

Yale

**Search for the University Chaplain
Yale University
New Haven, Connecticut**

Yale's mission is to improve the world today and for future generations through outstanding research and scholarship, education, preservation, and practice.

The university's mission calls each member of the Yale community to explore the world in all its vast complexity—and to create knowledge that benefits humanity. The stakes for this work could not be higher: the country and the world need the very best from Yale—right now.

-Peter Salovey, President of Yale

THE SEARCH

Yale University seeks an experienced, relational, and inclusive leader to serve as its next University Chaplain. Now in its 95th year, the university chaplain's office is a critical resource and influential presence on Yale's campus. Reporting to the president, secretary, and vice president for university life, the next University Chaplain will build upon a respected and well-established set of programs and expand connections across the university and the New Haven community.

Yale University encompasses Yale College, the Graduate School of Arts and Sciences, and 13 professional schools; it is home to more than 14,500 undergraduate, graduate, and professional students, over 5,000 faculty, and over 10,000 staff. As the needs and diversity of the Yale community continue to evolve, the next University Chaplain will embrace and enhance the spirit of collaboration across campus to ensure a continuously welcoming environment for all identities, beliefs, and backgrounds represented in the Yale community, with a particular focus on students.

Guiding the work of staff and affiliated chaplains across numerous faith communities, this position calls for a leader ready to assume an all-encompassing role at a highly respected institution that prides itself on fidelity to traditions and commitment to innovation. As an essential leader in the campus community, the University Chaplain will serve as a trusted counselor to and partner with senior university leadership and will also work strategically to advance partnerships across Yale's campus and the New Haven community. Additionally, the next University Chaplain will build upon a long-standing legacy of respect and support while engaging with other chaplains and various campus departments during times of celebration, crisis, and tragedy.

This is an exceptional opportunity for an experienced, empathetic, and creative leader who is energized by supporting, leading, and bringing together people of diverse religious and spiritual beliefs and those with none. The successful candidate will have a graduate degree in an area relevant to religious, spiritual, and moral leadership and show evidence of strategic leadership in diverse, complex environments, ideally in a college or university setting. Additionally, the candidate will have pastoral empathy, moral authority, strategic perspective, and a broad understanding of all faith traditions, with demonstrated experience that embraces a multifaith and multicultural awareness and approach in which diversity, equity, inclusion, and belonging are central.

A search advisory committee has been formed, and Isaacson, Miller, a national executive recruiting firm, has been retained to support the committee. Confidential inquiries, nominations, and applications can be directed to the firm as indicated at the end of this document.

YALE UNIVERSITY

Yale University is dedicated to expanding and sharing knowledge, inspiring innovation, and preserving cultural and scientific information for future generations. The university traces its roots to the 1640s when clergy members led an effort to establish a local college to preserve the tradition of European liberal education in the New World. It began in 1701 after the Governor and Assembly of the Colony passed “An Act for Liberty to Enact a Collegiate School.” In 1718, the school officially became Yale College, renamed in honor of Welsh merchant Elihu Yale.

Today, Yale is a member of the Ivy League and the Association of American Universities and ranks among the world’s premier research universities. The university’s academic divisions consist of Yale College, the Graduate School of Arts and Sciences, and 13 professional schools: Architecture, Art, Divinity, Drama, Engineering & Applied Science, Environment, Global Affairs, Law, Management, Medicine, Music, Nursing, and Public Health. The university’s expenses for the fiscal year 2022 were \$4.5 billion on a GAAP basis, with \$1 billion of that total spending directed to research. Yale’s endowment at the end of the 2022 fiscal year amounted to \$41.1 billion. The university’s network of more than 165,000 living alums remains deeply engaged with their alma mater.

Yale is more than an institution of higher learning; it is a community where people of diverse cultures, nationalities, and backgrounds live, work, and play — connected by their similarities and enriched by their differences. Community members have a wide range of talents, interests, vocations, and needs. The university is committed to providing the services and opportunities to keep them strong in mind, body, and spirit.

