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Michael J. Parker  
Avondale College of Higher Education, mike.parker@avondale.edu.au

Phil Fitzsimmons  
Avondale College of Higher Education, phil.fitzsimmons@avondale.edu.au

Barry Gane  
Avondale College, barry.gane@avondale.edu.au

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A Nexus of Eyes: The praxis of chaplaincy in one faith based educational system through emerging emic perspectives

Mike Parker  
Lecturer, Discipline of Humanities and Creative Arts, Avondale College of Higher Education, Cooranbong, NSW

Phil Fitzsimmons  
Associate Professor, Assistant Dean (Research), Discipline of Education, Avondale College of Higher Education, Cooranbong NSW

Barry Gane  
Head of Discipline (Retired), Discipline of Ministry and Theology, Avondale College of Higher Education, Cooranbong, NSW

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Introduction: A nexus of war and wellbeing
The overall roles of chaplains over the centuries have always reflected socio-cultural shifts related to evolving concepts of religion and service to the ‘common good’. However, these entwined notions have, up until relatively recently, been embedded in conflicts and war, with the development of corresponding cultural tropes of death, dying and suffering. Despite this long held view, the concept of chaplaincy as a practical counterpoint to the dystopian images of war embedded in many cultural mind-sets, especially European and Australasian meta-narratives, is evolving while simultaneously moving into uncharted waters of new forms and new praxes.

This is nowhere more visible than in the current Australian context where leaders in the armed forces are beginning to realise the role of military chaplaincy is one of “spirituality and character training” (Clayton 2010, p. 17). However, while the latter roles are ill-defined they at least are beginning to match the younger millennial generation’s overall world view. However, it is not only in the armed forces in Australia that chaplaincy is beginning to be seen as a critical focus of spirituality, wellbeing and character development. Political forces at both the national and state levels are seemingly enmeshed with global religious shifts, which have created a scenario where chaplains appear to be in demand in all quarters of Australian society, albeit in an acknowledged secular society.

Perhaps this new perceived need of chaplains also reflects the national view that the Australian secular metanarrative is somewhat deficient. This metanarrative arising out of the Anzac legend is also grounded in a war motif, with the deeply intertwined concepts of ‘mateship’, masculinity and sacrifice. However, within this cultural context of national questioning there is also a shift towards an acceptance of spirituality (Bouma, 2006), and a simultaneous rejection of organized religion.

Internationally chaplaincy as a whole, and school based chaplaincy in particular, is morphing into new forms within emerging national uncertainties, and cultural diversity. Drawing on their work in Ireland, King and Norman (2009) believe that the role of school chaplains everywhere needs to be carefully realigned and rethought. Commenting on the Australian educational landscape, Bouma (2006) has said much the same, believing that with the rapid increase of denominational schools in Australia, the “role of...
school chaplains and religious education teachers in these schools is critical and needs to be taken more seriously by those who appoint them” (p. 208).

This paper seeks in part to address this situation, unpacking the initial ‘emic-journey’ of a three year multi-case study research agenda that seeks to holistically investigate how key stakeholders in three faith based schools understand the role and practice of school chaplains. In this instance, the stakeholders included administrators, chaplains and students. The multi-case study approach and the stratified sets of respondents were deemed to be the best ‘goodness of fit’ as Parekh’s (2000) axiom clearly states an understanding that one group’s place within an organisation needs to be considered not in isolation, but as intersecting forces that act as a “locus of identity.”

The following section unpacks the ‘loci of influences’ in the emic decision making processes related to the key aspects of this particular research journey, ending with an unpacking of the perceived nexus or ‘loci of influences’ related to school based chaplains’ perceived professional identity.

**Nexus of Chaplaincy Identity – Inputs, aspects and avenues**

**Nexus 1: Meaning within the overall research base**

As indicated in the previous section, the concept and practice of chaplaincy in Australia has a relatively deep historical foundational history grounded in British clerical ministry in war settings. In more recent times, while serving with the best intentions, certainly their place and role in the British context in the Great War, was initially viewed by those they aimed to serve as the embodiment of “ineptitude and hypocrisy” (Snape & Madigan, 2013, p. i).

