

**PROGRAM REVIEW
CHAPLAINCY SERVICES PROGRAM
MAY 2007**

Lydia K. Fox, Review Committee Chair, Department Chair and Associate Professor of Geosciences

Robert Benedetti, Director of the Jacoby Center for Public Service and Civic Leadership

David. Bennett, Senior Pastor of Central United Methodist Church

Shiraz Chavan, Graduate Resident Director

Jason Gwasdoff, Rabbi of Temple Israel

Marukh Hassan, student, Muslim Student Association

Mylon Kirksy, Associate Director Residential Living

Oliver Lin, Staff Psychologist

Rajul Patel, Assistant Professor Pharmacy & Health Sciences

I. Program Review Process

In September, 2006, Dr. Elizabeth Griego, Vice President for Student Life assembled the following committee to conduct the review of the Chaplaincy Services Program:

Lydia K. Fox, Review Committee Chair, Department Chair and Associate Professor of Geosciences

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David. Bennett, Senior Pastor of Central United Methodist Church

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The Committee first met on December 15 with Dr. Griego and Joy Preisser, University Chaplain. At that time the Committee was informed of Rev. Preisser's upcoming retirement. After the meeting Committee members were provided with the Chaplain's Self-Study report and other supporting materials.

The Committee met with Rev. Priesser on January 16 at which time she responded to questions that Committee members had about the Self Study report and the nature of the duties of the Chaplain. Once the Committee had an understanding of the range of responsibilities of the Chaplain, it was decided to focus on the following areas for the Program Review: Administrative responsibilities, Crisis Response, Diversity/Multi-faith perspectives and Social Justice. Each area was addressed by a subcommittee of the Program Review Committee. In February, the subcommittees conducted interviews with various constituencies. It was difficult to find a common meeting time for any of the Subcommittees with the Interfaith Council; thus a set of questions was provided and the IFC provided written responses to them (see Appendix ?). The Program Review Committee met on February 20 to share preliminary results of the subcommittee work. At this time it was decided that members of the committee should meet with the IFC in person. On March 1, three members of the Program Review Committee attended a meeting of the IFC as and were given a chance to interview the Council.

Interviews with members of the University community were scheduled by Denia Anderson, Administrative Assistant in the Office of Student Life. Most interviews were conducted by at least two members of the Program Review Committee.

The following members of the University Community were interviewed as part of this review process:

Margee Ensign, Dean of the School of International Studies

Elizabeth Griego, Vice President for Student Life

Steve Jacobson, Assistant Vice President for Residential Living & Dining Services

Chanda Kroll, International Student Counselor, International Programs & Services

Jenn Mazzotta, Assitant Director of Programming, ASUOP
Kelli Page, Associate Director, Pacific Alumni Association
Joanna Royce-Davis, Dean of Students
Julie Sina, Vice President, Executive Assistant to the President, former Vice President for Student Life
Jan Wammack, Chapel Coordinator
Academic Council
ASUOP Senate
Interfaith Council
Social Justice Community
United Cultural Council, represented by Alondra Young and Armando Hodge

II. Structure and Focus of the Report

It should be noted that this Program Review report does not follow the outline for the CAS Standards as the scope of Chaplaincy Services at Pacific is broader than what is out lined in these guidelines. Every attempt has been made to be sure that the critical issues of the CAS Standard have been addressed in this report. The Program Review Committee, after reading the Chaplaincy Services Self-Study report and meeting with Joy Preisser, decided to focus the review on the following areas: Mission, Administrative role of the Chaplain, Chapel Operations, Crisis Response Multi-faith issues (including work with the Interfaith Council) and work with the Social Justice Community. These areas were chosen because they seem to have been the main areas of activity within the Chaplaincy Services program.

The Self-study report suggested four areas of priority. These items are dealt with in various sections of the report (as noted below)

- Opportunities for on-campus worship of faith should be expanded through collaboration with community faith leaders.
 - The Committee affirmed this recommendation.
- The Chaplain’s office requires additional administrative support to maximize the effectiveness of the wedding business and the Chaplain’s work.
 - The Committee affirmed this recommendation
- The Chaplain’s roles should be prioritized and focused on the community spiritual development and care needs identified as most critical.
 - The Committee affirmed this recommendation.
- Sacred space should be developed that provides the necessary flexibility to respond to multiple, identified student and community needs regarding expression of non-Christian faiths.
 - The Program Review Committee did not address this recommendation because another committee has made recommendations about sacred space on campus.

