen. Virtual is becoming the new norm. All involved in the certification process continue to complete the tasks required. Their commitment, flexibility, and creativity are commendable.

The ITEs oversaw and supported the interview process for the spring and fall. ITEs worked with the interviewers to produce professional presenters’ reports and provide interviewers with educational and spiritual support before, during, and after the interviews. The year 2021 brought along some new certifications as well. During the spring session, the first Veterans Affairs (BCC-VA) chaplain was certified. We had another in the fall, along with the first Certified Associate Chaplain (CAC) for NACC.

Our annual meeting convened virtually July 21-23. ITEs reported on their work while planning for the subsequent fall interviews, and the Lead ITE shared feedback from applicants, interviewers, site coordinators and ITEs. We decided to meet quarterly in order to deepen relationships and stay connected. We added another question to the evaluation form completed by ITEs and interviewers: If you perceived any biases in the process, what were they? We continue to explore bias and its impact in the certification process.

Our shining accomplishment in 2021 was the production of updated education modules for interviewers. The task force collaborated with many constituents within the NACC so that diverse voices and perspectives were represented.

The NACC, APC and NAJC have begun collaborating to analyze, improve and perhaps standardize the certification process across the three associations. ITEs are included in the Center for Health Organization Transformation task force. Feedback from applicants is an APC practice that we ITEs would like to incorporate into our certification process.

In 2021, we recruited two new ITEs (Randy Valenton and Nancy Cook). At the end of 2021, lead ITE Thomas Chirdo rotated off at the conclusion of his two three-year terms. Teresa Sullivan agreed to assume that role in 2022. Five ITEs departed before their terms were up, and the Certification Commission, ITEs and NACC staff are working to recruit new people.


ITEs in process of recruitment and training: Randy Valenton, Nancy Cook, Sr. Anne Breitag

Thomas J. Chirdo, Lead Interview Team Educator
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<td><a href="http://www.nacc.org/certification/newly-certified-chaplains/">www.nacc.org/certification/newly-certified-chaplains/</a> and our first Certified Associate Chaplain in October 2021: Daniel M. Moran CAC (Glen Mills, PA)</td>
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<td><strong>Palliative Care &amp; Hospice Advanced Certification (PCHAC)</strong></td>
<td>Congratulations to NACC member who was approved for Palliative Care and Hospice Advanced Certification (October 2021): Nicole Reuter BCC-PCHAC (St. Cloud, MN)</td>
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Ethics Commission &
Ethics Appeals Panel

To review formal complaints involving alleged violations of the NACC Code of Ethics in accordance with NACC Competencies and Procedures.

To review appeals of the Ethics Commission decisions in accordance with NACC Competencies and Procedures.
Members: Marilyn Williams BCC, Joseph G. Boggelli DMin BCC, Mary Lou O’Gorman BCC, Leszek Baczkura BCC, Kathryn Ault Mullane BCC; Staff Support: David A. Lichter DMin, Jeanine M. A nnunziato

2021 was a busy year for the NACC Ethics Commission. We met in April, July, and November. We welcomed new members Gina Lyke, Leonard Chuwa, and Richard Bartoszek, Board Liaison. In November, we blessed and thanked Vice Chair Tom Devaney, Certification Liaison Kenney Gorman, and Executive Director David Lichter for their completed service to the commission. Joe Monahan, Jim Huth, and Michael Onuoha will continue their work on the commission in 2022.

We received one complaint against a member. It required an investigation, which was completed. After resolving the complaint, we conducted a careful review of how the complaint moved through the steps outlined in the Ethics Procedures. The review resulted in minor but needed additions to specific procedural elements to bring clarity to the complaint process.

In response to the USCCB’s Charter for the Protection of Children and Young People, we introduced the following addition to the Code of Ethics: “Spiritual Care Practitioners are in compliance with the Charter for the Protection of Children and Young People.” The Board of Directors approved this item.

