

**The United States Navy
Chaplain Corps
Strategic Plan 2001 - 2007**

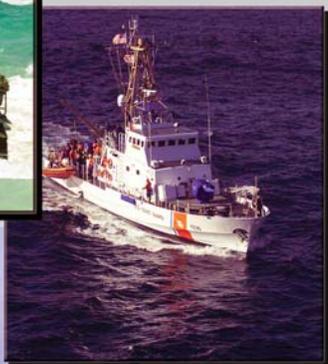


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FOREWORD:

The Secretary of the Navy entrusts the leadership of the Chaplain Corps to the Chief of Chaplains. The Chief of Chaplains, in turn, exercises this leadership to orient and direct the Chaplain Corps to fulfill its responsibilities to the men and women of the Sea Services.

This Strategic Plan links today's Chaplain Corps with a Chaplain Corps that has, since its inception in 1775, ensured the Constitutional right to free exercise of religion for Sailors, Marines, Coast Guard personnel, their family members and other authorized persons.

The purpose of this Strategic Plan is to strengthen our Corps by systematically preparing for the future. It serves as our compass to guide us in the years ahead.

The plan in these pages is also a living "work-in-progress"—adaptable to emerging realities, and requiring periodic updates to its priorities and initiatives. It grew out of consultation with chaplains, Religious Program Specialists, military leaders and hundreds of the Sea Services people we are privileged to serve.

The success of this plan depends on divine guidance, prayer, mutual support, and faithfulness in our ministry and staff work.



Louis V. Iasiello
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SENIOR LEADERS' ENDORSEMENTS:

Chaplains and Religious Program Specialists are deployed with our men and women as joint operating forces wherever we are called upon to resolve conflict, build and sustain multi-lateral security cooperation and interoperability with our regional partners, or provide humanitarian assistance, disaster relief, and crisis response. This strategic plan aligns with my vision of quality people, trained, equipped and ready for Joint Operations. I commend the members of the Chaplain Corps for their indispensable service and selfless dedication in bringing important religious ministry to our joint forces throughout the globe.

General Henry H. Shelton, Chairman, Joint Chiefs of Staff

The Chaplain Corps Strategic Plan fully supports the Navy's top five priorities of Manpower, Current Readiness, Future Readiness, Quality of Service and Alignment. I applaud the Chaplain Corps for your vision and commend you for your efforts to improve global access to religious ministry for our Sailors and families.

Admiral Vern Clark, Chief of Naval Operations

The Chaplain Corps Strategic Plan has earned my strongest endorsement. Your Corps' priorities and initiatives support Marine Corps emphasis on making Marines, operational readiness, inspirational leadership, and character development. With your spiritual leadership and devotion to ministry we will achieve our goal: to be America's Twenty-First Century *Force of Choice!* Semper Fidelis.

General James L. Jones, Commandant of the United States Marine Corps

Like the Coast Guard, the Chaplain Corps Strategic Plan ensures the Chaplain Corps is ready today and preparing for tomorrow. I am grateful for your devoted service to the men and women who pledge to the American people that they shall forever be "Semper Paratus."

Admiral James Loy, Commandant of the United States Coast Guard

I am pleased to endorse the Chaplain Corps Strategic Plan because it epitomizes a commitment to delivering the highest quality Total Force ministry anywhere, anytime, and anyplace.

Vice Admiral John B. Totushek, Chief of Naval Reserve

**NAVY CHAPLAIN CORPS
STRATEGIC PLAN
2001-2007**

VISION STATEMENT:

Devoted to God and Country, we unite to deliver innovative, life-transforming service throughout and beyond the Sea Services.

MISSION STATEMENT:

As members of the United States Navy Chaplain Corps we:

- **ADVISE** commanders to ensure the free exercise of religion;
- **PROVIDE** religious ministry and support to authorized personnel;
- **ADVOCATE** for and promote the well-being of all personnel; and
- **SERVE** as command liaison to civilian religious leaders, communities, organizations and agencies.

GUIDING PRINCIPLES:

- **We are faithful to our individual religious traditions and practices.**
- **We respect the right of others to hold spiritual beliefs and religious practices different from our own.**
- **We cooperate and collaborate in ministry.**
- **We are committed to the highest standards of morality and personal integrity.**
- **We are committed to professionalism in the performance of duty.**

PRIORITIES and INITIATIVES:

The **priorities** summarize the changes required to move the Chaplain Corps toward the fulfillment of our vision.

The **Initiatives** explain how we plan to attain the priority.

PRIORITY ONE

Promote ethical and moral behavior throughout the Sea Services.