A significant challenge in reviewing the Chaplaincy Services, is that the nature of the programs reflect the strengths of the Chaplain. Programs here are less independent of the personnel overseeing them than in other divisions within Student Life. However, this report is intended to evaluate the strengths/weaknesses of the Chaplaincy Services, not of the previous Chaplain. The

report is focused on issues that may assist a new Chaplain in determining the scope of future programming.

III. Program Review :Mission

As stated in the Self-Study report: the mission of the Chaplain is to ensure that Pacific is a safe and welcoming place for people of all faith traditions and people of no faith tradition. The scope of services includes oversight of the Chapel operations, planning/officiating at University-wide multi-faith events, pastoral care, and working with student organizations (Interfaith Council, Social Justice Community). In addition, the Chaplain serves on the University Crisis Response Team and is a member of the Division of Student Life and is involved in their activities (and sometimes called on to represent the Division on committees, etc.).

The longer a Chaplain is in the position, the more relationships she/he establishes and the more often requests for pastoral care. In addition, for a period of time, the Chaplain served as Chair of the Crisis Response Team. This led to a position where there were more requests for the Chaplains services in pastoral care.

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.

IV. Program Review: Administrative Role of the Chaplain

The Chaplains role within the Division of Student Life is varied. The Chaplain has a visible role in many events within the Student Life calendar: RA Training, New Student Orientations, Welcome Back Weekend, New Student Convocation, Preview Days and Commencement (including Above & Beyond, CIP, SUCCESS, etc.). There is a challenge when the Division holds events or forms internal committees with the requirement that one member from each area within the division participate. Since the Chaplaincy Services program has a very limited staff, this can put an extra burden on them.

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.*

V. Program Review: Chapel Operations

Morris Chapel is available on a drop-in basis for meditation and prayer. It is also sometimes booked for events (concerts, lectures, services, etc.). The Chapel is a very popular venue for weddings (average 168/year) and the Chapel Coordinator, who staffs the Chapel Office, coordinates the schedule and manages the wedding staff (hostess, custodians, sound technicians). The weddings contribute a large portion of the budget for Chaplaincy Services (and oversight of them consumes a large part of the job of the Chapel Coordinator).

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.

VI. Program Review: Multi-Faith Chaplaincy

The Chaplain plans and/or leads many University-wide multi-faith events throughout the year, such as Founder's Day, Festival of Lights, Baccalaureate, etc. The Chaplain also leads worship services in conjunction with events such as Alumni Weekend, Family Weekend, New Student Orientations, etc. In addition, the Chaplain is often invited to offer invocations and benedictions at other university events, such as fundraisers (e.g. Orange and Black Ball), celebrations (e.g. Heritage Society), and the Commencement ceremonies on Pacific's three campuses. These events expose members of the Pacific community to language and customs from a variety of faith traditions. This is a very important role for the Chaplain within the University but there cannot be the expectation that one person can represent all faiths. Because of the Methodist roots of Pacific, the Chaplain has come from the Christian tradition. They have demonstrated a willingness to use inclusive language and incorporate a variety of traditions.

One example of this is the annual Festival of Lights ceremony which celebrates holy days from a variety of traditions (Christian, Jewish, Muslim, Hindu, Pagan). It can be a challenge to coordinate such a winter celebration when some are holy days/festivals are traditional winter celebrations (such as Christmas and Yule), others are not tied to a particular season (such as Eid ul-Fitr, the end of Ramadan). Thus, the multi-faith approach can lead some to conflate or equate the festivals, as if they were all celebrating the same event from a different tradition. The Chaplain has done an excellent job of incorporating students into the celebration and having students from each of the faith traditions involved explain their understanding of their particular holy day/festival. This well-attended event (Morris Chapel is usually filled to capacity) has done a great deal to introduce the Pacific community to a variety of faith traditions.