New Haven, a city of over 130,000 in a metropolitan region of more than 860,000, is Yale’s home, and the city and the University have a bond that has been strengthened over time by shared purpose. The University has expanded its efforts to promote economic development, increase homeownership, and

support public education. Collaborations between the New Haven Public Schools and Yale include the Yale Pathways to Science, Pathways to the Arts and Humanities, New Haven Promise, and Music in the Schools programs.

Yale has also committed itself to a [deliberate, ongoing university-wide effort](#) to support and enhance diversity, equity, inclusion, and belonging (DEIB). *Belonging at Yale* — the name for the University's set of priorities and activities to enhance diversity, support equity, and promote an environment of welcome, inclusion, and respect — entered a new phase in October 2020, with the requirement that all schools and departments have DEI and Belonging action plans in place, paying specific attention to the experience of staff, faculty, alums, and students of color. The action plans to focus on six areas: scholarship, research, practice, and teaching; the diversity of the Yale community; equitable processes, procedures, and responses; professional and personal development of inclusive practice; acknowledgment and recognition; and communication, transparency, and accountability. Schools and administrative divisions have developed the plans inclusively, and the Office of the Secretary and Vice President for University Life coordinates planning.

University Leadership

Peter Salovey is the 23rd president of Yale University and the Chris Argyris Professor of Psychology. He became president of the university in July 2013. President Salovey serves on the university's governing board, including sixteen alums. Before becoming president, President Salovey served as Yale's provost from 2008 to 2013, among other leadership roles at Yale.

President Salovey has led the development of new programs and facilities across the schools and departments of Yale, including restructuring the leadership of the Faculty of Arts and Sciences, opening two new residential colleges, and expanding Yale College enrollment by 15 percent. President Salovey is committed to increasing diversity, ensuring equity, and enhancing a sense of inclusion and belonging for everyone within the Yale community and, in January 2020, he convened the committee of faculty and staff that created the [Belonging at Yale action plan](#) to help guide and inform current and future actions to create a campus climate that reflects these values. He is advancing innovative teaching on campus; amplifying Yale's partnerships in Africa, Asia, and other parts of the world; and enhancing interdisciplinary collaboration and entrepreneurial opportunities for faculty and students. President Salovey is committed to increasing access to a Yale education for students worldwide, regardless of their financial background.

Kimberly Goff-Crews is secretary and vice president for university life at Yale. She is responsible for the university's work to further diversity, equity, and inclusion in service of the university's mission and ensures the alignment of policies and procedures to maximize support for all students. She also oversees the university chaplaincy and the conduct of official university functions, including Commencement. Ms. Goff-Crews leads *Belonging at Yale*. This initiative includes the university's diversity, equity, and inclusion efforts and fosters a learning environment and campus community in which everyone feels a sense of

belonging. In this role, she works closely with the deans, other university leaders, committees, students, faculty, and staff.

Before returning to Yale, Ms. Goff-Crews was vice president for campus life and dean of students at the University of Chicago. She also served as the dean of students at Wellesley College and as chief of staff to the president and director of planning at Lesley University. After several years in private law practice, she became an assistant dean at Yale College and director of the Afro-American Cultural Center.

Student Experience

Yale enrolls more than 14,500 students, including nearly 6,500 undergraduate students and just over 8,000 graduate and professional students. Students of all backgrounds, beliefs, identities, and interests join a global community representing 115 countries. Yale students represent a rich diversity of religious and spiritual beliefs. The religious and spiritual makeup of the Classes of 2018-2021 represents 22 different beliefs. The beliefs with the highest percentage of students include Protestant, Catholic, Agnostic, Jewish, Atheist, Unaffiliated, Muslim, Hindu, Buddhist, and Orthodox Christian.