Certainly, this viewpoint changed to a large degree in the World War I conflict whereby some “found spiritual solace in their gentle admonishment”, however “others were less inclined to see the possibility of divine intervention in the bloodshed and horrors of war, and ignored the clerics” (Ham, 2013, p. 520). While chaplaincy evolved into an essential component of ensuing military contexts the precepts of this original religious form and Australian skepticism appears to have created ideological and praxis tendrils of division that still carry over into many current discussions as to what actually constitutes chaplaincy. Such was, and possibly is, the uncertainty and diversity still embedded in this profession that at the turn of the century Vandecreek (2002) called for a differentiation of chaplaincy definitions believing there were professional chaplains, and those who “assisted in one or more functions attached to chaplaincy” (p. 122).

With definitional debate still evolving, in more recent times the notion of chaplaincy has morphed into an interdisciplinary set of practices in many other fields and workplace sites such as hospitals, prisons, residential care facilities, airports and schools. Hospital chaplaincy has demonstrated its legitimacy by working effectively with healthcare professionals over a long period of time, with chaplains showing their worth as valuable members of the healthcare professional teams, with clear professional requirements and training. It is this latter point, which appears to be a missing element in many of the chaplaincy roles.

In regard to appropriate training and the roles school based chaplains are asked to perform, interestingly it is Johnstone’s (1997, p. 13) early warning that “each school must look at its own special situation and needs, and develop the model of chaplaincy that best meets those needs” that has begun to emerge as perhaps being the most accurate assessment. Johnstone’s comment perhaps went unheeded as at that time school based chaplaincy existed only in pockets in some denominational school based sites. Without any apparent negotiation with the field, and the research clearly ambivalent at best regarding the efficacy of religious instruction (Hughes, 2004), in 2006 the Howard-Liberal government introduced their initiative for school chaplaincy. Since then, the number of chaplains in all schools, including Adventist Schools Australia, has increased exponentially. However, the experience of many chaplains seems to have mirrored my own, where there was little, if any, dedicated training, and no explicit role, guidelines, job description, or real understanding of what it is that makes for successful chaplaincy. In order to achieve this an evidence-based research base would provide the starting point in order to deliver a high quality and valuable service.

What research currently exists falls into three main categories: academic research into the role of the school chaplain (Salecich, 2002; Pohlmann, 2010; Caperon, 2015), evaluation of the effectiveness of the role of school chaplains, subsequent to the implementation of the Howard government’s National School Chaplaincy Program (Loza & Warren, 2009; Hughes & Sims, 2010), and publications by different denominational school systems (Catholic Schools - O’Malley, 2008; Anglican Schools Australia, 2011).

Salecich’s (2002) pioneering research clearly identified the frustrations experienced by chaplains, the tensions that existed between the various stakeholders and the resulting lack of clarity over the chaplain’s role. Pohlmann (2010) extended Salecich’s work and, using case studies in Queensland schools was able to identify a diversity
of different models:
- a pastoral care model, where the chaplain’s role is to minister to staff, students and the wider community
- a peer support model, where the chaplain is seen as role model or friend to the students, building relationships which may give opportunity for meaningful interactions
- an educational model, where the chaplain is primarily involved in teaching religious education and related topics
- a liturgical model, encompassing ceremonial duties – church services, worship programs, Bible studies
- a community development model – an extension and broadening of the pastoral care model where the chaplain reaches out more into the school community.

The findings of Loza and Warren (2009) and Hughes and Sims (2009) indicated that chaplains had an apparent strong positive effect on the pastoral care for students, staff and families through the development of interpersonal relationships, moral foundations and values (Hughes & Sims, 2009). To these points, the National School Chaplaincy Association (cited in Theilking & MacKenzie, 2011) asserted that “school chaplains are in the prevention and rescue business” (para. 14). However, given the diversity of students in schools at this point in time, three key questions remain: Is this really the case? What are students to be rescued from? And how is this rescuing to be undertaken?

The metaphor of journey connotes an ongoing exploration, an unending task, a lifelong quest, of never having arrived, and of ever reaching further towards the unreachable. The metaphor of journey also speaks of the matter of attitude as of aptitude for the journey (Hunt, 2009, p. 646).