Commencement is another time when a large portion of the Pacific community can be exposed to the multi-faith perspective. Rev. Preisser included students from a variety of faith traditions in her invocations and benedictions at the all-university event. The revision of Commencement with its multiple simultaneous hooding/diploma ceremonies, presents the Chaplain's Office with a new challenge: finding clergy or representatives from other faith traditions who are willing to offer invocations and benedictions with a multi-faith perspective.

The Chaplain actively seeks students of diverse faiths and encourages the formation (and support) of faith-based student organization. Representatives of each of these faiths gather monthly and form the Interfaith Council (IFC). The IFC is led by a student employee, the IFC Coordinator, with support, office space, meeting space, etc. from the Chaplain's Office. The IFC sees the essential role of the Chaplain as being a permanent connection between all of the groups and faiths because of the high turnover of student leaders within the faith groups. They also reported that they did not think there was enough campus-wide awareness about the IFC and the resources available. The IFC suggest that there needs to be more promotion of faith/religious practices; "we have the diversity aspect down BUT the practice part is not really encouraged." Members of the Program Review Committee attended a meeting of the IFC and observed one member of the group leading a round table discussion on what they had learned in their World Religions class about a particular faith tradition. The students seemed anxious to learn more and it was apparent that they needed to learn from someone within that faith tradition.

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.

VII. Program Review: Social Justice Community

The mission of the Social Justice Community (SJC) is focused on sociopolitical issues facing the Pacific, nation and global communities, facilitating collaboration through shared resources, displaying non-judgmental, non-discriminatory attitudes that support the inclusion of all Pacific students, looking for new enterprises that provide ethical and equitable treatment of all people, and instilling social action on Pacific’s campus that will produce worldwide change.

The Social Justice Community (SJC). The SJC is led by a student employee, the Social Justice Community Coordinator. The Chaplain meets with this student twice weekly and provides support and guidance. Members of the SJC were unclear on the mission or scope of responsibilities of the Coordinator

Many students in the SJC were confused as to the role of the Chaplain with their individual organizations. Upon further inquiry, we attempted to assess if there existed a stigma to the perceived religious nature of the Chaplaincy. The students did in fact affirm that this was the case. Clearly, much needs to be done to educate the students about the Chaplain and their role on campus.

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.

VIII. Program Review: Crisis Response

The Chaplain is often called upon to help deal with crisis situations that occur within the University community. These crises can involve individuals or the whole community. The Chaplain's role in crisis response includes providing pastoral care and conducting memorial services. For a period of time, the Chaplain served as the Chair of the universities Crisis Response Team. This resulted in the Chaplain serving at least a dual role: coordinator and service-provider. This resulted in a drain on the Chaplain's resources (time and energy).

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 "mobiuss strip" sculpture near the Redwood grove was intended to be a multi-faith space for such memorials to occur.

XI, Conclusion

In focusing on mission, the administrative role of the Chaplain, Chapel operations, crisis response multi-faith issues and the social justice community, the committee did not wish to imply that other areas of opportunity should be ignored by a new Chaplain. The position is correctly understood as a fluid one, adapting to new and evolving needs and concerns at Pacific among students, faculty and staff. In fact, the mark of a strong Chaplain is precisely the ability to identify such unarticulated needs and to respond to them. However, the recommendations here are an attempt to learn from past experience and to suggest ways in which the Chaplaincy could both gain the space to take on new challenges and better respond to needs already identified on campus.

APPENDICIES

Appendix A: Summary of Interviews on the Administrative Role of Chaplaincy Services

1. What do you think the most important current administrative duties of the Chaplain have been?

- Overseeing Interfaith Council and Social Justice because it is a special student organization
- Assist with coordinating Festival of Lights
- Work with ASUOP to coordinate speaker series (religious speakers)
- Separate the person in the position
- Intercultural competence
- Ethical leadership within the division
- Talk to alumni that are religiously affiliated with the university but that might not be necessary after a few years
- Memorial service for staff/faculty/student/community
- Support growing spiritual groups
- Promotes student growth through Student Life and ethical issues