In addition to our primary responsibility of adjudicating ethics complaints, we considered how the Code of Ethics impacts and guides chaplains’ practice and professional development. One way to communicate such importance to the NACC membership is by submitting relevant articles to Vision. The first article accepted was titled, “Ethics Commission can offer informal help with difficult situations.”

We thank Jeanine Annunziato for her administrative support. We look forward to welcoming Vicki Farley and John Raphael to the commission in 2022, as well as Gary Weisbrich, Certification Commission liaison and Executive Director Erica Cohen Moore.

Jim Huth
Editorial Advisory Panel

As the coronavirus pandemic and social upheavals continued to ebb and flow in 2021, the Editorial Advisory Panel worked hard to make sure that the NACC’s Vision newsletter could keep up.

In 2020, we had already made the biggest adjustment to the Vision format since the decision to go all electronic about 10 years ago. Our new normal is to post one article a week (usually Thursday) and to make sure members know about it through Facebook, LinkedIn, and NACC Now.

Our themes for 2021 were: January-February, social division; March-April, COVID anniversary and holding on to hope; May-June, prison ministry; July-August, trauma-informed care; September-October, COVID among us; November-December, social ties and spiritual well-being.

Panel members contributed a total of four Vision articles in 2021, as well as suggesting many more contacts among members and colleagues who had expertise to share. Executive Director David Lichter, an ex officio member, contributed a column to almost every issue. His farewell column, and new ED Erica Cohen-Moore’s welcome column, were among the most-read Vision articles since the pandemic began. In 2022, we may experiment with holding themes more loosely and fitting into a larger NACC communication strategy.

Many thanks to all members of the EAP for contributing generously of their time and talents during a difficult year: Maggie Finley, Dan Waters, Michele Sakurai, Anne Windholz, Anne Millington, Linda Dickey, and Austine Duru. At the end of 2021, Maggie and Dan rotated off the EAP after six years of service, and Mary Tracy and Marty Folan were appointed to new three-year terms.

David Lewellen, Vision Editor
To provide ongoing feedback, guidance, and strategic thinking to NACC Staff and Executive Director by reviewing our current plans and initiatives in marketing and communication, and assisting in developing, implementing, and monitoring progress on a comprehensive marketing/communication strategy.

By: Amy B. Mickolite BCC (Chair) on behalf of: Blair J. Holley BCC, Preston A. Becker BCC, Pedro J. Mendez BCC, Michael O’Neil, Donna M. O’Brien MHA (Board Liaison); Support Staff: David A. Lichter DMin, Ramune Franitza; Westwords Consulting

The NACC Marketing Communications Advisory Panel has experienced a positive year of growth, both with the addition of new committee members and also defining and implementing several new marketing initiatives. The goals of these initiatives are to promote NACC and to draw in new members by expanding our outreach. Several priority efforts were designed with the specific intent to attract new younger professionals who may consider chaplaincy as a career.

Westwords Consulting continues to be very active with NACC, providing strategic direction for our creative communications, creating assets, and delivering monthly marketing analytics to assess our effectiveness.

The NACC website is continuously reviewed and refined. In 2021, we supported the development of updated membership categories and simplified how they are presented on the website.

The Choose Chaplaincy program continues to be a priority campaign with updates to its print materials and media spots. These materials are tailored for first and second career chaplaincy.

Social media efforts continue with Facebook and LinkedIn, effectively promoting NACC, gaining new followers and featuring creative, updated content. A special priority has been the Instagram social media platform. NACC joined the Instagram using @nacc_chaplains. Utilizing some of the other social media resources, posts have been going out to Instagram followers on a consistent basis. New content is being consistently released. Posts will feature content produced by our membership, with design help from the Westwords team. Posted content will include a member feature with photo and brief bio, words of wisdom, a comment on what CPE taught them, with a Chaplain’s Weekly Prayer feature. The Marketing Panel continues to find ways to reinvigorate the healing message of Chaplaincy.