The second ‘conceptual metaphor’ arising in chaplaincy literature is one of ‘being as a container.’ Caperon (2015) found that the majority of school chaplains considered that their own identity and being were core to their chaplaincy, and described their role as “making Christ present in school”. The aim of this ‘contained presence’ within chaplaincy is “all the time being the one seen as the ‘God person’, the one whose presence ... makes the reality of God and the love of God visibly and actually present in the community” (Caperon, 2015, p. 56). Caperon does not see the chaplain’s role in a purely selfish light, but continues the ‘container metaphor’ in a privilege light, believing the chaplain’s role as a “privileged position of holding others’ stories ... - as the ‘God’ person” (Caperon, 2015, p. 55).

Nexus 2: Meaning within the research literature related to the ‘case’
From the limited research available, it would appear that the Adventist system has been slow to adopt or see the necessity for chaplaincy training and it is regrettable that we, as Christians who espouse the care of the individual, have not put into place a relational system whereby we have focused relational training for the people who are going to guide the children in our schools (Rieger, 2009). Nevertheless, what research there is arising out of the Adventist system suggests that chaplains have

“the simple faith of a child to the sophisticated faith of an adult.”

This notion of a ‘relational chaplaincy presence’ has clearly emerged in multiple research findings as two ‘conceptual metaphors’ (Lakoff & Johnson, 1999). Firstly, what is clearly a “source-path-goal” schema or metaphor (Lakoff & Johnson 1999, p. 40). Pohlmann (2010) has identified five different models of ministry being used by chaplains, with the one commonality being the perceived need of chaplains to ‘get to know’ students, staff and parents. Newitt (2011, p. 105) sees this chaplaincy path and relationship as “walking alongside, ... facilitating a journey of exploration.” It is this notion of ‘facilitations’ that is perhaps the most contentious and unexplored chaplaincy domain. In unpacking this ideal, Hunt (2009) believes that facilitation should be the instigator of both the journey towards meaning, and the energising process for lifelong learning and states:

“journeying in a more holistic sense believing it’s a relational scaffolding process that commences with...”

school chaplains are in the prevention and rescue business... three key questions remain: Is this really the case? What are students to be rescued from? And how ...?
made a difference (Gane, 2012). The Valuegenesis II study (Gane, 2012), which was a follow-up to the Valuegenesis survey of 2000, indicated that there was a significant increase in faith maturity, orientation to religion, improved views of God and Christian commitment with the presence of a school chaplain.

As further research generates clearer understanding of the roles and responsibilities of the Adventist chaplain, it will be possible to help those who work in that field to have a better understanding of the issues they face and how they can enable the students they serve.

Nexus 3: Meaning within the research design
It should be clearly noted that the previous literature did not drive this project, but it is an emergent and responsive initial reflection on initial embryonic findings. In response to concepts of relationships and conjoint journeying, this study has begun with the employment of an ‘Inside-Outside’ research design (Bak, 2015). Through the use of both quantitative and qualitative methods, this approach allows for the reflective and pragmatic movement and interplay between both the researchers and the respondents as ‘insiders’, while also providing reflective and methodological ‘outside spaces.’ This interplay was facilitated through the use of a bricolage (Denzin & Lincoln, 2011) of data gathering methods that included a quantitative survey adapted from the work of Hughes and Sims (2009) followed by qualitative in-depth interviews, and in “that the potential for enrichment lies” (Bak, 2015, p. 108).

Nexus 4: Sites and respondents
Although very much in the ‘emic stages’, preliminary data gathering has been carried out with a small sample of school chaplains from one regional area of Adventist Schools Australia (see Figure 1). The chaplains were invited to complete a survey regarding their perceptions of their role and responsibilities that was generated from the work of Hughes and Sims (2009). An ensuing focus group discussion was then held in which these chaplains spoke freely about their roles, experiences and reflections.

This resulted in two lines of emergent findings: firstly, through quantitative analysis of the survey instruments, and secondly through a general coding of their comments from the discussion. These findings will serve to further hone my guiding questions for subsequent level two interviews (Charmaz, 2006).