2. Do you think that any administrative duties should be added or subtracted from the position?

- Needs assessment and understanding the students perspectives
- All spiritual needs are being met
- Has an open door policy
- Suggest event/speakers for ASUOP
- Presence/participation at leadership conference and passport to leadership workshop
- The chaplain should not be responsible for the weddings and management of church
- More visible participation in services by Stockton community
- Should not report to president's office
- Does not need to be on all 24-7
- Take some interest in religious study classes
- Renewal of vows during the summer for the alumni
- Assists with founders day
- Chaplain should not be involved in wedding business and should be taken by conference services
- Chaplain should teach a course or two
- Ethical development
- Play a big role in worship services to students

3. Modify administrative oversights of the Chaplain

- Conference services needs to take over management of Chaplain/wedding booking
- It is important to report to Student Life
- Strong relationship between alumni office and chaplain office
- Develops a strong relationship with other community members and faculty and staff to create a organization that advices the various religious student groups on campus
- Academic interests in scholarly work
- Limit memorial services

4. Modify role on the Student Life staff
 - Depends on the Chaplain's job responsibility
 - Play a secondary role in crisis management
5. Modify role with student organizations
 - Social Justices and Interfaith council
 - Individual faculty/staff that are interested in religions organizations should advice the various religious student organizations and chaplain advices the umbrella group and leaders
 - Subgroups of the community can advice student groups
 - Approve students' conferences or trips
6. Modify role with college-wide committees
 - Festival of Lights participation because it makes student voices heard
 - Graduation ceremony
 - Does not have to sit on the Festival of Lights committee – its all logistical
 - Crisis response takes about 5 hours a month
 - IDI – intercultural development identity took about 8-10 hours a week
7. Increase role in the planning of campus events
 - Depends on what the university wants and should come with a budget
 - Develop relationships with vocational alumni
 - Resource for event planning
 - Did not plan any events except for one last year for the student organization
 - Increase role in planning campus event if that is the quality of the chaplain
8. Increase role with alumni
 - Prayer during alumni weekend
 - Chaplain has not worked with alumni in the past
 - Bring alumni to discuss various topics
9. Increase role as an advisor on ethics to the administration
 - The Chaplain would be a resource giving advice on ethical situations to the university
 - Coordinate ethical training
 - Increase through conversation and presence
 - Emotional intelligence
 - Involvement is necessary in leadership training
 - Coordinate ethics workshops
10. Things to keep in mind
 - Pastoral role according to the vision of the university
 - The Chaplain is a full-time crisis response job
 - Check in to see how people are doing as a job description or as a value
 - Set agenda for conversations the campus should be having
 - Chaplain does not need to be on first response especially when someone dies

Appendix B: Summary of Interviews on Crisis Response Role of Chaplaincy Services

Role of Chaplain (or representative of Chaplaincy Services) on the CRT.

All stated that the Chaplain should NOT serve as chair of the Crisis Response Team. To do so puts the Chaplain in dual role: coordinator and service-provider. Joy Preisser served as Chair for a while and this may have led to some of the sense we got from her of being overwhelmed by the crisis aspects of her job.

There was a general consensus that the role of the Chaplain in regards to crises is to support the individual/group affected as issues of spirituality often come forward in such times.

There was also agreement that 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.

Types of crises that require the Chaplain.

Death within the Pacific community
Extended illnesses (and the effects on individuals/groups)
Breakdowns of community (that involve conflicts of faith with culture)

Need for funeral/memorial services for all deaths within the Pacific community

There was general agreement that we should not be duplicating efforts for faculty/staff who live in the Stockton area. The Chaplain should check with the family to determine if there will be a service elsewhere.

It also seems apparent that something needs to be done on campus in the event of the death of a student, to help other students with closure. It does not have to be held in the chapel. The “mobius strip” sculpture near the Redwood grove was intended to be a multi-faith space for such memorials to occur.

