



THE COUNCIL OF
INDEPENDENT COLLEGES

NETVUE CHAPLAINCY CONFERENCE

*Strengthening Campus Chaplaincy:
New Models of Leadership and Practice*

Atlanta, Georgia ♦ September 26–27, 2014



*The Council of Independent Colleges gratefully
acknowledges the generous support of this
conference by Lilly Endowment Inc.*



NetVUE Chaplaincy Conference

Conference Welcome

Welcome to the September 2014 Chaplaincy Conference of the Network for Vocation in Undergraduate Education (NetVUE). The purpose of this conference, and the similar one that was held in March, is to consider new models of leadership and practice for college chaplaincy that also strengthen vocational exploration by students and faculty members. The conference will address organizational structure, areas of assigned responsibility, career patterns of chaplains, relations with denominational bodies, and the religious dimensions of the institution's mission. In addition, the conference will provide an opportunity to strengthen partnerships among campus chaplains, college presidents, and other campus leaders. The increased religious diversity on many campuses stimulates institutions and their chaplains to develop new educational programs as well as new religious and spiritual practices. Because no single model of the chaplaincy fits all institutions, the conference will address issues from multiple perspectives and consider fresh approaches that have the potential for greater effectiveness.

NetVUE is a nationwide network of colleges and universities that fosters the intellectual and theological exploration of vocation among undergraduate students. This initiative is administered by the Council of Independent Colleges (CIC) with generous support from Lilly Endowment Inc. and membership dues.

Since CIC launched NetVUE in fall 2009, more than 170 colleges and universities have joined the network. These institutions span a wide spectrum, but they are united by a commitment to address the intellectual and theological exploration of vocation in the classroom, in student life, and in service to the community. NetVUE seeks to enrich the capacity of member institutions to guide the development of future leaders who are theologically literate, whose attitudes and behaviors are shaped by their values and commitments, and who are eager to sustain a life of service guided by a sense of calling.

We welcome your participation in the September 2014 NetVUE Chaplaincy Conference and over these two days look forward to learning from one another and to sharing ideas for strengthening campus chaplaincy and the exploration of vocation for many years to come.



Schedule-at-a-Glance

FRIDAY

September 26, 2014

7:00–8:15 a.m.

Breakfast

Two01 Restaurant

7:00–8:30 a.m.

Conference Registration

Ballroom Foyer

8:30–10:00 a.m.

Opening Plenary Session: Panel of Presidents

Why the Chaplaincy Matters
to Institutional Mission and
Strategic Goals

Ballroom A

10:00–10:30 a.m.

Refreshment Break

Ballroom Foyer

10:30–11:45 a.m.

Poster Session: Networking to Strengthen the Chaplaincy

Ballrooms B and C

Noon–1:15 p.m.

Lunch by Campus Role

Two01 Restaurant

1:30–2:45 p.m.

Plenary Session: Perry L. Glanzer and Jonathan P. Hill

Forming Faith: How the
Religious and Spiritual Lives
of Students Are Shaped in
College

Ballroom A

2:45–3:15 p.m.

Refreshment Break

Ballroom Foyer

3:15–4:45 p.m.

Concurrent Workshops: Resources for Strengthening the Chaplaincy

Effective Campus Practices for
Faith Formation

Room 223

Interfaith and Intercultural
Challenges for Chaplains

Room 222

Open Forum for Presidents
about the Chaplaincy

Room 230

The Evolving Role of College
and University Chaplaincy

Room 220

5:00–5:45 p.m.

Reception

Ballrooms B and C

5:45–7:00 p.m.

Dinner

Two01 Restaurant

7:15–8:25 p.m.

Plenary Session: L. Gregory Jones

Discerning Hope: Charting
New Relationships in a Time
of Disruptive Innovation

Ballroom A

8:30–9:00 p.m.

Evening Prayer

Ballrooms B and C

SATURDAY

September 27, 2014

7:00–8:15 a.m.

Breakfast with Campus Teams

Two01 Restaurant

8:30–9:30 a.m.