While the respondents as a “convenience sample” (Creswell, 2013) of n = 11 represent an even spread across ages, eighty-two percent of them were male, and eighteen percent were female. All chaplains in this sample worked in only one school. The survey included chaplains working in K to 6 schools, K to 12 schools, and chaplains who worked solely in high schools in New South Wales. Over half of the participants had worked in school chaplaincy for an average of more than eight years.

Nexus of Identity arising from within the case: Initial aspects and avenues
Quantitative Perspective: Chaplains’ perceptions of overall impact
Chaplains felt that they had a significant impact on their communities through helping students to think about ‘big picture’ issues of life, spirituality, God, and/or principles of life; contributing to the positive morale of the school community; facilitating social inclusion and building community in the school; impacting student moral values and responsibility; offering support to students with significant problems and providing opportunities for students to talk through issues of concern to them (see Figure 2).

The survey explored issues raised by either students who voluntarily seek out the chaplain, or students referred to the chaplain by staff. Referrals (when students are referred to the chaplain by staff members), which occurred most often, were related to spirituality and ‘big picture’ issues of life and faith, family relationships, behaviour … academic issues or personal achievement.

Respondents were given twenty emergent issues that were raised by students or staff referrals, and as can be seen in the following figure (Figure 3) these were shown to be occupying a significant amount of their time (scored as happening often or several times in an average two-week period).
Chaplains expressed the lowest levels of agreement for ... any extra effort on their part was recognised by the school, and ... there being appropriate structures to resolve problems in the school.
When asked to score how much they enjoy their work ... the mean score was 8.5, with fifty percent of respondents rating a 10 for this item, and no one scoring less than 6 on the scale of 1 to 10.

Qualitative perspective: Chaplains’ perceptions of overall impact

The respondents to our survey attended a chaplains’ retreat, where informal discussions in the form of a focus group were undertaken. A critical point of discussion centered on what were perceived to be the core functions of chaplaincy.

Given that these were chaplains from a parochial religious school system there was considerable focus on the importance of leading students into a relationship with Jesus Christ, and studying the Bible. However, other core functions were identified as caring for the principal and staff, in addition to students; and building bridges between school and the community. This discussion extended into the role of the chaplain in staff spiritual growth. There was a consensus that everyone in a school has a calling to minister to all members of the school community, to carry out the core spiritual values of the school, which are grounded in the school motto, vision and mission statements, and that the chaplain should journey...
the main contributory factors to their burnout were the competing expectations of different stakeholders, lack of adequate job descriptions and a “conflicted” chain of command.

Conclusion

An initial examination of the preliminary quantitative and qualitative data raises a number of issues that deserve commendation, are worthy of further attention, and demand action.

In contrast to my expectations, the data suggests that the majority of school chaplains find fulfillment in their roles. Given the emerging nature of school chaplaincy, their lack of specific training, and the ambiguity of the chaplain’s roles and responsibilities, the high level of job satisfaction expressed by the respondents is laudable. A major contributory factor to this would appear to be the degree of support they experience from the principals and staff of their schools, the local churches and the school community as a whole.

An area that apparently demands action is the need for clearly defined job descriptions and an “unconflicted” chain of command. Initial coding of the data supports the findings of Foord (2012) that chaplains feel conflicted about serving “two masters”, or more, and all the concomitant, sometimes conflicting expectations. Inevitably this impacts their ability to adequately fulfill their roles, and may contribute to lowered efficiency, and burnout. Up to this time, within Adventist Schools Australia, there has been no consistent national standard for chaplains with regards to chain of command or job description.

Another key matter demanding further attention is the area of chaplain burnout. This requires the identification of causal factors, and then the implementation of strategies to address them.

In the Adventist system, huge strides forward are being made, with chaplaincy being recognised and significant resources being employed to remedy many of the problems that exist. However, whilst progress is being made in some areas, changing landscapes create new challenges to be addressed. Although some administrative regions are experiencing rapid change for the better, a unified approach is yet to be achieved. Thus the story is ongoing.

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