



The Chief of Chaplains

STRATEGIC ROADMAP

Connecting Faith, Service, and Mission

THE CHAPLAIN CORPS

Making Connections, Making a Difference

It all begins with a vision.

The core of the U.S. Army Chaplain Corps is religious and spiritual leadership. We assist commanders to ensure the right of free exercise of religion. We accomplish this through religious rites, sacraments, services and providing advice.

We perform or provide religious support by nurturing the living, caring for the wounded, and honoring the fallen across the full spectrum of operations. In addition to our religious responsibilities, the Army relies on our Corps to provide moral and ethical advice and counsel to both Soldiers and Commanders. We will continue to honor this trust.

We will address the human condition of the Army family by addressing its deepest need: to connect with God. We will also address the human condition of the Army family by ensuring Soldier and family resiliency through our religious support and family programs.

We will develop religious and spiritual leaders through our institutional training, senior leader mentoring, and professional self-education. We will strive to ensure our chaplains, assistants, and their families are spiritually and relationally healthy.

The U.S. Army Chaplain Corps is a profession of religious and spiritual Soldiers and leaders which will build the spiritual and moral resiliency of the Army family now and for the future.

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A LETTER FROM THE CHIEF OF CHAPLAINS

A foundational principle of our nation is our country's reliance on the grace of God. From the very inception of our United States, the preeminent value of the free exercise of religion and the non-establishment of religion has been a bedrock of our Democracy. This tradition stands enshrined in the First Amendment to the Constitution and in the enormous body of documentation penned by our founding fathers. To help preserve and defend our right of free exercise is the special mandate bestowed upon the Army Chaplain Corps by the American People.

Since July 29, 1775, approximately 25,000 Army chaplains have served as religious and spiritual leaders for 25 million Soldiers and their families. From military installations to deployed combat units; from service school platforms to military hospitals, Army chaplains and chaplain assistants have performed their ministries in the most religiously diverse organization in the world.

Throughout these years, the Army Chaplain Corps, through its Unit Ministry Teams, has championed scores of programs for the welfare of Soldiers and their families. Our strength has been and continues to be our connection to one another, the Army and the nation. Our willingness to cooperate without compromise and to instill trust and transparency as a way of dealing with each other is an enduring connection.

Always present with Soldiers in war and in peace, chaplains have served in more than 270 major wars and combat engagements. Nearly 300 Army chaplains have laid down their lives in battle. Accounts of their dedication and courage are renowned. Six chaplains were awarded the Medal of Honor and 27 received the Distinguished Service Cross for valorous service beyond the call of duty. We have been and will remain connected to America's Soldiers, leaders and families.

Since 1909, chaplain assistants have likewise served their country and America's Soldiers with commitment and professionalism. Musician Calvin P. Titus, a volunteer chaplain assistant, was awarded the Medal of Honor in 1902 for heroism during the Boxer Rebellion in China. Additionally, eight chaplain assistants gave their lives in Vietnam from 1966-1971. Without the connections between chaplain and chaplain assistant, we would not be what we are today.

Since 1995, chaplains and chaplain assistants have served in 120 foreign countries. Their love of God, Country, and the American Soldier is a beacon of light and a message of hope for all those who serve our nation. This is the Chaplain Corps. This is who we are.



CH (MG) Donald L. Rutherford



Even in training, chaplain assistants honor our Soldiers and our nation.



CONNECTING PURPOSE, INTENT AND DIRECTION

The intent of this document is multifaceted. It communicates both the Chief of Chaplains' vision and the Strategic Roadmap to reach that vision. It also serves as a reaffirmation of the Corps' values and of the Corps' mission. It builds upon both trust and transparency internal and external to our Corps. Open communication within the Corps is critical, as it enables us to focus on the same systems, the same challenges and the same opportunities.

The Office of the Chief of Chaplains is dedicated to ensuring that the efforts of the entire

Chaplain Corps support Army initiatives and are synchronized with the Army operations and imperatives. Paramount is the ability to provide First Amendment privileges and protections: free exercise and non-establishment.

Through policy, funding, facilities, and force structure management, the Chief's office provides the resources necessary to affirm the Corps' ability to provide religious support throughout the Army.