Concurrent Campus Presentations: Effective Chaplaincy Practices

Assessing the Outcomes of Campus Chaplaincy

Room 220

Building Connections with Campus Vocational Initiatives

Room 223

Practices for Effective Campus Chaplaincy

Room 230

The Campus Mission Officer and the Chaplain: Structures and Roles

Room 222

9:30–9:45 a.m.

Refreshment Break

Ballroom Foyer

9:45–10:45 a.m.

Concurrent Campus Presentations: Effective Chaplaincy Practices

Campus Religious Diversity: Ecumenical and Interfaith

Room 230

Engaging Religious Partners beyond the Campus

Room 223

Relationships with Founding Religious Bodies and Current Stakeholders

Room 222

The Chaplain's Role in Developing Religious Literacy and Faith Fluency

Room 220

10:45–11:00 a.m.

Break

Ballroom Foyer

11:00 a.m.–Noon

Closing Plenary Session: Mark A. Heckler

The Chaplaincy, Vocational Exploration, and Institutional Mission and Identity

Ballroom A

Noon

Lunch and Departures

Two01 Restaurant





Friday, September 26

7:00–8:15 a.m.

Two01 Restaurant

BREAKFAST

7:00–8:30 a.m.

Ballroom Foyer

CONFERENCE REGISTRATION

8:30–10:00 a.m.

Ballroom A

WELCOME AND INTRODUCTIONS

Richard Ekman, President, CIC

Michael G. Cartwright, Director, NetVUE Chaplaincy Conferences, CIC

OPENING PLENARY SESSION: PANEL OF PRESIDENTS

Why the Chaplaincy Matters to Institutional Mission and Strategic Goals

What is the relationship between institutional mission and effective chaplaincy strategies? Three college presidents will address their institutions' understandings of the chaplaincy in relation to institutional mission, culture, structures, and connections to various religious organizations. Each will consider how chaplains support religious and spiritual formation and vocational exploration by students, faculty members, and staff. The panelists also will discuss the role of the chaplaincy in campus-wide planning, resource decisions, and communication with core institutional stakeholders.



Grant H. Cornwell has served as president of the College of Wooster since 2007. Prior to coming to Wooster, he served as vice president of the university and dean of academic affairs at St. Lawrence University from 2002 to 2007. Cornwell is co-editor of *Global Multiculturalism: Comparative Perspectives on Ethnicity, Race, and Nation* (2000) and *Democratic Education in an Age of Difference: Redefining Citizenship in Higher Education* (1997).



Beverly W. Hogan has been president of Tougaloo College since 2002. She held numerous positions in Mississippi state government prior to returning to her alma mater where she was the director of the George and Ruth Owens Health and Wellness Center before becoming the institution's first female president. Hogan is a member of the national board of directors of the United Negro College Fund and serves as chair of the Council for Higher Education of the United Church of Christ. She is a former member of the CIC Board of Directors.



Diane Steele, SCL, has served as president of her alma mater, the University of Saint Mary in (KS), since 2001. Prior to assuming the presidency, she was a faculty member at Saint Mary teaching English and religion. Sister Steele also taught in Catholic high schools in Montana and Missouri. She is a past president of the Kansas Independent College Association and served on the advisory committee of the Command and General Staff College at Fort Leavenworth.

Moderator: **James E. Collins**, President, Loras College

10:00–10:30 a.m.

Ballroom Foyer

REFRESHMENT BREAK

10:30–11:45 a.m.
Ballrooms B and C

POSTER SESSION: NETWORKING TO STRENGTHEN THE CHAPLAINCY

Each participating team will present poster materials that illustrate a strategic effort to strengthen the chaplaincy and identify areas for which advice from other NetVUE members would be helpful. Campus teams will be invited to ask questions, provide observations, and recommend resources to assist the presenting teams in achieving their goals.

Noon–1:15 p.m.
Two01 Restaurant

LUNCH BY CAMPUS ROLE

Conference participants are invited to sit at tables designated by campus role for conversation with colleagues in similar positions.

1:30–2:45 p.m.
Ballroom A

PLENARY SESSION

Forming Faith: How the Religious and Spiritual Lives of Students Are Shaped in College

Based on their current research, which spans a variety of college and university settings, Perry L. Glanzer and Jonathan P. Hill will discuss the undergraduate search for purpose and meaning. Drawing on their analyses of both surveys and focused interviews of students, they will describe how such a quest is shaped by students' religious and spiritual backgrounds as well as the varied campus experiences in which students participate.