Other Comments

Chaplain should be a spiritual guide
Chaplain needs to set boundaries
There should be a clear delineation between the Chaplain’s role and that of Counseling Services with regards to crisis response.
Chaplain could help the University move from reactive to pro-active mode with regards to crises

Appendix C: Response of the Interfaith Council to Submitted Questions (2/16/07)

1. What do you perceive the Chaplain’s role to be in response to Crisis regarding their respective faith traditions?
 - Concern with not knowing who the Chaplain was
 - Students 1st need to know who it is and that they’re available
 - Unless a person is involved in IFC/SJC they don’t know
 - Chaplain should be proactive in contacting the person in crisis
 - Should connect the person in crisis up with more people (referrals, etc.)
 - Some opportunity for long-term care if needed
 - Should be opportunity for the student to contact Chaplain too; not just one way
 - Might be a need for a more extensive “pastoral care staff” so to speak
 - Needs to be active and alive
2. Role of a Chaplain: Do you feel the Chaplain should play a role in fostering relations between diverse religious groups on campus? If so, explain what role or duties the chaplain should take or assume.
 - Resounding YES!!!
 - Chaplain should connect religions
 - Needs to be a *multi*-faith Chaplain
 - Chaplain as permanent connection between all groups and faiths because of the high turnover of student leaders and groups
 - Chaplain should be an advocate for marginalized or small faith groups and students involved in them
 - Knowledge and support of all groups
 - Establish/continue support and communication between faith and justice groups (i.e. Social Justice groups)
 - Gatekeeper for religious tolerance on campus; keep out or limit people who are not tolerant of other’s beliefs
 - Form relationships with students/student leaders
 - Regular and personal communication with students
 - Establish relationships with other professional and resources to connect all parts of the university campus
3. Qualities of a Chaplain: What types of qualities (or strengths) do you think are necessary for the chaplaincy position here at Pacific?
 - Openness, tolerance
 - OK with other faiths, even those outside of your faith
 - Able to work with those of other faiths
 - Someone with a passion for, and a track record with, both Interfaith and Social Justice issues and purposes
 - Vision for the future
 - Experience with other faiths
 - Able to articulate their philosophy of ministry
 - What are they trying to do (especially in an Interfaith sense)
 - Friendly/warm/compassionate
 - Able to work with students
 - Able to not be autocratic or micro-manage
 - Allow organizations to be student-run organizations

- Suggestion: maybe have a Chaplaincy Advisory Board with students, faculty, etc. to advise Chaplain on things
4. Atmosphere/Climate on campus: Do you feel the university acknowledges and encourages diversity of faith practice? Do you feel the university is sensitive to the needs of students to exercise and practice their faith on campus? What other services or resources might the university provide to better support the religious needs of students?
- Yes and no
 - Not a lot of awareness about Interfaith Council (IFC)
 - Rest of university could be more involved in IFC
 - More communication about resources and what's available
 - We have the diversity aspect down BUT the practice part is not really encouraged
 - More promotion of faith/religious practice and development isn't seen
 - Chaplain could be spearhead for that
 - Religion isn't really encouraged at all outside Chaplaincy
 - Another place to worship would be nice
 - Being started with Sacred Space Project but even in meantime there could be a prayer room outside of the Chapel
 - More interfaith art distributed throughout campus to promote spirituality
 - More faculty involvement/support with religion or the Chapel
 - Connection between the Chaplain and faculty to create dialogue between the higher education/faculty and faith/religious development (maybe starting with the religious studies department, but not limited to them in any way)
 - Faculty maybe need opportunities available for spiritual development or enrichment
5. Support in On-campus Residences: Does campus housing provide a supportive environment for safe practice of diverse faith?
- Nothing said about any faith practice in the dorms
 - Not a lot of place on campus at all for people to practice their faith
 - Not a lot of Interfaith understanding
 - Lack of space to just be quiet, or alone in, in housing
 - Not that it's not supportive, but it's not encouraging either
 - Housing does nothing for faith practice
 - One possible suggestion: a house/building community for Interfaith observation or interest (similar to Honors Dorms for Honors Students)

Appendix D: Summary of Interviews from the Social Justice Subcommittee

The notes, reflections and recommendations contained herein are based on our meetings with the following groups:

- Social Justice Community Meeting
 - Attendees were representatives and leaders of different student organizations which practice efforts towards social justice. Examples include Students for Environmental Action, Pacific Center for Feminist Action, University Council for Social Entrepreneurship, and Peace and Justice Coalition.
- United Cultural Council
 - Alondra Young and Armando Hodge, student leaders of the United Cultural Council
- Dean Margee Ensign of the School of International Studies and
- ASUOP Senate

Prepared questions (which follow) were initially posed to the aforementioned groups and feedback elicited. Thereafter, students/faculty were asked to communicate any feelings/thoughts they had regarding the Chaplain's office that were not previously articulated as it related to Social Justice.

