

TO: Donald V. DeRosa, President

FROM: Elizabeth Griego, Vice President for Student Life
Joanna Royce Davis, Dean of Students
Donna McNeil, Chaplain

SUBJECT: Program Review for Chaplaincy Services

DATE: September 10, 2007

During the 2007-2008 academic year, chaplaincy services at Pacific underwent an administrative program review. Under the leadership of Dean of Students Joanna Royce Davis and retiring Chaplain Joy Preisser, an extensive self-study was written in preparation for the review, including descriptions of staffing, resources, policies, programs, and approaches, as well as metrics that help determine program success and sustainability. The self study was organized using the categories published by the Council on Academic Standards (CAS) for campus religious and spiritual programs. The process of writing the self study helped clarify our thinking regarding the strengths, needs, and priorities for chaplaincy services, and helped Reverend Preisser formulate summative recommendations from her years at Pacific as she prepared for her retirement from the University.

We are indebted to an exceptionally experienced and uncommonly diverse program review committee. As Pacific has become more diverse ethnically and culturally, particularly with the increased enrollment of international students, there has been an increase in the presence of non-Judeo-Christian religions represented on campus and a concomitant increase in the number of and participation in various religious groups and organizations. This diversity in our faith community was honored in both the personal demographics and in the experience and perspectives of the nine person review committee. Their collective findings and recommendations served to broaden and deepen our understanding of the role of chaplaincy services on campus and the potential for the evolution of programs under the leadership of our new university chaplain.

The program review committee was chaired by Dr. Lydia Fox, Department Chair and Associate Professor of Geosciences. We are indebted to Lydia for her willingness to take on the chairmanship in the midst of significant other university responsibilities, and for her superior organizational skills, gentle and insightful questioning of staff and students, and her campus-wide perspective attained from years of leadership at Pacific. We are especially grateful for the grounded wisdom with which she approached her work on the review.

Lydia was ably assisted by the following committee members whom we would like to acknowledge and thank here for their service and contributions to Student Life at Pacific:

Lydia Fox, Chair
Robert Benedetti, Director Jacoby Center
Dave Bennett, Senior Pastor Central United Methodist Church
Shiraz Chavan, Graduate Resident Director
Jason Gwasdoff, Rabbi Temple Israel
Mahrukh Hasan, Muslim Student Association
Mylon Kirsky, Assoc. Director Residential Living
Oliver Lin, Staff Psychologist
Raj Patel, Assistant Professor Pharmacy & Health Sciences

Response to Program Review Recommendations

The recommendations of the committee have received thorough consideration and discussion with the students and staff most closely aligned with the Chapel and more broadly, with the Division of Student Life. Our new University Chaplain, Donna McNeil, has summarized a detailed response to each of the recommendations of the program review committee in the attached *Chapel Review Response*.

In addition, the following four summary recommendations from the program review will guide the efforts of the Chaplain and her staff in the year to come:

1. Strengthen community connections with local clergy and congregations through increased communication, visit exchanges, and the organization of student groups to worship with different faith communities throughout the greater Stockton area.
2. Clarify and animate the role and work of the Interfaith Council and social justice organizations and their relationship with the University chaplain.
3. Provide additional venues for the Chaplain to assume leadership in the creation of campus conversations relating to spirituality and ethical reflections.
4. In collaboration with Multicultural Affairs, Interfaith Council, social justice organizations, and other members of the University community, develop and implement a structure (such as *Sustained Dialogue*) for deeper, on-going Pacific community dialogue and learning about diversity and difference.

In conclusion, we are most grateful for the work and recommendations of the program review committee. We thank the members of the committee for their time and wisdom and for their contributions in strengthening Student Life at Pacific.

Chapel Review Response September 2007

Mission

Recommendations:

The Chaplain should facilitate the creation of a structure whereby worship, spiritual reflection, and ethical dialogue are dramatically increased across campus, in addition to continuing to provide direction to student groups currently engaged in religious, diversity, or social justice missions, to assist with campus ceremonies, and to serve as a member of the Student Life Division with defined responsibilities relating to crisis response. While the Chaplain should continue to be available for personal counsel, the position should emphasize the development of networks connecting the campus and the community through which dialog and action related to ethical behavior and matters of the spirit can flow.

The department shares these goals for the next phase of chaplaincy at the University of the Pacific. We disagree with some of the specific suggestions below about how best to fulfill this mission, but it is clear that we are all envisioning a healthy engagement with issues of faith and ethics. It is important, however, that the chaplain's role not be reduced to that of a programmatic office, as might be the tendency with a desire for good, ongoing programming on spiritual and ethical development. The role of the chaplain is also a symbolic one, reflecting the historic roots of the university and its ongoing commitment to help students grow in every aspect of their lives. Additionally, the pastoral role of the chaplain will at times pull her out of the administrative structure of the university in order to care for needs in the campus community. The tension between the chaplain's programmatic responsibilities, her public, symbolic role, and her pastoral obligations is a creative tension that can invigorate the chaplaincy and so better serve the university.

