Strategic Plan – Initiative Work Plan FY2014

Initiative Name: Center for the Study of Health, Religion, and Spirituality (CSHRS)

Date: May 31, 2013

Goal # 4

Initiative # UP0006

Director: Christine Kennedy, Ph.D.

PI: Thomas Johnson, Ph.D.

Thesis Statement

The CSHRS was founded in 2003 as a joint partnership of academics, researchers, and practitioners to promote dialogue, scholarship, and service on how religious and spiritual beliefs and practices are related to individual and community health and well-being. The purpose of the center is threefold:

- To examine these relationships within a framework that encourages and values the contributions of interdisciplinary commentary and scholarship, which contribute to the wider body of knowledge.
- To engage in cutting-edge research that contributes to the scientific study of religion and spirituality and examines their impact on salient outcomes.
- To translate knowledge into innovative programs, services, and curricula that have demonstrated impact in the wider community and prepare students and working professionals for the increasingly multicultural world.

1. Introduction/Background –

In 2006, Indiana State University named CSHRS as a program of promise and distinction based on the national and international recognition of its co-founders, Thomas Johnson, Ph.D., for his contributions to the study of spirituality and its effects on substance abuse and Jean Kristeller, Ph.D. for her contributions to the study of mindfulness and healthy eating. More recently, center affiliate faculty Patrick Bennett, Ph.D. has been recognized for his contributions to the field on the impact of prayer on traumatic events. Based on this early success, CSHRS was awarded funds through Unbounded Possibilities (UP), an internally funded program of ISU developed to support “innovative initiatives that substantially advance institutional distinction.” An established and emerging research agenda provides the necessary foundation to position CSHRS as a continued leader in the field of religious research, and translational knowledge.

2. Proposal/Purpose/Justification – Why Study Spirituality?

The unique role of religious and spiritual practices and beliefs on health outcomes are well documented. The unique role of religion and spirituality in optimizing health and wellness is gaining increased attention. Spirituality has always been an important quality of the human experience. Every culture, context and time period has spirituality as a central component. Many personality theorists including Freud, Jung, Maslow, and Frankl have identified its value for understanding the human experience. Allport referred to spirituality as “the master motive.” Spirituality relates to many important aspects of human functioning such as well-being, life satisfaction, coping, maturity, vocational success, and mental/physical health. Despite a sizeable quantity and variety of research, the study of spirituality an hampered by a number of challenges such as the lack of a consensual definition of the constructs, a lack of clarity of the nature of spirituality, and the ever increasing number of scales to measure
Strategic Plan – Initiative Work Plan FY2014

spirituality. Due to its demonstrated history of research excellence, CSHRS has an opportunity to further advance the field by promoting interpretively useful scales and research that helps clarify spirituality’s role in human flourishing. Along with measurement challenges, spirituality is one facet of the emerging trend of militant piety in which acts of terror are committed in the name of religion. The collision of religion and belief driven conflict with inevitably increasing diversity is a growing concern. The necessity of finding pathways to acceptance and understanding seems clear in the midst of the ever shrinking world.

The state of Indiana ranks 41st in the nation for overall health (Annual Report of Health Rankings, 2012). In Vigo County, 33% of adults are obese; 25% of children under the age of 18 live in poverty; and 9% of the population has limited access to healthy foods. In each of these categories, Vigo County ranks at least two times higher than the national benchmark (county health rankings, 2013). The majority of students at ISU are from low income households. Research shows that individuals with significant financial challenges are more likely to exhibit stress-related health problems and have more difficulty adjusting to college.

The generally positive relationship of spirituality and numerous aspects of health is a growing focus in both basic and applied research. The National Institutes of Health’s Center for Complementary and Alternative Medicine (NCAM) has a sizeable and growing research agenda that examines the effects of spiritual and religious practices on neurobiological markers. Research shows that religious practices such as prayer and meditation have a positive effect on the “pleasure center” of the brain and stimulate the release of the neural transmitter dopamine, which is necessary for feelings of joy and happiness. Mindfulness-Based Stress Reduction (MBSR) has been repeatedly linked to significant reduction in levels of depression, and reliance on pain medication, and to significant improvement in overall relaxation. The technique is widely used in chronic populations with favorable results. (NIH, 2012).