2021 Analytics by the numbers:

- 305,000 pageviews on our website
- 20,130 Facebook Post Reach
- 7,975 views on ChooseChaplaincy.org landing page
- 1,601 individuals reached by Top Facebook post, with 254 clicks
- 1,022 Facebook Followers
- 64 Instagram followers

Amy B. Mickolite BCC

Please make sure to like and follow us on Facebook (@choosechaplaincy), LinkedIn (@NationalAssociationofCatholicChaplains) and on our new Instagram (@NACC_Chaplains)
To propose to the Governance Committee for recommendation to the Board a slate of qualified candidates for Board election and to recommend candidates for nomination as members of the various standing committees, commissions, panels or other bodies in compliance with NACC By-laws, procedures and criteria established by the Board. The Nominations Panel shall report to the Governance Committee.

By: Bridget Deegan-Krause MDiv BCC (Chair) on behalf of: Mary Lou O’Gorman, BCC, Rev. Lawrence X. Chellaian BCC, Rev. John O. Ekoecha BCC, Bonnie J. McCulley BCC, Beverly M. Beltramo DMin, BCC (Governance & Board Liaison); Support Staff: David A. Lichter DMin, Ramune Franitza;

2021 was a busy year for the NACC’s Nominations Panel as we worked to fill 33 positions on our many NACC commissions, committees, task forces, panels, and board of directors.

Each member of the panel has made a special effort to reach out to NACC members who have expressed interest in leadership or who have demonstrated skills that can benefit the organization. We have made a commitment to diversity, equity and inclusion on our panels, committees, task forces, commissions and of course on our board. Each member of our panel has made an extra effort to reach out and get to know members who identify as Black, Latino and Asian, as well as newer and younger members.

We have discovered roles that may benefit from different kinds of membership – for example, newer or not-yet-certified members – to help promote leadership succession. We have made recommendations to our Governance liaison and will continue to identify pathways and needed resources to help members find their way to the various leadership tables. As we discovered some gaps in our communication, the NACC staff has helped us improve our tracking and update our web-based data and keep various chairs and group leaders apprised of our processes.

In the new year we are eager to continue our work to help identify persons who may be interested in volunteering to serve on our panels, commissions, task forces, and to encourage strong candidates to put themselves forward for election to the board. We will be looking closely at the needs of leadership for state and regional liaisons.

COVID restrictions have made it difficult to meet and encourage potential volunteers. For this reason, the panel wishes to make a particular plea to all NACC members: please let us know if you are interested in volunteering. Please reach out to other NACC colleagues to encourage their participation as well. Each member of the panel has rich experience in NACC and can help members find a volunteer opportunity that is right for them. NACC members can learn more at our website about the various volunteer leadership opportunities in our organization.

I am grateful for the hard work of each member of our panel.

_Bridget Deegan-Krause_
Education Advisory Panel

To provide ongoing feedback, guidance, and strategic thinking to NACC Staff and Executive Director by reviewing our current work and assisting in developing and implementing a comprehensive educational strategy.

Jim Letourneau, Austine Duru, Beth Leenegan, Bridget Deegan-Krause, Kathy Ault Mullane, Bonnie McCulley, Anne Millington, Deacon Thomas Rea, Kevin Stephenson, and Brian Ballantine. Staff Support: David A. Lichter DMin, Jeanine Annunziato

In 2021, the NACC Education Advisory Panel’s appointed members were joined by leadership representing the Board of Directors and several commissions and panels. This expanded group met many times in late 2020 and throughout 2021 to discern how to approach the year for professional growth.

Two themes emerged pretty quickly. One was the overall theme for the year: Stretched by Life, Lifted by Faith. No doubt we all relate to this powerful theme and its corresponding cruciform image. Secondly was the theme of Formation, not just education or professional development, but our ongoing transformation as human beings, people of faith, and a community of compassion.