Yale aspires to be the most student-focused research university in the world. Yale's commitments to teaching and student engagement are distinctive, as are its activities that prepare and assist students in taking full advantage of their educational programs and the exceptional strengths of the university. Undergraduate students are enrolled in a single liberal arts college, Yale College, and can explore academic pathways as all begin as undeclared majors. Additionally, every incoming first-year student is randomly assigned to a Residential College that provides a close-knit residential community and serves as one of the hallmarks of the Yale undergraduate student experience.

Graduate and professional students pursue advanced degrees through Yale's Graduate School of Arts and Sciences and 13 professional schools. Undergraduate, graduate, and professional students have the opportunity to participate in a plethora of campus organizations and activities. These and other efforts help create an environment for students that allows for personal, professional, social, spiritual, and academic exploration.

Yale University Chaplaincy

The Yale University Chaplaincy supports religious, spiritual, ethical, and cultural life for all members of the Yale community. It is dedicated to creating an environment welcoming to all people and where intellectual pursuits are complemented by religious and spiritual exploration, growth, and engagement.

Reporting to the University Chaplain, the chaplaincy team includes the Senior Associate Chaplain for Protestant Life and Pastor of the University Church, two Associate University Chaplains, the Director of Muslim Life, the Director of Hindu Life, the Coordinator of Buddhist Life, the Chaplaincy Manager, as well as a Senior Administrative Assistant, an Administrative Assistant, and a Woodbridge Fellow (a recent Yale

College graduate). The members of the University Chaplaincy team are united by a multifaith approach committed to facilitating religious life activities for specific faiths while fostering greater understanding and appreciation of the rich diversity of spiritual traditions.

Another significant feature of the University Chaplaincy is Yale Religious Ministries (YRM), which the University Chaplain convenes and supports. Initially established in 1933 by Sidney Lovett, YRM provides diverse religious and spiritual support for the Yale campus community and beyond. In 1976, YRM adopted what is now referred to as [The Agreement of Yale Religious Ministries](#), which provided agreed-upon guidelines for how the community would support each other and meet the religious needs of Yale students. The University Chaplain and her staff work closely with the members of YRM – professional clergy and laypersons representing more than 30 religious and spiritual traditions that constitute an essential element of Yale’s diversity.

The University Chaplaincy seeks to bridge classroom and co-curricular discussions of religious, ethical, and spiritual topics, facilitate the presence of a wide variety of [religious groups](#) and resources on campus, and host signature programs such as the InterFaith Forum at Yale (IFFY), Chaplaincy Fellows, and W{holy} Queer to encourage conversation and engagement for the common good. The University Chaplaincy offers one-to-one and group pastoral care, supports the community by responding to pressing concerns, facilitating vigils and gatherings in the face of local and global challenges and tragedy, and working with colleagues across campus to support all students’ holistic well-being. Chaplains also serve as confidential resources for faculty and staff, serve on university committees and advise university leaders on spiritual, religious, and ethical issues. The chaplains are visible community members, providing invocations and benedictions at many university events and ceremonies. Beyond the university, the chaplains are also involved in the larger multifaith community locally, nationally, and globally.

In addition to the devoted individuals who make up the University Chaplaincy, essential also are such dedicated sacred spaces as Yale’s historic Battell Chapel, the home of the University Church in Yale (UCY), which started in 1757 as the first university congregation in America; Breathing Space, a non-denominational meditation space; Buddhist Shrine; Dwight Chapel; Hindu Prayer Room; and Musalla, Yale’s dedicated Muslim prayer space. Additionally, the Chaplain’s office’s doors are always open, and its lounge is a welcoming place to study, relax or take a nap by the fireplace. The University Chaplaincy practices radical hospitality to provide spaces for people of all faiths or no faith to come together and where all feel welcome. Informal gatherings, such as Global Grounds, a weekly weekend Coffee House, and meals at the University Chaplain’s home on campus, are complemented by unlimited opportunities to stop for ice cream treats that are always available in the Chaplain's Office lobby and where all are welcome.