The impact of spirituality on a variety of health outcomes has resulted in the creation of programs, courses and centers dedicated to examining the effects of religious and spiritual beliefs in healthcare. These centers include: The University of Pennsylvania, the University of Minnesota, the University of Florida, and Duke University. Each of these centers is affiliated with a medical center, a department of religion, and or a school of theology. Penn is exploring the relationships between spirituality and physical health; Minnesota examines the integration of spirituality into healthcare delivery; Florida explores the relationship of spirituality and spiritual practices on physical markers of health; and Duke examines the role of spirituality in easing the burden of illness, loss, and trauma. Unlike these programs, CSHRS has a proven history of the psychological study of religion and spirituality within the healthcare system and their impact beyond that system. In NIH-funded longitudinal research on ISU students, CSHRS affiliated faculty and students found religious involvement was a protective barrier to excessive drinking, by enhancing well-being and purpose in life, and reducing contact with peers who drink heavily (Johnson, et al., 2008). The significant and growing body of literature by CSHRS affiliated faculty and students (see benchmarks successes) attests to the Center’s ability to contribute unique and salient knowledge to the field of religious research. Center initiatives for FY’14 include a collaborative venture with Ivy Tech, Workforce One, The Next Step, ISU’s Bayh College of Education, and CSHRS to assess the role of spirituality in improving levels of happiness, self-esteem and employment opportunities for incarcerated women; the use of MBSR and its impact on self-reported levels of stress; spirituality’s role of in promoting civil conversations when mismatched belief systems
Strategic Plan – Initiative Work Plan FY2014

give rise to conflicts; and a research competition for students in collaboration with the Institute for Community Sustainability in which students propose a research project to address a public health issue impacting Vigo county such as obesity, childhood poverty, and limited access to healthy foods.

3. Discussion of Past Years Results – Benchmark Successes:
The single important benchmark was hiring a full time director, Dr. Christine Kennedy, in October 2012. The primary focus during the director’s brief tenure was addressing the infrastructure and visibility of CSHRS. Prior to the current director, CSHRS had no existing infrastructure, no staff, and no external advisory board. Over the past seven months, numerous community partnerships were developed and continue to be cultivated. An internal multidisciplinary stakeholders group was formed along with an external advisory board. The internal stakeholders group is comprised of faculty and staff from a variety of disciplines and departments. The external advisory board is comprised of individuals who are nationally recognized leaders in their respective fields and represent a variety of institutions, agencies, and programs (see attached brochure PDF).

Programmatic accomplishments include the formation of the first Interfaith Fellowship at Indiana State University (IF). The group now has over 100 active members and continues to grow. The IF meets weekly in the CSHRS office and regularly consults with the CSHRS director. The executive committee of the IFF participated in the Miracle on 7th Street and entered an interfaith tree in the tree lighting contest, which was a community fundraiser for a local homeless shelter. The event provided the students an opportunity to engage with members of the community and gave the community an opportunity to learn more about religious diversity at ISU and in Terre Haute. Since that time, CSHRS has aligned with a number of campus and community interfaith /cross-cultural initiatives providing fiscal support, mentoring, and consultation to groups such as United Campus Ministries(UCM), the Social Justice Committee, the Islamic Center of Terre Haute, ISU Interfaith Fellowship, Office of Diversity, Office of Cultural Affairs, Office of International Programs and Services, the African Student Association, the Muslim Student Association, the Saudi Student Association, and the Yoga and Meditation Club of ISU. CSHRS continues to examine ways to broaden its involvement across departments and colleges and effectively communicate its mission and goals to students, faculty, and staff. The following is a list of the significant accomplishments of CSHRS under the leadership of Dr. Kennedy:

Formation of interdisciplinary internal stakeholders group.

Formation of external advisory board.

Development of protocol for Faculty Fellows Program.

Co-sponsor, the religion panel with the Social Justice Committee, as well as the Office of Diversity Speaker Series with Rohina Malik and Stephen Wessler.