Administrative Role of the Chaplain

Recommendations:

The Chaplain should continue to report to the Vice President for Student Life or a designate, reflecting the focus of the position on students and current administrative structure. The position should advise students "umbrella" groups such as the Interfaith Council and the Social Justice Committee as long as students and administration both affirm the value of such sponsorships. The Chaplain should also participate in the Division of Student Life's Directors meetings. The Chaplain should continue to provide appropriate presentations at a variety of University events and play a limited role in crisis response.

The Chaplain should avoid sponsoring student organizations beyond appropriate umbrella groups, working instead to help such organizations find campus or community advisors. The participation of the Chaplain on event committees (e.g. Festival of Lights, Baccalaureate, Founders Day, and Commencement) should be limited to coordination only.

The Chaplain should focus on assuming leadership in the creation of campus conversations relating to spirituality and ethical reflections. Depending on the particular gifts of the person, and the assignment deemed appropriate by the Vice President for Student Life, the Chaplain should be encouraged to increase activity in the following areas:

- *Serve on campus-wide committees dealing with diversity and intercultural activities*
- *Organize area ministers willing to respond to the needs of the campus, community, including crisis response, worship, memorial services, weddings, and counseling.*
- *Facilitate worship on campus of a variety of faith traditions.*
- *Teach periodically as part of the University's general education or in a discipline for which the Chaplain is professionally prepared.*
- *Participate on faculty and staff committees which should provide gateways through which to reach these campus constituencies; develop a "human resources" dimension of the position.*
- *Organize workshops on ethical issues of relevance to higher education in general and the University of the Pacific in particular.*
- *Facilitate programming to raise awareness of alternative spiritual quests and to engender reflection on the spiritual life.*
- *Organize an affinity group among alumni who are ministers to serve to the University.*
- *Participate in the Bishop's Scholars Program.*
- *Provide advice to campus organizations planning to invite speakers to campus concerning those who might stimulate ethical and spiritual dialogue.*

The department is reluctant to decide whether or not the chaplain may sponsor student organizations, but rather recognizes the chaplain's need to determine if or when such a sponsorship might be helpful to a particular organization or might assist the chaplain to develop relationships with students. Since the chaplain serves the whole community and not only those students participating in the Interfaith Council and Social Justice Community, it is important that she look for avenues to connect with students who might not naturally gravitate toward chapel programs.

There are a number of annual events on campus, some of which are appropriately led by the chaplain and chapel staff, such as the Festival of Lights and

Baccalaureate. For others, such as Graduation or Founder's Day, the chaplain serves as participant and committee member when time allows, but for which primary leadership resides in other departments. One of the chaplain's ongoing tasks is the prioritization of responsibilities. These public events are an opportunity for the chaplain to exercise her symbolic role and to express the wider values of the institution.

The chaplain's office agrees with the suggestions for some possible programming options, as well as ways in which the chaplain can be available to the campus community. The University's strategic plan, *Pacific Rising 2008 – 2015*, highlights the need to "Cultivate diversity, intercultural competence and global responsibility by ensuring student competencies, making diversity an integral part of curricula and student life," and to "Collaborate with alumni, parents and friends to connect them to students and programs by fostering alumni leadership, establishing new alumni and parent programs and engaging alumni in student recruitment, internships and placement." (4.11) Current program plans include efforts to help students develop skills for cross-cultural dialogue and to encourage alumni participation.

Additionally, the staff will periodically review this list to ensure that significant areas are not being ignored, while recognizing that the chaplain's time is limited and activities must continually be prioritized.

This August local congregations were invited to participate in the Interfaith & Social Justice fair during Welcome Weekend, either in person or with informational material. Those congregations who sent people to the event were grateful for the opportunity and are exploring ways to participate in Interfaith Council and help cultivate student groups. The Chaplain's office will work to maintain current information about local faith communities, including updating the chapel website with this information.

The chaplain will cultivate relationships with local clergy through the area clergy associations, visits to local places of worship, and one-on-one conversations. Clergy will be invited to participate in a variety of campus activities and the chapel's office will maintain information about area clergy willing to come to campus to speak with groups, lead worship, or conduct workshops.

The chaplain's office, together with Interfaith council, is sponsoring a series of visits to local congregations in order to help students find worshipping communities for themselves and to explore a variety of religious traditions. This will be a year-round program, with special emphasis at the beginning of the fall term.