1. How much interaction does your group have with the Chaplain (Chaplain's office) and what has been the role of the Chaplain (Chaplain's office) so far in relation to your group?

Most students stated that they had never met the Chaplain, a few students stated that they had very minimal direct contact/involvement with the Chaplain, while only a couple had extensive contact with the Chaplain. In addition, most of the student groups we interviewed were not cognizant of ever meeting the Social Justice Coordinator and therefore also had little indirect contact/involvement with the Chaplain.

Dean Ensign's response to the above question was slightly different. The interaction between Dean Ensign and the Chaplain has been primarily through the Chaplain's role as head of Crisis Management. Communication at this level has been excellent. There has been substantive interaction between the two parties during incidents such as the death of a student's boyfriend, the fire at Grace Covell, and the untimely death of a member of a student's family.

Unfortunately there has been limited, if any at all, communication between Dean Ensign's department and the Chaplain in other respects. Better and more consistent levels of communication are highly desired from Dean Ensign's perspective.

2. What could the Chaplain's office do to better meet the needs of your individual student organizations, as well as the Social Justice Community as a cohesive unit?

The student leaders stressed the idea of communication as highly desirable. Communication would ensure better cooperation and support between various student groups and encourage more effective work towards common goals. The students were very

enthusiastic about collaborative opportunities with other student member organizations of the Social Justice Community. Some students believe that participation by members of the Social Justice Community at events like the diversity retreat and semester Unity conference would be welcomed and appreciated. It was suggested that there should be easily accessible records of organizations, events and meetings. It was also suggested that the Social Justice Coordinator student representative attend UCC meetings (and vice versa) to better familiarize themselves with the respective groups and help identify if there exist opportunities for working together.

The students of UCC further stated that the Chaplain's office may better assist their group by aiding them with networking opportunities in the community. The students would welcome assistance in connecting UCC with different entities that may help support, economically or otherwise, their organization. Along the same lines, the UCC also suggested that aid from the Chaplain's office in terms of advertisement and/or actual presence at UCC events would be quite beneficial.

Representatives of ASUOP stated that there is no senator that meets with the Social Justice Committee. In their estimation this needs to change. They further recommend that the Chaplain (or his/her representative [i.e. Social Justice Coordinator]) could meet with the Senate on a quarterly basis to improve the lines of communication. Finally, ASUOP suggested that the Chaplain could work with the Senate in proposing/sponsoring events as a way to better meet the needs of students.

Dean Ensign had the most thoughts on this issue. She sees that a major area of convergence between SIS and the Chaplain's office is the importance of diversity. Study abroad and discussion of global issues is an area in which the Chaplain may cooperate with SIS. The Chaplain may further contribute to the lives of SIS students by responding to their counseling needs in regards to moral and ethical dilemmas they currently face. The willingness of the Chaplain to contribute to such a role would be welcomed and appreciated.

Dean Ensign did outline a framework which could be adopted by the Chaplain to help in this regard. Appropriate contributions from the Chaplain's office could include education about the diverse world religions through activities such as a Speaker series or a forum which emphasizes cross-cutting themes. The Bishop Miller Endowment which is granted to SIS every year through the Provost's office is a possible avenue of cooperation.

To Dean Ensign, social justice is an idea to which SIS contributes regularly. This occurs through the hosting of events that increase awareness of global issues. Collaboration with the Chaplain's office is highly encouraged and the cultivation of meaningful relationships between SIS and the Interfaith and Social Justice Councils is necessary. Potential collaborative efforts in the realm of social justice may include work with the newly opened Global Center for Social Entrepreneurship which advocates social justice through sustainable business practices.

Finally, an example of what the future may hold has already occurred. The lecture this year regarding human rights abuses in the Philippines by Bishop Pascua was a wildly successful event which was a collaborative effort between Newman House and the Interfaith and Social Justice Councils. This provides a prime example of ways in which various groups (including the Chaplain's office) can collaborate in the near future.