Co-sponsor, the International Music and Dance Festival with the Office of International Programs and Services


Hired one post-doc (start date: 6/15/2013).
Strategic Plan – Initiative Work Plan FY2014

Hired one part-time administrative assistant/16 hrs. week (start date: 4/01/2013)
Hired one part-time (i.e., 10 hrs. a week) international student (start date: 8/01/2013)
Developed CSHRS graphic element.
Developed/printed professional material, i.e., Center brochure, Call for Submissions for 2013 conference.
Created/implemented social media sites including Galvin website, Facebook, and LinkedIn.
Developed/implemented web-based registration site for 2013 conference (November 2013).
Co-sponsor, Hospice of the Wabash Valley’s 5/10k “Run to Remember."
Exhibitor, American Psychological Association (APA) Division 36 mid-winter conference in Baltimore, Maryland (March 2013).
Exhibitor, the 2nd Annual Conference on Medicine and Religion at the University of Chicago (May 27-29 2013).
Sponsor, 8-week Mindfulness-Based Stress Reduction (MBSR) workshop with assistance from the Center of Health, Wellness, and Life Enrichment, facilitated by Linda Brown, certified MBSR instructor from Indiana University.

Community collaborative programs have included Campus Ministries’ Brown Bag Series, The Community Semester, development of a contemplative garden, and meditation group and consultative support to Maple UMC to develop an HIV/AIDS Hotline for

Publications and presentations by affiliate faculty in FY’13:

Strategic Plan – Initiative Work Plan FY2014


- Daubenmier, J., Lin, J., Blackburn, E., Hecht, F., Kristeller, J., Maninger, N., Kuwata, factors are related to changes in telomerase activity in a randomized mindfulness intervention pilot study. Psychoneuroendocrinology, 37(7), 917-928.


During the first seven months of the director’s tenure an internal stakeholder group and external advisory board were formed and implemented. The task of the internal workgroup is to finalize the protocol for the faculty fellows program, advertise the program, and recruit three applicants. The group will continue to examine ways in which the center can be a more active participant in the life of the university and help facilitate experiential learning opportunities for ISU students in the local community. The initial work of the external advisory board focused on ways to engage a variety of subject level experts in helping define the role of CSHRS, and to delineate its work from existing centers. The advisory board’s initial assessment included a recommendation for the creation of an assistant director position to relieve the director of operational micro-level responsibilities so the director can focus on revenue generating activities, programmatic development, and continued expansion of the center. In addition, the board recommended a content management system that enables distance education/web-based training, and web registration for conferences and other center related activities. The board expressed concerns with the existing IT platform and how functional limitations can hamper program visibility and revenue generation. The plan is to utilize the
Strategic Plan – Initiative Work Plan FY2014

current web registration structure for the 2013 conference and note difficulties and issues when they arise to determine future capability.

The hires of one part-time administrative assistant, one part-time student, and one full-time post-doc enable a shift in focus from the formation of an infrastructure to exploring potential sources of revenue. The major focus for the CSHRS director in FY’14 will be to work with the post-doc to explore funding opportunities that are congruent with the mission of the center and contribute to its growth while simultaneously promoting interfaith and collaborative engagement across departments and schools, and within the wider community of Terre Haute. The additional hire of an assistant director will facilitate programmatic expansion, which will incorporate awareness of the pressing public health issues of the community such as obesity, poverty, and limited access to healthy foods. The assistant director and post-doc will assist the director in identifying potential sources of funding for center related activities that have demonstrated impact in the community. One current initiative in the planning stages is a collaborative grant submission to the Wal-Mart Foundation to provide employment related skills training, nutritional education, and mentoring to incarcerated women. The partnership includes ISU’s Bayh College of Education, CSHRS, Ivy Tech, Workforce One, and the Next Step Recovery Program of Terre Haute.

5. Reporting and Deliverable Schedule – When?

FY’14 Goal: Enhance the fiscal viability and programmatic visibility of CSHRS.

Objective: Increase extramurally funded interdisciplinary scholarship on the relationships of health, religion, and spirituality and their impact on salient outcomes that relate to individual and community well-being.

Action 1: Faculty Fellows Program: recruit/select/fund three interdisciplinary fellows (Spring, 2014).

Action 2: Post-Doc: co-author on at least 2 publications and one grant > $ 150,000. (FY’14).

Action 3: Hire Assistant Director (Fall, 2013). With the hire of AD, Director is PI on at least one grant > $ 150,000 (Spring, 2014).

Action 4: Explore other potential venues for Annual Conference that attract wider and more diverse audience such as Indianapolis, and or collaborate with existing conferences such as the APA’s Mid-Winter Conference on Religion, and Spirituality, and the Conference on Religion and Medicine at the University of Chicago.