With the Interfaith Council, the chaplain's office will help students interested in establishing new religious groups on campus negotiate the student organization process. They will also help groups connect to religious communities and leaders

in the area and create opportunities for worship on and off campus. The department recognizes that in many traditions the gathering of the community is essential and may be impossible to duplicate on campus. Additionally, many traditions require space and materials for worship that cannot be practically acquired on campus. In many cases, worship on campus would offer a poor imitation, at best, of a tradition's practices. In these cases, the chaplain's office will help locate off campus communities, coordinate transportation, and maintain information about worship times.

The chaplain will teach a section of *Introduction to Religion* in the fall of 2007, and will welcome future opportunities to teach.

Chapel Operations

Recommendations:

Though the Chaplain should continue to set guidelines for the use of the Chapel, the management and booking of the facility should be transferred to Conference Services. The budget of the chaplain should be established with reference to past income, but no longer tied directly to rental fees. The Chaplain should, however, retain an administrative assistant to help with new and expanded Chapel programming.

The Chaplain should limit personal participation in weddings and memorial services, instead the Chapel staff should maintain lists of ministers from the local area who are willing to serve.

After significant discussion and reflection, the department disagrees with the recommendation to transfer facility management to conference services. We do wish to increase our collaboration with conference services to offer wedding packages with discounts for combined chapel and reception use and to improve our networking with couples. However, we believe it is important to keep scheduling and management of the chapel in the chaplain's office. Weddings are one part of a network of uses for this space and coordinating that across two departments would be prohibitively difficult. Additionally, the income from weddings contributes to more than chapel programming, but also includes maintenance of the building and development of future "Sacred Space," which is in keeping with the priority of Pacific Rising "to develop facilities that enhance student learning, support institutional priorities, and enhance campus beauty." (6.20) Finally, the current chapel manager is an invaluable resource for wedding management and chapel programming with students. There is no easy way to spread her expertise across two separate departments during the current time of transition.

The department agrees with the recommendation to limit the chaplain's involvement in services in the chapel. However, the chaplain will be available to

members of the Pacific community, including alumni, for weddings and memorials, schedule permitting, and with respect to the discipline of her religious tradition.

Multi-Faith/Interfaith

Recommendations:

The Chaplain should help facilitate the spiritual aspects of campus life for students. Being a multi-faith Chaplain does not mean that they need to minister to all faiths or be the campus “expert” in all of them. Rather, the Chaplain should be the facilitator of student’s exploration of faith issues. Stockton is a wonderfully diverse city with strong faith communities from a wide variety of traditions. The Chaplain’s role should be to reach out to the leaders and/or spiritual guides/educators with these communities and invite them to campus. It can much easier (in a spiritual sense) for students to explore faith traditions from the “safety” of campus rather than be the one “outsider” visiting a faith community off campus. We recommend that the Chaplain invite representatives from the various faith communities to interact with students on campus, through worship and/or campus presentations. The worship aspects of this recommendation will be easier when the Campus Sacred Space issues are dealt with. It would also be helpful for students if the Chaplain could have groups of representatives from the various faith traditions to interact in campus forums so that students could begin to explore the relationships and differences among them.

The department heartily agrees with this recommendation, with the above caveat about the challenge of truly representing a religious tradition outside its usual meeting space and community. By coordinating scheduled visits to local communities of faith, we hope to make it “safer” for students to visit those communities. The chaplain’s office will also be inviting local religious leaders to campus for a variety of events and activities as indicated above. Additionally, daily evening prayer is being offered Monday through Thursday to offer Christian students, faculty, and staff, and those interested in exploring Christianity, an easily accessible, ecumenical worship opportunity. The chaplain’s office will help other religious groups establish any such worship opportunities they like, including contacting local leaders. We will coordinate with the Interfaith Council to help educate and advertise about this possibility. This fall the Interfaith Council will be asked to help design a regular – weekly or monthly – program to which a variety of religious leaders could be invited for worship, discussion, and fellowship.

The chaplain conducted workshops on religious diversity for Resident Assistants & Student Assistants in August of 2007, and she is available for similar programs for residence halls, student organizations, classes, or other groups.

Social Justice

Recommendations:

The role of the Chaplain with regards to the SJC should be clarified through a document available to the University community, in order to make better use of available resources. This may be a one-page document which should include a general explanation of the position, program, a comprehensive job description, and available resources of/from the Chaplain's office. The mission statement for the SJC and articulation of the responsibilities of the SJC Coordinator should be clearly communicated to the university community. This may help address how various Pacific student groups can/may integrate into the Social Justice community.

The Chaplain could delegate more of the responsibility to the student Coordinator. Committed students in these positions will adequately meet the needs of the student groups and help bridge the current chasm between these organizations and the Chaplain's office. The Coordinator should have regular meetings with the respective student groups.