Perry L. Glanzer is professor of educational foundations at Baylor University and a resident scholar in the Institute of Church-State Studies and the Institute for the Study of Religion. His teaching and scholarship explore the formation of religious faith and moral character in higher education as well as the nature of faith-based higher education in the United States and around the globe. Since joining Baylor in 2002, Glanzer has taught courses in the history of American education, the nature of faith-based higher education, and the social and moral foundations of education. He is co-author of *The Idea of the Christian University* (2013) and *Christianity and Moral Identity in Higher Education*

(2009). Glanzer has published more than 50 journal articles and book chapters on topics in religion, education, and moral education.



Jonathan P. Hill is assistant professor of sociology at Calvin College. His teaching and scholarship explore the relationship of religious pluralism to higher education institutional contexts, the nature of faith in a social-networked world, and the impact of religion in educational and community settings. His doctoral work at the University of Notre Dame focused on religious pathways in the transition to adulthood. Hill joined the Calvin faculty in 2009, and he received Calvin's Faculty Lectureship Award in 2013. He is co-author of *Young Catholic America: Emerging Adults In, Out of, and Gone from the Church* (2014).

Chair: **Jamie C. Eubanks**, Chaplain, Barton College

2:45–3:15 p.m.

Ballroom Foyer

REFRESHMENT BREAK

3:15–4:45 p.m.

Room 223

CONCURRENT WORKSHOPS: RESOURCES FOR STRENGTHENING THE CHAPLAINCY

Effective Campus Practices for Faith Formation

Many students yearn to live in ways that are life-giving to others, attentive to the presence of God, and good for an endangered planet. Which campus practices intentionally encourage these priorities while taking into account diverse understandings of spirituality, race, and gender? This session will explore the chaplain's capacity to teach students about living together for the good of all.

Lisa D. Rhodes, Dean of Sisters Chapel and Director, Sisters Center for WISDOM, Spelman College

L. David Witkovsky, Chaplain, Juniata College

Chair: **Jason Barnhart**, Executive Director of Religious Life/
Campus Chaplain, Ashland University

Room 222

Interfaith and Intercultural Challenges for Chaplains

As the religious and cultural backgrounds of students become more diverse, new opportunities for religious life on campus are emerging. Interfaith engagement takes different forms on campuses where adherents of religious traditions interact with students who identify themselves as “spiritual but not religious” or who check “none” as their religious affiliation. Students of different nationalities and cultural experiences add to this diversity. A panel of experienced chaplains and leaders of religious life will discuss their own campus approaches to increased religious and cultural diversity.

James Fitz, SM, Vice President for Mission and Rector, University of Dayton

Brian T. Johnson, Executive Director of Campus Ministries, Valparaiso University

Tracy W. Sadd, Chaplain and Director of Religious Life, Elizabethtown College

Chair: **Noel Snyder**, Chaplain and Director of Spiritual Life, Alma College

Room 230

Open Forum for Presidents about the Chaplaincy

This session will provide an opportunity for candid conversation among presidents and allow for more in-depth consideration of the topics raised in the opening plenary session. Presidents who served on the morning panel will respond to questions and observations by colleagues about ways to strengthen campus chaplaincy.

James E. Collins, President, Loras College

Beverly W. Hogan, President, Tougaloo College

Diane Steele, SCL, President, University of Saint Mary (KS)

Chair: **Laurie M. Joyner**, President, Wittenberg University

Room 220

The Evolving Role of College and University Chaplaincy

How has the role of independent colleges and universities in nurturing the religious and spiritual formation of students evolved in recent decades? What can be learned from recent research regarding ministry on campus? Participants will consider the history of strategies and structures for the chaplaincy and related campus ministries, including the work of chaplains who participated in Lilly Endowment's Programs for the Theological Exploration of Vocation.

John A. Schmalzbauer, Blanche Gorman Strong Chair in Protestant Studies, Missouri State University, and Consultant, National Study of Campus Ministries

Chair: **Crystal Sullivan**, Director of Campus Ministry, University of Dayton

5:00–5:40 p.m.