Initiatives

- 1.1** Train chaplains to serve as ethical, moral and spiritual advisors to the command.
- 1.2** Extend training in ethics across the full spectrum of chaplains' professional development.
- 1.3** Revalidate ethics P-coded billets to ensure optimal usage.
- 1.4** Design and establish an Ethics Advisory Board at major echelons of command.

Lead Agent: Director, Training and Education (N977)

Completion Date: September 2006

PRIORITY TWO

Ensure religious ministry enhances current readiness.

Initiatives

- 2.1** Promote spiritual growth to enhance operational readiness throughout the Sea Services.
- 2.2** Strengthen the Chaplain's impact on unit morale, cohesion and readiness.
- 2.3** Train chaplains and Religious Program Specialists in Joint and other specialized operations.
- 2.4** Develop and emphasize chaplain expertise in world religions, statecraft and cultural awareness.
- 2.5** Educate personnel on the significance of religious and cultural practices.
- 2.6** Define core elements of ministry for inspections and accountability.
- 2.7** Develop appropriate metrics for religious ministry.
- 2.8** Enhance the culture of cooperation and collaboration within the Navy Chaplain Corps.
- 2.9** Improve interservice chaplaincy cooperation and collaboration.

Lead Agent: Chaplain of the United States Coast Guard (G-CH)

Completion Date: March 2003

PRIORITY THREE

Think strategically for future readiness.

Initiatives

- 3.1 Participate in Sea Services' strategic thinking processes.**
- 3.2 Align the Chaplain Corps with the Navy manpower structure based on identified ministry requirements.**
- 3.3 Design and implement pastoral care programs in support of future readiness.**
- 3.4 Develop strategies to expand the role of CREDO.**
- 3.5 Review and refine appropriate professional paths for chaplains and Religious Program Specialists to meet future requirements.**

Lead Agent: Director, Plans, Policy, and Operations (N973)

Completion Date: March 2004

PRIORITY FOUR

Employ Reserve religious ministry assets more effectively.

Initiatives

- 4.1 Improve the management of Reserve manpower, personnel, and distribution requirements.**
- 4.2 Improve accessions and raise retention rates for Reserve Religious Program Specialists.**
- 4.3 Identify and standardize administrative and training requirements for chaplains and Religious Program Specialists in the Ready Reserve.**
- 4.4 Identify requirements for Active Duty for Training, and Active Duty for Special Work days for operational support.**
- 4.5 Improve employment of Reserve religious ministry personnel.**
- 4.6 Enhance religious ministry with Voluntary Training Unit chaplains and Religious Program Specialists.**

Lead Agent: Commander Naval Reserve Force Chaplain (N01G)

Completion Date: September 2005

PRIORITY FIVE

Realign assets to improve religious ministry for operational forces.

Initiatives

- 5.1** Identify chaplain and Religious Program Specialist requirements for expeditionary billets.
- 5.2** Identify chaplain and Religious Program Specialist requirements to support family readiness.
- 5.3** Advocate for personnel's quality of life, safety, health, and living and working conditions.
- 5.4** Increase religious ministry to training and education commands.
- 5.5** Increase chaplain and Religious Program Specialist participation in established mentorship programs.

Lead Agent: Deputy Chaplain of the United States Marine Corps

Completion Date: December 2002

PRIORITY SIX

Improve recruitment and retention.

Initiatives

- 6.1** Assist Sea Services recruitment and retention efforts.
- 6.2** Review and assess Chaplain Corps manpower policies.
- 6.3** Restructure Chaplain Accession and Recall Eligibility Board (CARE) policies and procedures.
- 6.4** Bolster the Chaplain Candidate Program Officer (CCPO) program for recruiting.
- 6.5** Improve the employment and professional development of Religious Program Specialists.

Lead Agent: Director: Manpower, Community Management and Reserve Affairs (N971)

Completion Date: September 2003

PRIORITY SEVEN

Enhance external and internal communications.

Initiatives

7.1 Develop and implement public affairs strategies at all levels.

7.2 Develop and implement internal communications strategies at all levels.

Lead Agent: Executive Assistant to the Chief of Chaplains (N097A)

Completion Date: September 2006

PRIORITY EIGHT

Leverage technology to support the mission.

Initiatives

8.1 Expand opportunities for Sea Services personnel to access religious information and spiritual resources using the latest in cutting-edge technology.

8.2 Develop, maintain and distribute new technologies and programs to improve the delivery of religious ministry.

8.3 Test and evaluate new technologies.

8.4 Implement processes to increase productivity, reduce costs, report and track religious ministry metrics.

Lead Agent: Head, Chaplain Resource Branch

Completion Date: September 2007

Navy Integrated Call Center
1-877-4-1-TOUCH

Ministry Web Site
<http://www.ChaplainCare.navy.mil>

Chaplain Corps Website
<http://www.chaplain.navy.mil>