ROLE AND LEADERSHIP OPPORTUNITIES AND CHALLENGES FOR THE UNIVERSITY CHAPLAIN

Sharon M.K. Kugler has served as the 7th University Chaplain at Yale since 2007 and will step down at the end of the 2022-23 academic year after 16 years in the role. The next University Chaplain will inherit a

vibrant University Chaplaincy and have the opportunity to deepen and broaden its impact on the Yale community. Reporting to the president, secretary, and vice president for university life and as a visible and central member of the university's leadership team, the University Chaplain has a critical role in the Yale community. As the University Chaplaincy looks to the future, several key leadership expectations are outlined below that the next University Chaplain will be expected to embrace. They include:

Serve as a resource for spiritual leadership, counsel, and strategic envisioning to the broader Yale community and beyond.

The University Chaplain will be an inclusive and accessible spiritual leader and pastoral presence, as well as the curator of a broad array of programs, activities, groups, and services offered by members of the University Chaplaincy and Yale Religious Ministries. The University Chaplain's counsel will often be called upon by university leaders in times of crisis and future envisioning and will provide a calming voice for the campus community. This critical influence requires an innovator who can meet the current needs of a diverse community while simultaneously fostering and advancing a forward-thinking strategy that will address future needs and opportunities. To achieve this, the University Chaplain will remain committed to providing informed spiritual leadership in concert with strategic analysis and direction for students, staff, faculty, administration, and other campus partners.

Continuously cultivate a sense of welcoming and belonging that embraces diverse experiences, perspectives, and forms of expression.

The University Chaplaincy consistently and continuously expands its reach to serve as a resource for all students, faculty, and staff. To create an enthusiastically welcoming space, the University Chaplain must have an interfaith and multifaith approach combined with a great sense of pastoral care and an eagerness to be present for all beliefs and identities, including those who do not identify with any religious or spiritual tradition. Additionally, the University Chaplain must be willing to adapt efforts and resources to meet the ever-changing needs and identities of Yale's diverse campus community. These efforts include being proactive and inclusive in engagement efforts to extend a warm welcome to those who may not traditionally engage with the University Chaplaincy.

Further cement the presence of the University Chaplaincy on Yale's campus during times of both celebration and crisis by institutionalizing the sense of care, connection, and support.

Using an interfaith and multifaith approach, the University Chaplain will work with students, faculty, and staff to provide visible, dynamic leadership for celebrations, ceremonies, and services that unite the community. Additionally, while Yale is rich in diverse celebratory occasions, it is not immune to moments of crisis for both individuals and the entire campus community. The University Chaplain's leadership and counsel play a critical role during times of tragedy and challenge not only specific to Yale but during broader societal events that impact specific student populations or the campus at large. As such, the

University Chaplain must be a visible and available presence providing holistic and people-centric support and guidance to the Yale community.

Extend current campus partnerships while innovating new opportunities for collaboration and programming amid a highly complex, decentralized university.

The University Chaplain will have the opportunity to expand their reach across the Yale community, building on an existing reputation of innovation, hospitality, and accessibility. The University Chaplain will regularly work with other campus leaders from various departments and administrative units to collaborate on programmatic efforts, major events, crisis management, and incident response. To do this effectively, a successful candidate will possess the ability to develop intentional and proactive engagement with multiple members of the Yale and New Haven communities. This also requires a sensitivity to the vast array of needs amongst different campus populations and an eager willingness to establish and maintain strategic relationships.

Provide strategic direction for the University Chaplaincy and professional management, mentorship, and development of the chaplaincy team.

As the needs of Yale's campus evolve and expand, it is critical that the University Chaplaincy's purpose and strategic priorities are clear. Using a forward-thinking and collaborative approach, the University Chaplain will define and promote the chaplaincy mission for the Yale community. The University Chaplain will lead ongoing strategic planning efforts to ensure the University Chaplaincy remains innovative and responsive to the needs of a constantly evolving community.