The group also wanted to integrate the educational plan with NACC’s strategic plan. Given these emphases, the group looked to complement the monthly professional development webinars that we continued to offer, with extended virtual sessions and retreat offerings.

We appreciated so much the creative, passionate, and committed participation by all involved. Special thanks to Jim Letourneau, who helped recruit many of the speakers for the educational offerings in 2021.
Volunteer Leadership Opportunities

Board, Commissions, Appeals Panels
- Board of Directors
- Governance Committee
- Finance Committee
- Ethics Commission
- Ethics Appeals Panel
- Competencies Commission
- Certification Commission
- Certification Appeals Panel
- Nominations Panel

Advisory Panels
- Annual Awards Advisory Panel
- Editorial Advisory Panel
- Education Advisory Panel
- Marketing/Communication Advisory Panel
- Research Advisory Panel

Certification
- Interview Team Educators
- Interviewers
- Site Coordinators

Taskforce
- Conference Planning Task Force

Member Support
- Local Event Planning Volunteers
- Mentoring
- State Liaisons

For more information please go to: [htwww.nacc.org/about-nacc/association-leadership/](htwww.nacc.org/about-nacc/association-leadership/)
Networking Opportunities, Listening Hearts & Listening Calls

Scheduled calls to share your experiences, support, resources and stories. Please consider leading a group.

Groups are for members who identify affiliation in these settings. More may be added if an interest exists.

African Chaplains, Deacon Members, One-Person Department, Spiritual Care Directors
Age 45 and Younger, Latino/ Hispanic, Outpatient Settings, State Liaisons
Behavioral Health, Long-term Care, Palliative Care/ Hospice, Student Members
Correctional Chaplains, New Members, Pediatric Chaplains, Trauma Settings
CPE Educators, Nurse Chaplains, Purposeful Retirement

Purposeful Retirement Advisory Group
To encourage active involvement for our retired members. Providing a space for sharing in light if the current pandemic climate.
Mary Bomba BCC; Linda Bronersky BCC -E; Mary Lou O’Gorman BCC; Mary T. O’Neill BCC-E; Staff Support: Ramune Franitza

With the beginning of the pandemic, members of the NACC Board asked several retired members to coordinate, enable and support “Purposeful Retirement” with networking calls. The total number of retirees who have asked to participate was favorable.

NACC continued to host monthly listening calls as the need continued to be great. The Purposeful Retirement Advisory Group continued facilitating these sessions. The primary purpose of these calls was to offer support to chaplains, share resources and best practices and be present to whatever need might present itself. Eighteen calls took place in 2021 with over 500 participants. The advisory group of the retired chaplains led this endeavor assisted by other willing and generous retired chaplains, including Virginia Day and Mary Donohue.

The summaries of these Zoom calls were posted on the NACC web page, with hope that who could not join the call might find support and helpful resources and practices.

Guidelines were established for ongoing support for any chaplain, retired or active, who needed a “Listening Heart” to process his or her experiences, either in active ministry or in life’s transitions and challenges. There were one-on-one conversations with a retired chaplain and could be either a single session or multiple conversations, as the need presented itself. There are more willing listening hearts than those who took advantage of the opportunity. However, this remains available for anyone who might need personal support going forward.

As in previous years, both active and retired chaplains have generously given time and talent to mentoring and supporting individuals in their journey towards certification, particularly in the preparing of written documentation. Several others are actively involved with the bi-annual certification interviews. We are indebted to each of them.

In all of these ministries, the NACC staff continues to provide outstanding support and contributes to our understanding of how retired chaplains can be of service. We owe each of them a debt of gratitude.