Actions at every level sustain the core values of the Chaplain Corps. The values of the Corps, when combined with a clear understanding of the challenges

and institutional obstacles we face, make service within the context of the Army culture possible. As advisors to the Chief of Staff of the Army and Sergeant Major of the Army, the Chief of Chaplains and the Regimental Sergeant Major serve the same role as every chaplain and every chaplain assistant throughout the Army – simply at a higher level of command.

At the most senior level, the Chief and the Regimental Sergeant Major work within the Strategic Framework to help the Corps deliver on its mission, anticipating and preparing for operational changes, political shifts, and adjustments in force structure or funding.

HOW IT'S ALL CONNECTED

The Strategic Roadmap describes a course designed to reach an anticipated, but unrealized outcome. Building that Roadmap begins with a vision – a general description of the purposes and outcomes desired. The Strategic Framework then provides greater precision in describing the main focus of the vision.

For the Chaplain Corps, our strategic objective is to actualize the provisions enshrined in the First Amendment of the U.S. Constitution: freedom of religion and non-establishment. The Office of the Chief of Chaplains employs strategic planning and specific activities to support the objective of free exercise and non-establishment by providing policy, facilities, resources, and force structure. To perform the activities essential to providing for this strategic outcome, the Office of the Chief of Chaplains must have the means to manage the process.

For the Strategic Framework to be effective in reaching the intended recipients of the strategy – Soldiers, leaders, families, the Army and the

nation – it must be operationalized. The Operational Framework depicts how this is accomplished.

Serving Soldiers, families, leaders, the Army and the nation is how the Strategic Objective (upholding First Amendment rights and privileges) is realized operationally. The two supporting functions identify the ways the Operational Framework is performed: providing religious support and advising commanders. Religious support is manifested in nurturing the living, caring for the wounded and honoring the fallen. Advising commanders includes providing advice on morals, ethics and the impact of religion on operations. As it was in the time of General Washington and the Continental Army, advice, though not always strictly religious, is always informed by religion.

To achieve its purpose, the Operational Framework relies on Leadership, Preparedness, Adaptability and Anticipation.

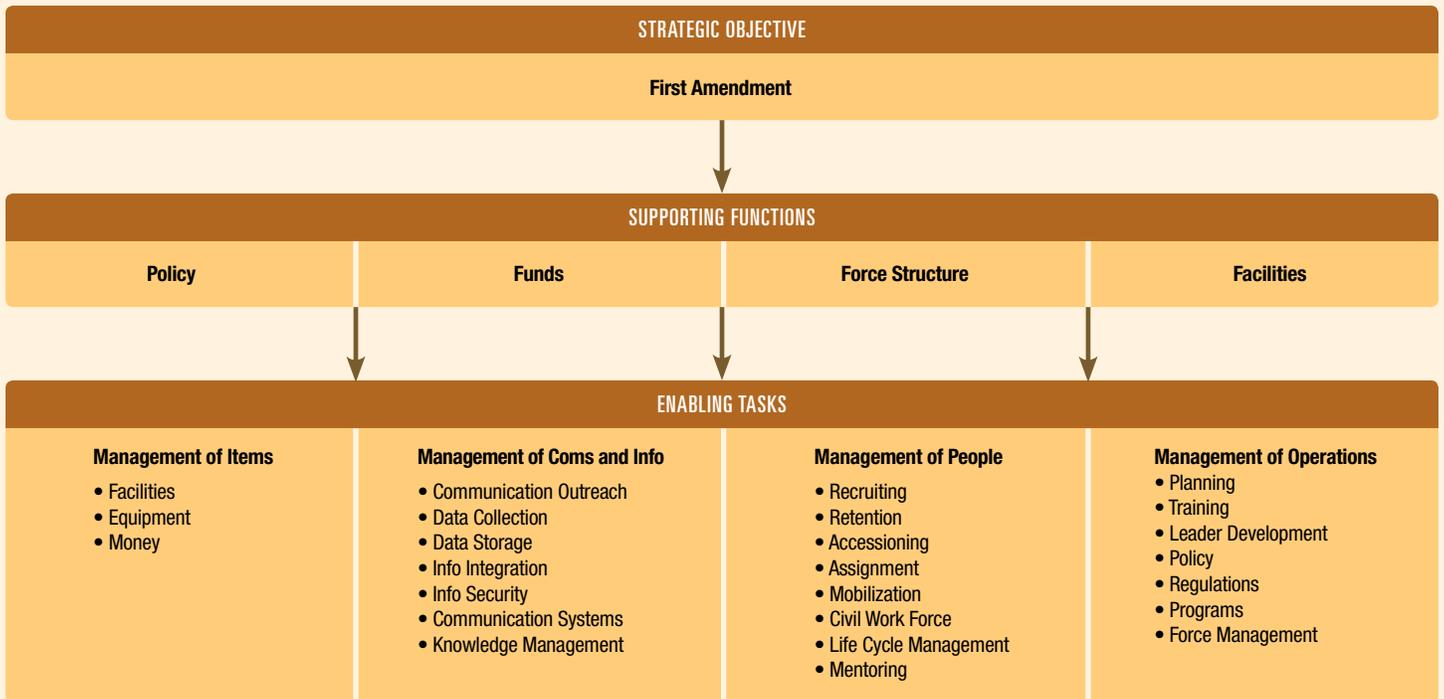
Both the strategic and operational objectives have been recognized from the inception of our nation. The Army Chaplain Corps' Major Objectives, the final elements of the Strategic Roadmap, are the actions or specific tasks identified for immediate and specific implementation and/or attention. These actions or tasks are necessary in the present time and under the current circumstances to actualize the enduring strategic and operational objectives.