In order to help with the perceived communication divide between the Chaplain's office and the various student organizations a website could be created with Pacific student organization names. In addition, the website could contain the following information: student leaders and faculty advisors of each group and their contact information; a main calendar of events that would allow any prospective user to witness which organizations are having upcoming events and for what date they are scheduled; links to each student organization, where if one was interested, more information could be obtained regarding any individual student group/organization. This is probably something that would have to be created at the University level with each organization then having a "key." Communication is crucial, there are various other avenues which exist that may help this process including: Facebook, the University Council of Social Entrepreneurs which is a new student club through the Global Center, or a Chaplain's Office website.

The report's summary provides helpful feedback about the relationship between the chaplain's office and the Social Justice Community. We agree with the recommendation to provide better education about the role of the chaplain and her relationship to social justice organizations, particularly in light of the task of ethical reflection and practice which is appropriately a part of campus chaplaincy. A one page document cannot contain all the information suggested above, but future brochures, university publications, and additional chapel publicity will include an articulation of the role of the chaplain and the chapel program. We also support the recommendation that the Social Justice coordinator, and the Interfaith coordinator, work with the chaplain to clarify and articulate their roles and those of their respective bodies. That process has already begun with the 2007-08 coordinators.

We also agree with the recommendation that the Interfaith and Social Justice coordinators take a larger role. The chaplain will serve as advisor to them and the committees, but will allow them to develop and exercise their own leadership skills within the context of their respective communities. These two programs provide the greatest opportunity to “create distinctive citizen-leader development programs through service learning and volunteerism, a framework for leadership development based on emotional-social intelligence (ESI), lifelong learning and lasting relationships with the University. And to “pursue University-wide marks of distinction, specifically in leadership development, experiential learning, international programs and student achievement,” as encouraged in *Pacific Rising* (4.10).

We agree with the general recommendations regarding improvements to the website. The chaplain will be a member of the division’s website task force, and with the student leaders, work to build a chapel website that helps students connect to the various student groups and stay informed about the variety of chapel programming available to them. Additionally, the chaplain will make use of Facebook, YouTube, and a personal blog (RoseWindows.blogspot.com) to connect with students.

Crisis Response

Recommendations:

While the Chaplain has a critical role in crisis response, the Chaplain should not serve as chair of the Crisis Response Team. The role of the Chaplain should be to support the individual(s)/group affected as issues of spirituality often come forward in such times. The Chaplain is not a therapist and those issues should be referred to Counseling Services or other appropriate resources. The types of crises that that most obviously require the services of the Chaplain are: death within the Pacific community, extended illnesses (and the effects on individuals/groups), and breakdowns of community (that involve conflicts of faith with culture).

The Chaplain could work with local clergy/representatives from the various faith traditions to help coordinate crisis response that is appropriate to those in need. Being a “multi-faith” chaplain does not mean that the Chaplain serves the role of spiritual advisor for all faiths, rather they help facilitate the connections for student/faculty/staff to the appropriate person(s). While the Chaplain might be the “first responder” they can delegate to others.

The Chaplain does not need to provide funeral/memorial services for all deaths within the Pacific Community, especially those from within the Stockton area. The Chaplain should check with the family to avoid duplication of efforts/services. In the event of the death of a student, a funeral/memorial should be held on

campus to help other students with closure. It does not have to be service in the Chapel. The “mobius strip” sculpture near the Redwood grove was intended to be a multi-faith space for such memorials to occur.

We agree that there’s no reason why the chaplain should necessarily chair the crisis response team. However, that role should not necessarily be precluded, either, depending upon the needs of the team and the workload of the chaplain at any given time. The role of any chaplain on any campus does include immediate crisis response. In many cases, a person’s immediate need in the midst of crisis is for the kind of spiritual and emotional support which chaplain’s are trained to provide. These needs are not always expressed or fully identified by those in crisis, so involvement of the chaplain early in a crisis is important so that she can help assess needs. This is not a task easily delegated to other professionals because people are often reluctant to express deep spiritual needs in the absence of religious leaders. It is customary that following the immediate needs of a crisis, a chaplain will help an individual assess their ongoing needs and help that person access local clergy, counseling services, and/or schedule regular conversations with the chaplain. Crisis response does not assume an ongoing pastoral relationship when the crisis has passed, however.

The current chaplain’s position is structured in such a way to allow management and prioritization of ongoing work while assuming a need for crisis response. Additionally, the current chaplain has training and experience in crisis response which is an important resource available to members of the university community during times of crisis.

Conclusion

The Chaplain and chapel staff thank the review committee for their careful work for the improvement of our program. The coming year will be one of transition and experimentation as we adjust to new personalities, work patterns, and understandings of our role on campus. This review is a helpful tool as we begin establishing the next phase of the Chapel Program at the University of the Pacific. We will return to these recommendations and responses and re-evaluate them in the middle of the year, asking whether the concerns raised have indeed been addressed and what new concerns have been raised. Through “innovation and creativity” we hope to meet the goals set by Pacific Rising to “enhance University administrative programs and services through ... improving services and programs (1.2).”