Two quotes seem to best summarize our experiences: “We are all pencils in the hands of a writing God, sending love to all” (Mother Teresa), and “Volunteers don’t get paid, not because they are worthless, but because they are priceless” (S. Andersen). These outreach possibilities make a chaplains retirement even more purposeful and blessed. It has been the experience that in giving time, we are consistently enriched in heart and wisdom.
American Red Cross
Disaster Spiritual Care

Overview

NACC is one of the founding collaborative partners in Disaster Spiritual Care with the American Red Cross. In 2015, the American Red Cross fully integrated disaster spiritual care into its operations, and today there are over 650 trained volunteers across the nation. Appropriate and respectful disaster spiritual care is part of the Red Cross response in every mass casualty incident, and when families are displaced or impacted from a fire. Our virtual family assistance team has supported thousands of families who have lost a loved one to COVID and remains active today through 1-800-RedCross.

In 2021, our Disaster Spiritual Care teams supported every major disaster across the United States, both virtually and in person.

American Red Cross Virtual Family Assistance Center for families of those lost to Covid. Teams of chaplains have continued to provide virtual spiritual care support to families across the nation who struggle to find meaningful ways to honor their loved ones who died. Our teams helped families receive FEMA assistance available for any family who has lost a loved one to COVID.

Surfside, FL, building collapse, June 24. Our DSC team supported the community response following the collapse of a 12-story condominium where 98 people died. Many of our DSC volunteers responded to support the family assistance centers set up for survivors.
Tennessee floods, August. Flooding and tornadoes were supported by all regions as a national disaster response operation.

California and Southern Oregon wildfires, July 14-Oct. 25. Devastating wildfires swept through northern California and southern Oregon, causing over $10.6 billion in damages. Our DSC teams supported evacuees from northern California to Reno, Nevada.

Hurricane Ida, Aug. 26, hit Louisiana and caused over $75 billion in damages across the eastern United States.

Waukesha, WI, Christmas parade, Nov. 21. The driver of an SUV killed six people and injured 62 others at the annual Christmas parade in Waukesha. Tragically, our DSC volunteer Tamara Durand, 52, was among those who were killed as a member of the Dancing Grannies dance team. Tamara had just completed her application for board certification with the NACC. We honor her life and pray for her friends and family.

Mayfield, KY, tornado, Dec. 10. A violent long-tracked tornado moved across western Kentucky, producing catastrophic damage in numerous towns, traveling nearly 200 miles and causing 56 confirmed deaths.

Marshall fire, Boulder, CO, Dec. 30. Over 1,000 homes and buildings were destroyed and one fatality when fires quickly swept through several towns.

We remain deeply grateful for the generosity of our volunteers who serve the needs of those who face tragedies. We also appreciate our many collaborative and cognate partners who make it possible to recruit and train highly qualified disaster spiritual care volunteers. In addition, the American Red Cross thanks the many employers who allow employed chaplains to serve in the most difficult and emotionally impacted settings. Finally, we wish to express our deepest appreciation to the families of our volunteers who make it possible for our DSC volunteers to serve. Without your support we know we could not do what we do so well. Thank you!