Each major objective is associated with focus areas identified by the Army and simultaneously with the objective identified in the Chief's Strategic and Operational Frameworks. The Army's focus areas are identified as Campaign Objectives, Imperatives and Outcomes. The Chaplain Corps' focus areas are the First Amendment and Service to Soldiers, families, the Army and the nation. The duties, services and mission of the Chaplain Corps and the Army are intertwined and inseparable but always exemplify both service and commitment.

Our goals and the tenets of our service affirm the values of the U.S. Army.



STRATEGIC FRAMEWORK



OPERATIONAL FRAMEWORK



CONNECTING TO THE NATION

The federal chaplaincy can be traced to the actions undertaken by the Continental Congress on 29 July 1775 in response to General George Washington's request that chaplains be provided for the Continental Army. Recognizing the value of an ethical compass, Gen. Washington believed that a righteous, if not explicitly religious army would be victorious. His ideas for religious support directed these early chaplains to serve Soldiers in any capacity, regardless of faith.

In addition to serving as religious and moral leaders "founded on a plan of more generous toleration," Gen. Washington also tasked chaplains with caring for the wounded, honoring the fallen, and providing inspirational and patriotic sermons to minimize

desertion. Though numerous duties have been added in the prevailing years, the chaplain's connection to both troops and commanders is as critical today as it was then.

The modern Chaplain Corps finds its foundation in the First Amendment to the United States Constitution, with the following familiar words ratified in December 1791: "Congress shall make no law respecting an establishment of religion, or prohibiting the free exercise thereof."

Chaplains have both great freedom and immense responsibility. To honor the Constitution, the laws of our nation, and allegiance to their

faith, chaplains routinely encounter the historical tensions inherent in service to both church and state. They undertake this service with the solemn commitment to serve both without compromise of their faith or their oath to this nation. As enlisted leaders, chaplain assistants anchor the Corps' undertaking of providing religious support with solid leadership and unyielding professionalism.

Provide or Perform

As members of the Chaplain Corps, we strive to honor the intent of Gen. Washington's initial request as well as the letter and spirit of the First Amendment. To that end, with a servant's heart, we provide or perform our duties with compassion and commitment yet without compromise, to ensure that the needs of Soldiers, their families, and the Army are met.

By design, the diversity of the Chaplain Corps impedes establishment of religion under the First Amendment.



CONNECTING TO THE ARMY

Members of the Army Chaplain Corps serve the Army in three distinct capacities:

- **Trained Soldier** – competent in the same basic skills as every member of the U.S. Army, with the exception of arms training for chaplains, due to their status as non-combatants.
- **Professional Commissioned and Non-Commissioned Officers** – with full awareness and knowledge of the operational environment, Army values, Army traditions and Army culture.
- **Moral Leader** – bringing pastoral skills and identity within the framework of our service as Soldiers. For the chaplain, the additional role of religious leader is critical to the Corps' mission.