Action 5: Explore creation of certificate program in health, religion, and spirituality. Identify potential market and stakeholders that include ongoing discussions with the Christian Theological Seminary of Indianapolis, Duke Medical Center, and the University of Chicago College of Medicine (FY’14).

Action 5: Broaden visibility of CSHRS on campus through use of existing avenues of communication and create media (video) that showcase the mission and vision of CSHRS and its impact in the life of students (Fall, 2013).

Action 6: Increase attendance at 2013 Conference by 40%. Recover 20% of the associated costs with conference fees (Fall, 2013).
Strategic Plan – Initiative Work Plan FY2014

6. Budget – How Much, a General Discussion of Funds Use?

The significant delay in hiring the CSHRS director and the accompanying hires of the post-doc, the administrative assistant, and the student worker contribute to the overall balance of approximately $115,000, and the lack of revenue generation. Despite the hiring delays, the current proposal takes into consideration the number of accomplishments that have occurred since the director assumed responsibilities in October 2012. In order for the center to broaden its unique identity, staffing must be adequate to the increasing number of responsibilities associated with the day to day operations freeing the director to focus on the alignment of resources and positioning the center for fiscal and programmatic success. The majority of the budget is in funding categories of salaries, consultants, and contracted services. The need for adequate staff is clear if the CSHRS is to fulfill its revenue and programmatic benchmarks. The past reliance of the bulk of the work on full-time faculty has resulted in minimal programmatic and fiscal growth. The continued expectation that this configuration will result in financial and programmatic viability is unrealistic. The increased funding for consultants, contracted personnel, and conference related expenses is needed to attract top tier speakers and facilitators in order for CSHRS to offer conferences and programs that attract a wider and more diverse audience, which generate significant revenue, and propel CSHRS to the national and international arena.

Additional funding in travel is needed to enable the director and a student(s) to attend two national conferences and present the ongoing research of the center and provide an experiential learning component for students. The remaining funds are dispersed in the categories associated with the day to day operations of the center. With a functioning internal stakeholders group, an external advisory board, and a clear and measureable goal for FY’14 with specific objectives and timeframes, the center has a delineated work plan to accomplish its stated benchmarks.

7. Stakeholders and Management Plan – Who?

The full-time director’s primary responsibilities are to set the vision, align the needed resources, and inspire action on the part of staff and affiliated faculty. The director is responsible for significant positive gains in revenue generation, programmatic development, collaborative engagement, and the promotion of center visibility on campus and in the wider community, and the overall growth of CSHRS that fulfill and surpass stated benchmarks. The post-doc will work with the director and affiliated faculty to explore and submit grant proposals to further the research agenda and generate funds for CSHRS. The assistant director is responsible for the coordination of conference and programmatic planning, UP fiscal reports, and day to day management of office personnel. The part-time administrative assistant answers the phone, responds to inquiries, and assists the director/asst. director with reports and correspondence, and other duties as assigned. The part-time student is primarily responsible for coordinating the activities and planning associated with the annual conference, maintaining and updating the website, Facebook page and other associated social media, and for exploring ways CSHRS can contribute to student life on campus through programs and other center related activities. The part-time graduate assistant will assist the director and post-doc with grant submissions and publications. The director reports to the Dean of the College of Arts and Sciences.
Strategic Plan – Initiative Work Plan FY2014

8. Outcome Assessment & Future Testing

CSHRS will implement a reporting protocol to capture 991’s for students who participate in all center related programs and activities. The administrative assistant will ensure the tracking of publications and grants activity of the post-doc, students, and center related faculty. Program evaluations have been created for all center programs. The director will meet monthly with the Dean to report on the progress of program benchmarks.

9. Line Item Budget Discussion that tracks Budget Templates

60040 Administrator Salaries

The funds requested pay the salary for the Center Director ($52,000), Assistant Director ($40,000), and one Post-Doc ($40,000). The 4% increase in the director salary is based on the experience and current accomplishments of the director, and is well within the grade 12 payscale for ISU. The director is currently paid below the mean and performing above average work. Future increases are dependent on the success of grant proposals and other revenue initiatives that positively impact the budget. The expectation is that the director and post-doc will generate approximately $50,000 in grant revenue within the first year.

62000 Total Student Salaries

The Department of Psychology currently underwrites the cost of a part-time graduate assistant. The fund was reduced to align with the reduction of weekly hours from 15 to 10. (Reduction from $8,150 to $6,200). The focus of the work of the graduate assistant will be on assisting the director and post-doc on research grants and publications.