Ballrooms B and C

RECEPTION

5:40–5:45 p.m.

Ballrooms B and C

INVOCATION

Scott J. Maxwell-Doherty, Campus Pastor, California Lutheran University

5:45–7:00 p.m.

Two01 Restaurant

DINNER



7:15–8:25 p.m.

Ballroom A

PLENARY SESSION**Discerning Hope: Charting New Relationships in a Time of Disruptive Innovation**

The disruptive forces of technological innovation and economic constraint that recently have impacted American higher education are affecting the college chaplaincy as well. How can campus leaders cultivate innovative campus chaplaincy leadership while being mindful of both tradition and change? What role can campus chaplaincy play in helping college communities discern hope in the face of unprecedented change and uncertainty?



L. Gregory Jones is professor of theology at Duke Divinity School and senior strategist for education in Duke University's Innovation and Entrepreneurship Initiative. He also serves as the strategic director of the Laity Lodge Leadership Initiative. Previously he was vice provost for global strategy and programs at Duke and earlier was dean of the Divinity School. Jones is the author, co-author, or editor of 16 books, including *Forgiving as We've Been Forgiven: Community Practices for Making Peace* (2010), *Resurrecting Excellence* (2006), *Everyday Matters: Intersections of Life and Faith* (2003), and *Embodying Forgiveness* (1995). Jones, an ordained United Methodist minister, has published more than 200 articles in a variety of publications. He is an editor-at-large for *Christian Century* magazine and writes regularly for the web magazine *Faith & Leadership*.

Respondent: **Melanie-Prejean Sullivan**, Director of Campus Ministry, Bellarmine University

Chair: **Jorge G. Gonzalez**, Vice President for Academic Affairs and Dean of the College, Occidental College

8:30–9:00 p.m.

Ballrooms B and C

EVENING PRAYER

Conference participants are invited to take part in a time of prayer and reflection.

Leader: **Linda Morgan-Clement**, Chaplain and Director of Interfaith Campus Ministries, The College of Wooster



Saturday, September 27

7:00–8:15 a.m.

Two01 Restaurant

BREAKFAST WITH CAMPUS TEAMS

Campus teams are invited over breakfast to discuss conference take-aways and begin to plan next steps to strengthen the chaplaincy at their institution.

8:30–9:30 a.m.

Room 220

CONCURRENT CAMPUS PRESENTATIONS: EFFECTIVE CHAPLAINCY PRACTICES

Assessing the Outcomes of Campus Chaplaincy

Colleges and universities are increasingly asked to determine whether student learning and educational outcomes fulfill the institution's mission and strategic plan. How can the efforts of campus chaplaincy initiatives most appropriately be assessed? Presenters will discuss how they approach the evaluation of the chaplaincy on their campuses.

Nancy A. Dallavalle, Associate Professor and Facilitator for Mission and Identity, Fairfield University

Trygve D. Johnson, Dean of the Chapel, Hope College

Thomas C. Pellegrino, Vice President for Student Affairs, Fairfield University

Chair: **Marshall E. Flowers**, Senior Vice President and Provost, Montreat College

Room 223

Building Connections with Campus Vocational Initiatives

Campus leaders across many departments and programs share responsibility for the vocational development of their students. As potential mentors, how can faculty members and staff collaborate to support the academic, personal, and spiritual development of students? Presenters will describe steps their campuses have taken to create and sustain effective campus partnerships that support vocational exploration and student development.

Terrence G. Bensel, Associate Provost, Director of the Gateway, and Professor of Environmental Science, Allegheny College

Jane Ellen Nickell, College Chaplain, Allegheny College

Andrew Polaniecki, Director of Campus Ministry, Holy Cross College (IN)

Chair: **Kristin M. Hansen-Kieffer**, Vice Provost and Dean of Students, Messiah College

Room 230

Practices for Effective Campus Chaplaincy

As campus chaplaincy leaders juggle competing demands on their time, how can they determine which priorities are most central to their work? Three chaplains will provide brief opening reflections about the changing context of chaplaincy and the challenges and opportunities they face in their ministries. A time to exchange observations, ideas, and resources to strengthen chaplaincy will follow.