Tim Serban, American Red Cross DSC National Lead and NACC representative
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<td>Rev. Stephen J. Brandlow BCC abrand@<a href="mailto:2261@aol.com">2261@aol.com</a></td>
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<td>Rev. John T. Crabbe SJ, BCC-E <a href="mailto:john.crabbe@chsi.org">john.crabbe@chsi.org</a></td>
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<td>Ms. Patricia M. Crowley BCC <a href="mailto:anpal@msn.com">anpal@msn.com</a></td>
<td>NY</td>
<td>Mr. Justin T.S. Rowan BCC <a href="mailto:jrowan@chsbuffalo.org">jrowan@chsbuffalo.org</a></td>
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<td>Mrs. Erin B. Mahadie BCC <a href="mailto:smilingbers@hotmail.com">smilingbers@hotmail.com</a></td>
<td>OK</td>
<td>Deacon Kevin Stephenson BCC <a href="mailto:kevin@associationcatholiccounselors.com">kevin@associationcatholiccounselors.com</a></td>
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<td>CA-N</td>
<td>Rev. Chris D. Ponnell <a href="mailto:cpommett@stclarellus.html">cpommett@stclarellus.html</a></td>
<td>MD</td>
<td>Mrs. Amy B. Mickolite BCC <a href="mailto:amy.mickolite@gmail.com">amy.mickolite@gmail.com</a></td>
<td>ON</td>
<td>Ms. Cynthia M. Dwyer MA, BCC <a href="mailto:cyndi08@hotmail.com">cyndi08@hotmail.com</a></td>
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<td>Rev. John T. Crane BCC <a href="mailto:jcrane@stjohnmary.org">jcrane@stjohnmary.org</a></td>
<td>ME</td>
<td>Dr. Veronica L. Marchese BCC <a href="mailto:veronicamarchese@sbcglobal.net">veronicamarchese@sbcglobal.net</a></td>
<td>OR</td>
<td>Dr. LuAnn M. Trutwin BCC <a href="mailto:czyrh2@aol.com">czyrh2@aol.com</a></td>
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<td>Mary J. Greenwood BCC maryjanj@<a href="mailto:234@gmail.com">234@gmail.com</a></td>
<td>ME</td>
<td>Sr. Patricia A. Mooney RSM, BCC <a href="mailto:pmooney@sistersofmercy.org">pmooney@sistersofmercy.org</a></td>
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<td>Rev. Richard J. Bartoszok BCC <a href="mailto:richbart@3000.com">richbart@3000.com</a></td>
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<td>Mary GORELZENKO BCC <a href="mailto:maryangorelzenko@verizon.net">maryangorelzenko@verizon.net</a></td>
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<td>Sr. Ann I. Howard SND dthenn, BCC howerdmntrinitytc.edu</td>
<td>MI</td>
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Consider being the NACC contact for your state: [www.nacc.org/membership/state-liaisons/](http://www.nacc.org/membership/state-liaisons/)
Annual Awardees & Awards Advisory Panel

2021 Distinguished Service Award Recipient
Rev. John T. Crabb SJ, BCC-E

Fr. John (Jack) Crabb, SJ has served the mission, vision, and values of NACC for the past 24 years with skill, dedication, and great heart: Region I Certification Committee; Certification Interview Teams; Vision and Action Committee; Certification Commission for six years with last three years as chair of Certification Commission; Board of Directors 2009-2015 where he chaired the Governance Committee along with the Annual Awards Panel. He was the Board’s representative for four successive annual conferences as he chaired the Liturgy (twice), Plenary Speakers, and Workshop committees. Fr Jack, who is sensitive to the persons on the margins and ensures inclusion as a value, initiated the first gathering of the international priests at one of the annual conferences. Fostering new leadership, he was also behind the beginning of the NACC Emergent Leader Award. He has continued serving NACC as Fr. Jack currently is the State Liaison for New York.

Fr. Jack grew up in Maine and after graduation from Boston College he entered the Society of Jesus (Jesuits) of the New England Province. He has been a Jesuit for 52 years and a priest for 42 years. He taught at Jesuit high schools for many years. He was also the first Academic Assistant Principal at Houston Texas at Strake Jesuit College Prep. Prior to beginning his current ministry in healthcare he was the Director of Admissions at Fairfield (CT) Prep. Fr. Jack became the resident chaplain at Holy Family Hospital where he began his journey to CPE supervisor/educator. He has had assignments from the Jesuits as Administrator, assistant director, of the Jesuit retreat house Eastern Point Retreat House in Gloucester MA. At Mercy Hospital in Portland Maine he initiated their first CPE program. For seven years at University of Vermont Medical Center he was Manager of Spiritual Care and Director of Clinical Pastoral Education Fr. Jack now serves as Clinical Pastoral Educator, as the system’s Certified CPE Educator, at Catholic Health (formerly Catholic Health Services of Long Island) in Rockville Centre NY. He is a dually certified NACC and ACPE Certified Educator.