It is essential to remember that chaplains, in the role as the religious leader, must embody each and all of the obligations inherent in both their commissioning and ordination. Chaplains cannot perform any one role to the exclusion of the other. To do so diminishes the purpose and possibilities of the service that chaplains provide... and may indeed court failure. If a chaplain's breadth and depth of knowledge is only of the traditions and beliefs of a single denomination or faith,



it creates a challenge as to how to advise commanders or Soldiers who may not know anything about those traditions or beliefs.

As chaplains and chaplain assistants in Army formations, we do not operate in a vacuum. We are part of a command, a culture and a tradition. In that capacity we must maintain situational awareness to enable us to integrate our rich history with today's Commanders' intent and procedures. At every level of command, putting our efforts into the context of the formations we serve makes our service more effective.

A Unique Perspective

In today's operational environment, our role as advisors works in tandem with our provision of nurture, care and honor. Chaplains serve outside of the direct chain of command. By virtue of that context, part of the value chaplains provide to

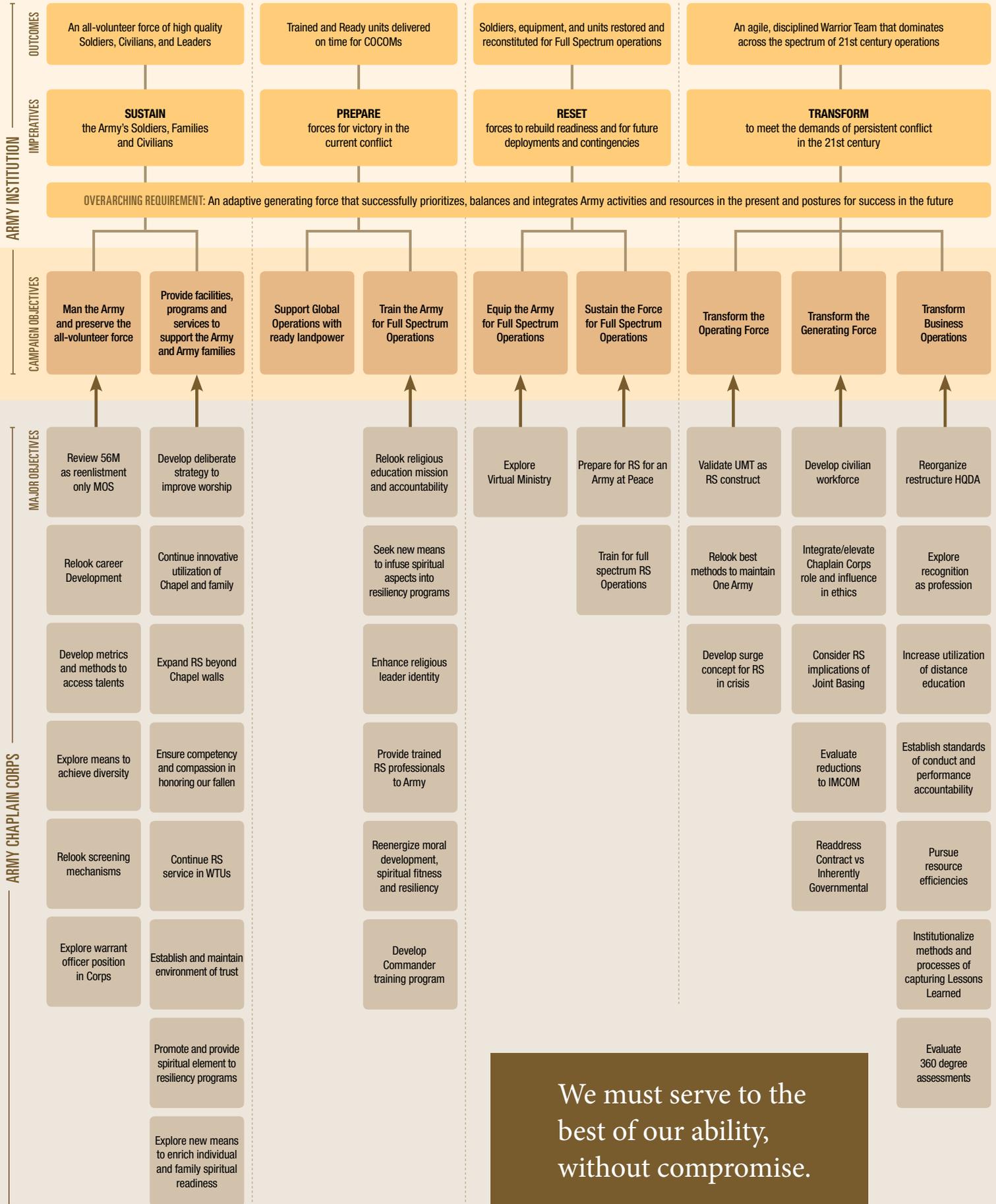
commanders lies in the unique and objective view they provide. The ability to view situations from an oblique angle, to see things differently, enriches the command's ability to know itself.