Jonathan R. Huggins, Chaplain, Berry College

Anne D. McKee, Campus Minister, Maryville College (TN)

Susan E. Young, Director of Religious and Spiritual Life, Occidental College

Chair: **Crystal Sullivan**, Director of Campus Ministry, University of Dayton

The Campus Mission Officer and the Chaplain: Structures and Roles

Many independent colleges and universities seek to uphold religious traditions and practices that are specific to their institutional missions. At some institutions the campus mission officer is expected to orient faculty members, staff, and students to the educational mission and religious heritage that guide institutional practices in and beyond the classroom. How can a mutually beneficial relationship develop between the campus mission officer and the campus chaplain, both of whom have concern for the institution's spiritual climate and educational mission?

Michael Galligan-Stierle, President, Association of Catholic Colleges and Universities

Evelyn S. Quinn, Vice President for Mission Integration, Georgian Court University

Chair: **Joy Smith**, Vice President for Campus Life and Dean of Students, Presbyterian College

9:30–9:45 a.m.

Ballroom Foyer

REFRESHMENT BREAK



9:45–10:45 a.m.

Room 230

CONCURRENT CAMPUS PRESENTATIONS: EFFECTIVE CHAPLAINCY PRACTICES

Campus Religious Diversity: Ecumenical and Interfaith

Many NetVUE colleges and universities are encountering greater religious diversity among their students. On some campuses, institutions that are historically rooted in a particular Christian theological tradition are becoming more ecumenically Christian in their orientation and vocational programming. On other campuses, students, faculty members, and staff from a variety of religious traditions, including Jewish, Muslim, and Hindu, seek to create interreligious communities of learning, conversation, and practice. How can the chaplaincy address the increasing religious diversity on campus?

Patricia M. Gibbs, Vice President for Student Affairs and Dean of Students, Wesleyan College (GA)

Melissa M. Maxwell-Doherty, Campus Pastor, California Lutheran University

Chair: **Alexander W. Whitaker IV**, Chief of Staff, Berry College

Room 223

Engaging Religious Partners beyond the Campus

Campus chaplains frequently develop partnerships with off-campus religious organizations, including local congregations, para-church groups, and ministerial associations. What issues do chaplains and religious life leaders need to consider in order to develop effective working relationships with such groups? How do campus organizational structures and alignments assist or impede in establishing and sustaining such partnerships? Presenters will discuss varied models and strategies to address partnerships with off-campus religious organizations.

J. Wayne Clark, Chaplain, Hendrix College

Melanie-Prejean Sullivan, Director of Campus Ministry, Bellarmine University

Chair: **Fred W. Rhodes**, Vice President for Student Affairs, Bellarmine University

Relationships with Founding Religious Bodies and Current Stakeholders

College and university leaders have substantial engagement with religious organizations that can influence future directions of the institution. These organizations may include sponsoring religious bodies, founding societies, and other stakeholders, such as trustees, alumni, and donors. What do presidents and other senior campus leaders think about relationships with historic and current religious partners as they seek to strengthen campus chaplaincy and foster vocational exploration?

Francesco C. Cesareo, President, Assumption College

Frederik Ohles, President, Nebraska Wesleyan University

Chair: **Loren E. Swartzendruber**, President, Eastern Mennonite University

The Chaplain's Role in Developing Religious Literacy and Faith Fluency

Whether they come to campus with a particular faith commitment or no religious belief, students frequently encounter a diverse array of religious traditions and practices. Beyond achieving a better understanding of these traditions, many students seek guidance in making personal choices about religious faith as well as the practices, beliefs, and values associated with specific faith traditions. Presenters will discuss the faith-formation needs of students and approaches used by those charged with shepherding the spiritual development of their students.

William M. Joensen, Dean of Campus Spiritual Life, Loras College

Amy Zalk Larson, Campus Pastor, Luther College

Chair: **Charlie T. McCormick**, Provost and Vice President for Academic Affairs, Schreiner University

10:45–11:00 a.m.