Nominated by Dr. Caterina Mako ThM, DMin, BCC

2021 Emergent Leader Award Recipient
Mrs. Allison S. DeLaney BCC-PCHAC

Allison DeLaney is a Native Floridian and daughter of Chinese Jamaican immigrants. She always knew she wanted to work in healthcare like her mother, an RN, and began as a physical therapist, but fell and stayed in love with chaplaincy. Allison joined NACC in 2005, was granted certification in 2006 and advanced certification in Palliative Care/Hospice in 2020.

After serving as Chaplain and Bereavement Coordinator at Hospice House and Support Care of Williamsburg for 8 years, Allison is now a chaplain for the Pediatric, Neonatal and Women’s Health units in the Virginia Commonwealth University (VCU) Medical Center and an Instructor in the Department of Patient Counseling of the College of Health Professions.
She holds a B.S. from the University of Florida, a M.A. from Catholic Theological Union (CTU), and a Master’s in Public Health from Virginia Commonwealth University (VCU). She completed her Chaplaincy Residency training at Loyola Hospital in Maywood, Illinois 2004-2005. She served the NACC as a certification and PCHAC interviewer and continues to serve on the NACC Research Advisory Panel, and the Certification Appeals Panel for PCHAC.

In her 15-year career as a chaplain, Allison has proven herself to be an exemplary ministerial leader. As an innovator and in her passion for excellence, she has combined her academic interests with clinical expertise conducting interdisciplinary research on clinical outcomes in spiritual care. She was in the first cohort of Transforming Chaplaincy research grantees.

Her home is with her husband (Steve), three boys, and a puppy (Peach) on a “farmette” in Williamsburg, Virginia. She enjoys being outdoors, especially when gardening, hiking with her family, and discovering new parks.

Presently, Allison is working on her first grant funded project: “Space for Wholeness at Work: Nourishing and Sustaining Resilience in Medical Language Interpreters” funded by the Chaplaincy Innovation Lab/ LUCE foundation aimed to promote resiliency in frontline workers during COVID-19. She also serves on the newly formed Pediatric Palliative Task force supported by the National Coalition for Hospice and Palliative Care.

Nominated by Ms. Bridget Deegan-Krause MDiv, BCC

2021 Emergent Leader Award Recipient
Ms. Moira C. Reilly BCC

Moira is a relative newcomer to NACC, becoming a member in 2017 and achieving board certification in 2019. Moira serves as the Children’s Hospital chaplain at WVU Medicine, providing care to patients, families, and staff. She brings a passion for equipping staff members for resilience in the face of unprecedented challenges. Moira serves as the NACC state liaison for West Virginia and as a certification interviewer. She was also selected to be a workshop presenter at last spring’s 20/20 Vision: The Future of Spiritual Care Joint Conference in Cleveland.

A lifelong Catholic, Moira Reilly served in parishes, campus ministry, and faith-based nonprofits in Chicago, IL, Jamaica, West Indies, and throughout West Virginia prior to discerning a call to chaplaincy. Having earned her MAPM from Duquesne University, she is a commissioned Lay Ecclesial Minister in the Diocese of Wheeling-Charleston. Moira pursued Clinical Pastoral Education at West Virginia University Hospitals in 2016, following her mother’s diagnosis with Alzheimer’s, believing that her own grief would inform her ministry to the grieving as a hospital chaplain. She specialized in maternal and infant care, neonatal palliative care; and did an extended internship in adult palliative care.

Moira and her husband Steve married in September of 2020 and are enjoying a forever honeymoon.