The University Chaplain will oversee a talented staff team in the Chaplain's Office and lead collaboratively with Yale Religious Ministries partners. Together, these dedicated members of the University Chaplaincy work to serve the Yale community with collaborative and independent efforts. To extend the level of teamwork established across the University, the University Chaplain must be a servant leader who can coordinate and manage the work of the Chaplaincy team while also serving alongside them. The University Chaplain will build upon a high level of trust and respect within the University Chaplaincy and continue intentional relationship-building efforts. The University Chaplain will mentor staff in their professional growth, including those who may wish to become university chaplains at other universities.

Serve as a voice of wisdom and moral conscience on the Yale campus.

The University Chaplain will serve as a voice of wisdom, channeling spiritual thought from multiple traditions and providing guidance for living a moral and good life. Further, the University Chaplain serves as a voice for moral conscience on social justice issues on the Yale campus and beyond. The chaplain may provide guidance to student groups on issues of the moment or serve as a champion for causes that have a direct impact on student life. The chaplain may be asked to advise the secretary and the president on issues of social justice that transcend the Yale campus.

PROFESSIONAL QUALITIES AND PERSONAL QUALIFICATIONS

The University Chaplain must have pastoral empathy, spiritual depth, moral authority, thought leadership, and intellectual heft to lead the University Chaplaincy and to serve as a key senior leader in the Yale community. The University Chaplain must possess a broad understanding of the world's faith traditions, embracing a multifaith, multicultural awareness and an approach that focuses on diversity, equity, inclusion, and belonging in all aspects of their work.

The successful candidate will have a graduate degree in an area relevant to religious, spiritual, and moral leadership; and significant spiritual leadership and administrative management experience in diverse, complex environments, ideally in a college or university setting, with the ability to apply that understanding to Yale's diverse environment. In addition, the University Chaplain will possess many of the following professional qualifications and personal qualities:

- Empathetic leader, facilitator, convener, and listener with unwavering moral authority and emotional intelligence to lead the chaplaincy in providing religious, spiritual, and moral guidance and care for the Yale community.
- A deep understanding of the value of a diverse community; an established track record of advancing equity and enhancing inclusion and belonging. Demonstrated ability to create spaces where all are welcome; proven experience leading and bringing groups and individuals together to find common ground amid areas of difference, building unity around complex issues.
- Excellent communicator with the ability to gain trust and engage diplomatically with diverse stakeholders, including university leadership, faculty, staff, students, and the extended community of alumni, families, and community partners. Ability to engage with an intellectually curious and challenging community in nuanced conversations.
- Proven experience as a strategic thought leader as a critical member of the university's senior leadership team providing equanimity, discretion, integrity, and a sense of responsibility.
- Experience facilitating diverse and inclusive programs, services, and dialogues that strengthen religious, ethical, and spiritual awareness and growth for undergraduate, graduate, and professional students.
- Exceptional management skills with demonstrated ability to mentor and support staff to enhance their well-being and professional development and further extend the reach of the Chaplain's Office. Proven administrative experience managing people, budgets, and space.
- Ability to support, cultivate and sustain collegial and collaborative relationships with Yale Religious Ministries, student groups, and other campus and community partners to provide spiritual, moral, and cultural guidance and support for the common good.

Applications, Inquiries, and Nominations

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search: imsearch.com/open-searches/yale-university/chaplain. Electronic submission of materials is strongly encouraged.

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Yale University is committed to basing judgments concerning the admission, education, and employment of individuals upon their qualifications and abilities and affirmatively seeks to attract to its faculty, staff, and student body qualified persons of diverse backgrounds. In accordance with this policy and as delineated by federal and Connecticut law, Yale does not discriminate in admissions, educational programs, or employment against any individual on account of that individual's sex, race, color, religion, age, handicap, or national or ethnic origin; nor does Yale discriminate on the basis of sexual orientation.

University policy is committed to affirmative action under the law in the employment of women, minority group members, disabled individuals, special disabled veterans, and veterans of the Vietnam era.