63000 Total Other Professional Salaries ($9,000)

The funds will be used for three awards of $3000.00 to selected Faculty Fellows. The expectation is that each Fellow publishes or develops one publication or course during FY’14.

64000 Total Bi-Weekly Salaries ($8000.00)

The funds cover the cost of one 16 hour per week position and additional hours to accommodate increased clerical demands that result from program expansion.

65000 Total Student Wages ($6,000)

The funds are used for one 10 per week position for a student worker ($5,000.00), and $1000.00 for a student research competition in collaboration with UP Institute for Community Sustainability for a research project that addresses a public health issue impacting Vigo county. The exercise encourages experiential learning and community engagement that produces a tangible result with potential positive impact on the well-being of individuals and the Terre Haute community.

67000 Total Employee Benefits

Values were calculated automatically.
Strategic Plan – Initiative Work Plan FY2014

70130 Total Personal and Contracted Services ($ 5,000)

The funds will be used for consultants and facilitator fees to develop and implement revenue generating programs such as a certificate program in health, religion, and spirituality, and CE workshops, and distance education courses.

70300 Participant Stipends ($ 12,000)

The funds are used to reimburse Conference keynote speakers and other high quality talent for programs that further the field of religious research, the mission of the center, and contribute to the revenue. It is likely that the CSHRS explores conference venues outside of Terre Haute in order to attract a wider and more diverse audience.

70160 Participants/ Affiliate Faculty Travel ($ 8,000)

The funds are used for travel related expenses for three keynote speakers, and partial travel coverage for affiliate faculty to present at center related professional conferences.

70500 Total Travel ($ 5,600)

The funds are used to support travel for the current director and the post-doc or one graduate student to attend two national conferences to present research and papers, promote the work of the center, and travel for the director to meetings with outside collaborative partners, and external advisory board members.

71000 Total Postage/Freight ($ 2,500)

The funds are used for mailing CSHRS materials and publications promoting conferences, CE workshops, and other events.

71500 Total Telephone/Fax

The Department of Psychology currently pays for phone service in the Center Offices in Holmstedt. It is assumed that this agreement remains in place.

72000 Total Printing and Publicity ($ 4,200)

The funds are used to cover the costs associated with printing and reproducing center materials and the creation of one professional video (approximate cost $ 2,500) that promotes CSHRS.

72500 Total Other Services ($ 4,000)

The funds are used for advertising for the Assistant Director position, and costs associated with advertising the annual conference and other CSHRS programs.

7300 Total Supplies ($ 3,000)

The funds are used for the center to purchase its own supplies, books, periodicals and equipment maintenance independent of the Department of Psychology, which were provided by the department through grant funds.
Strategic Plan – Initiative Work Plan FY2014

77300 Total Miscellaneous

The Annual Interdisciplinary Conference in 2012 collected approximately $300.00 in revenue with associated costs > $10,000.00. The expectation is that CSHRS will recover approximately 20% of the associated costs which projects conference revenue of $2500.00. As mentioned prior, in order for the event to be a sizeable revenue generator, CSHRS will need to consider other venues beyond Terre Haute to attract a larger and more diverse audience. The expectation is that awards from grants will be applied to the post-doc salary. Other sources of potential income include workshops, programs, CE offerings, and a certificate program all of which are in the exploratory phase and include the associated costs, university support, and identifying the potential users and market for these programs, which was mentioned in the section on Reporting and Deliverables under Action 5.

78300 Total Capital Equipment ($2,500)

The funds are used to purchase additional equipment such as a laptop for the AD, and the lease agreement for the office printer ($96.00 per month/ $1,152 annually).

The original budget developed prior to the tenure of the current director underestimated the costs associated with the development of a program of distinction, and overestimated the contributions of affiliated faculty to meet proposed fiscal and programmatic benchmarks. The historical record of a substantial literature base in the psychological study of religion from a variety of perspectives sets the CSHRS apart from any existing centers and programs in the country. The center however, will not survive on a body of literature or the reputation of its faculty. The key for CSHRS is to continue to reinforce its unique and significant contributions to the field of religious research by developing potential revenue streams. Adequate and capable staff is the greatest need and will produce the most immediate return on investment to ensure CSHRS meets its stated benchmarks and sets a course for a successful and long history.