Nominated by Mr. Edward Horvat BCC
2021 Outstanding Colleague Award Recipient
Dr. Wendy Cadge

Barbara Mandel Professor of Humanistic Social Sciences and Professor of Sociology, and recently appointed Dean of the Graduate School of Arts and Sciences at Brandeis University, Waltham, MA

Wendy Cadge founded and co-directed the Transforming Chaplaincy Project from 2015 to 2019. Transforming Chaplaincy is “a think tank with a mission to promote research literacy in chaplaincy to improve patient outcomes.” Its website provides resources for chaplains, educators, researchers, and other professionals to build a much-needed and timely research competency. In 2018, Wendy launched the Chaplaincy Innovation Lab which studies shifts in American spiritual and religious life and builds up the profession of spiritual care.

Wendy is an expert in contemporary American religion, especially related to religion in public institutions, religious diversity, religious and moral aspects of healthcare, and religion and immigration.

In a recent blog posting addressing racism in this country, Wendy writes, “Over the last 15 years I have been thinking about how chaplains are often called to bear witness. They hear and see people when it seems no one else does.” She knows the strengths and competencies chaplains bring to their ministry. In the same article, Wendy points to social movement chaplaincy as a vehicle for sustainable change. Not only does Wendy know our profession, but she also challenges us to remain relevant and to build new skill sets in response to community needs.

Wendy teaches and writes about religion in the contemporary United States, especially as related to health care, immigration, and sexuality. An award-winning educator, she has published more than seventy-five articles and raised more than $6.5 million in support of her own research and teaching and that of colleagues.

Nominated by Mr. James P. Letourneau BCC
2021-2023 NACC Strategic Plan
Goals and Key Outcomes

Goal #1 Education and Marketing
To leverage relations with Strategic Partners for spiritual care to advance the profession, and source and implement a major marketing initiative to increase awareness among Catholics of the vital vocation of chaplaincy.

Key Outcomes
- Collaborate with Strategic Partners, including future educational opportunities, conferences, research projects, and potentially shared services and structures. Investigate equity opportunities associated with membership and education fees.
- Foster leadership development for Chaplains.
- Work with Strategic Partners to assess the need for additional specialty certifications such as behavioral health.
- Foster evidence-based practices by implementing learnings from the Center for Health Organization Transformation (CHOT) research study, including more inclusion of different races and ethnicities.

Goal #2 Ministry and the Church
NACC will become the creator and curator of programs for the development and formation of all who serve in the Church's pastoral care ministry.

Key Outcomes:
- Continue the development of common competencies and pathways for various pastoral care ministries across the country, beginning with ministries in correctional settings. Implement these competency and formation model(s) for the Partners in Pastoral Care.
- Assist Catholic Prison Ministries Coalition (CPMC) as the Steering Committee seeks to develop a sustainability model for the future of the Coalition. Provide clarity to NACC members on NACC's organizational relationship with CPMC.
- Strengthened collaboration among Catholic organizations and dioceses to promote chaplaincy (as well as all pastoral care ministries) as a vocation.

Goal #3 Structure and Finance
To ensure that NACC has the structural and personnel capabilities, and financial resources to accomplish the strategic priorities.

Key Outcomes:
- Strategic Talent, Physical Resource, and Financial Plans, aligned with overall strategic plan, in place and implemented.
- Revised revenue model based on NACC transition to becoming service, as well as professional membership organization.
- Up-to-date technology platform for supporting member certification application and related services as well as educational programming.

Goal #4 Racial Justice
NACC will promote racial justice among its members and assess/ remedy inequities within the association.

Key Outcomes:
- Sponsor webinars showcasing members' experiences of racial discrimination, including within NACC. Engage members, particularly from the African American and Hispanic Network groups, in the creation of action plans to promote racial justice.
- As part of members' continuing education, each member will be required to complete at least two hours each year addressing health disparities or cultural diversity or issues of race within the ministry environment (PPS5).
- NACC Board, Certification Commission, Certification Appeals Panel, Ethics Commission, Ethics Appeals Panel, Certification interviewers and ITE’s to complete one hour training on bias awareness as part of their on-boarding process.
- Explore opportunities to partner with the USCCB and Strategic Partners in this racial justice work.