BREAK*Ballroom Foyer*

11:00 a.m.–Noon

CLOSING PLENARY SESSION*Ballroom A***The Chaplaincy, Vocational Exploration, and Institutional Mission and Identity**

What role can campus chaplains play in nurturing institutional mission and identity and in fostering the intellectual and theological exploration of vocation by colleges and universities that value the liberal arts? How can campus chaplains address the process of vocational discernment by students, faculty members, and staff? Presidential reflections on the positive effects campus chaplaincy can have in NetVUE member colleges and universities will be followed by questions and discussion.



Mark A. Heckler became the president of Valparaiso University in 2008. Prior to his appointment as president, he served as provost and vice chancellor of academic and student affairs at the University of Colorado Denver where he started as a professor of theatre and director of its School of the Arts. He previously was professor of fine arts and director of theatre at Siena College in New York, where he directed, acted, or designed more than 100 academic and professional theatre productions both at the college and around the world. He chairs the Commission on Effective Leadership of the American Council on Education, is chair of the New American Colleges and Universities, and sits on the boards of the Independent Colleges of Indiana and Indiana Campus Compact. Heckler is a first-generation college graduate of Elizabethtown College.

Chair: **Elizabeth A. Dinndorf**, President, Columbia College (SC)

Noon

LUNCH AND DEPARTURES*Two01 Restaurant*



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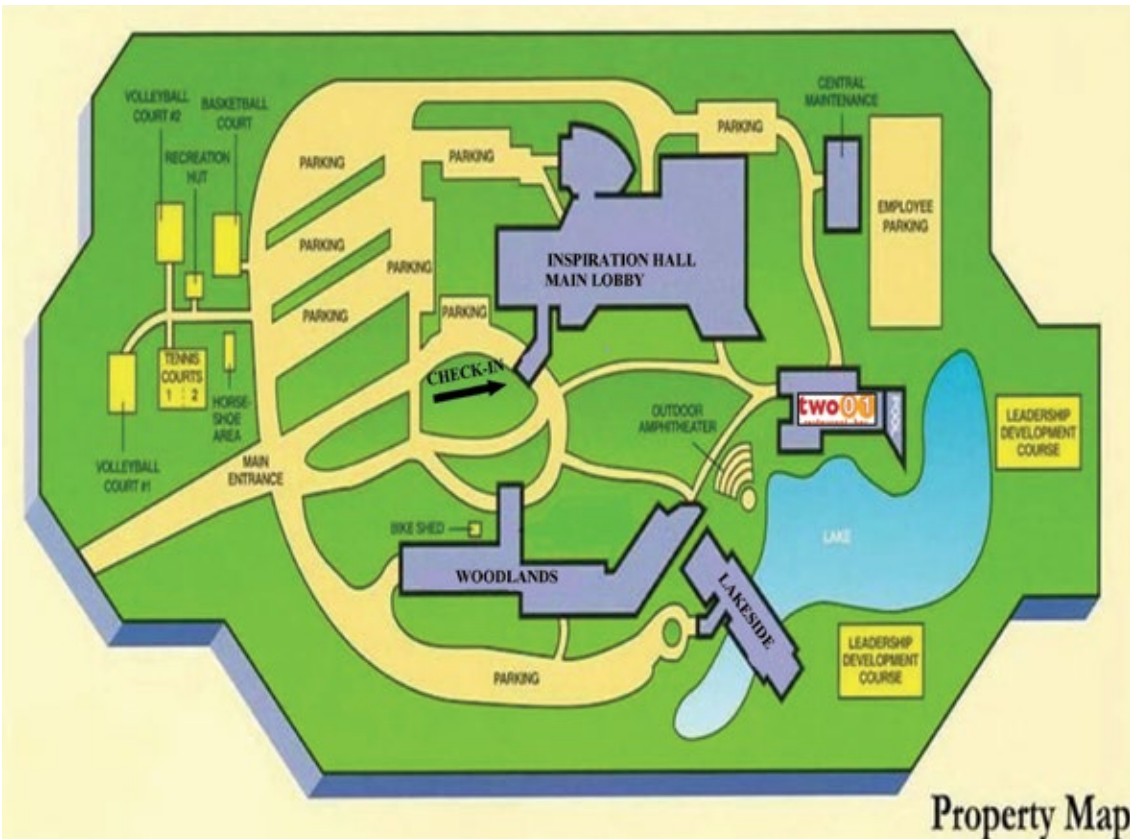
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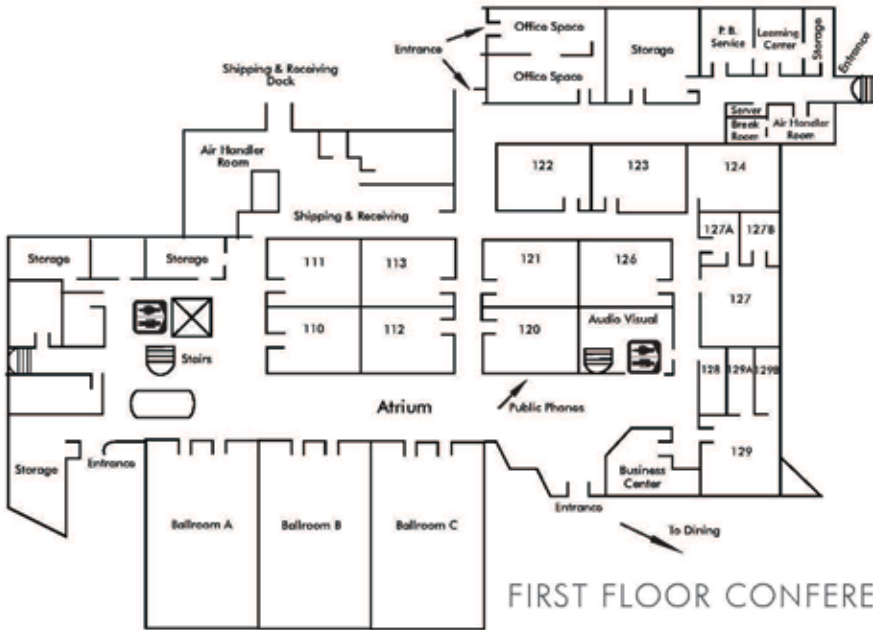
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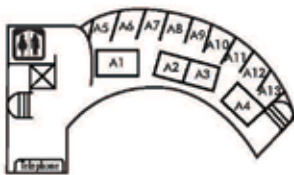
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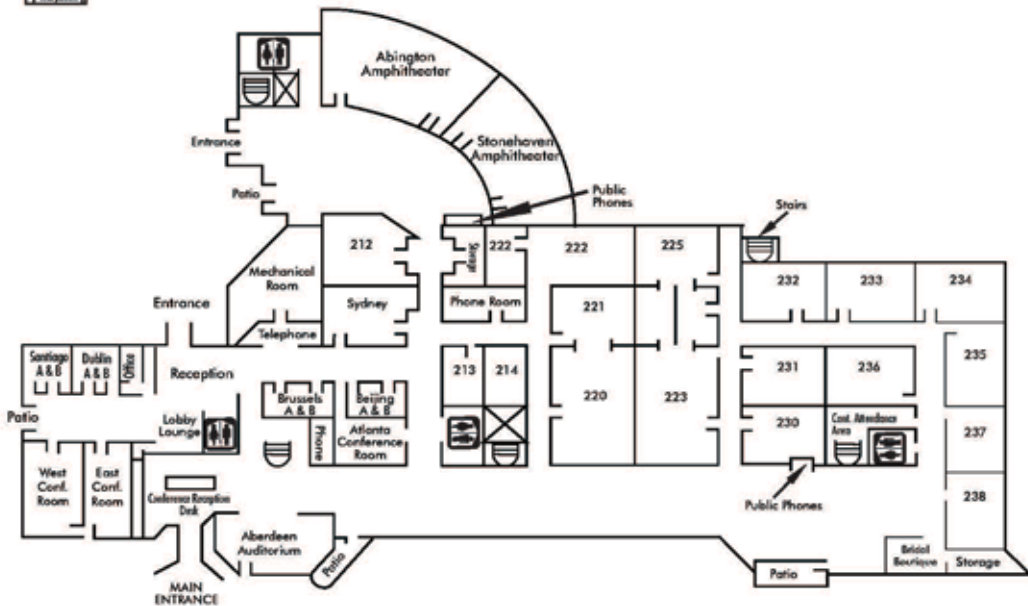
Property Map



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Notes



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