Soldier Focused, Spiritually Based, and Systems Integrated

As members of the Chaplain Corps, we have a passion to serve, and a responsibility to integrate and align our service with the tactics, techniques, and procedures of the U.S. Army. That alignment enables us to fully realize our roles as servant leaders and more effectively advise our commanders. This document serves as a reminder to keep the tenets of our service in line with Army values, Army culture and Army traditions.

The Chaplain Corps, chaplains and chaplain assistants together, make a difference in the lives of America's Army.

FITTING INTO THE ARMY STRATEGY MAP



We must serve to the best of our ability, without compromise.

CONNECTING TO SOLDIERS, LEADERS AND FAMILIES

The Chaplain Corps finds its heart in the service we provide to Soldiers, families, leaders, the Army and the nation. This service is exemplified by nurturing the living, caring for the wounded, honoring the fallen, and advising commanders. The Operational Framework is a picture of who we are, what we do, and how we perform the vital mission of the Corps. Collectively, it forms our Corps' identity as Soldiers and servant leaders.

Every chaplain is called upon to be a religious leader and a Soldier. The aspiration is to be 100% Soldier and 100% religious leader. Much like the familiar dual roles of father/son or mother/daughter, it's not an either-or proposition.

The chaplain assistant is also 100% Soldier with the express role to assist in the delivery of religious support to every Soldier and family member within the command while simultaneously maintaining their combatant capability.

Knowledge of the faith and tradition from which the chaplain comes, coupled with the professional competency of a Soldier, opens the door to effective communication with Soldiers, families and commanders. Soldiers and commanders alike identify with the uniform, and the fact that chaplains and chaplain assistants are in the field as dirty, tired, and far away from home as they are. Sharing the experiences of Soldiers foster the respect and credibility necessary to effectively carry out the chaplain's job as spiritual leader.

Supporting and Supported

Our processes and procedures were created to support service and the dignity of the human spirit, regardless of faith. By working within the Operational Framework, we will meet our goal of service while strengthening our bonds to the nation, the Army, Soldiers and families. This commitment to service enables us to more effectively support each and every command and gain their support for that service.

We provide support to Soldiers, leaders, families, and our own Corps whenever and wherever we are needed. In that respect, we are constantly reminded that our roles are fluid, and influenced more by the commitment to service than by rank.

We must work to master the operational and the spiritual, every day.





CONNECTING TO THE CORPS

The Chaplain Corps is a community of many faiths, traditions and beliefs. In that regard, the Chaplain Corps is unique. The incredibly rich diversity encourages our Corps to look for those attributes, those qualities and those beliefs that we share. We look not so much to our differences as to what makes us alike. Regardless of faith or denomination, we draw strength from our belief in a higher power, and our determination to care for others.

The Chaplain Corps is a specialized force that carries out specialized duties. Among those duties are listening, encouraging, guiding, modeling, enriching, strengthening, teaching and sustaining Soldiers, leaders and families.

We are symbols of spiritual comfort and sustained hope. By caring for Soldiers, leaders and families, we epitomize God's care for them. No matter how we got here individually, we move forward together.

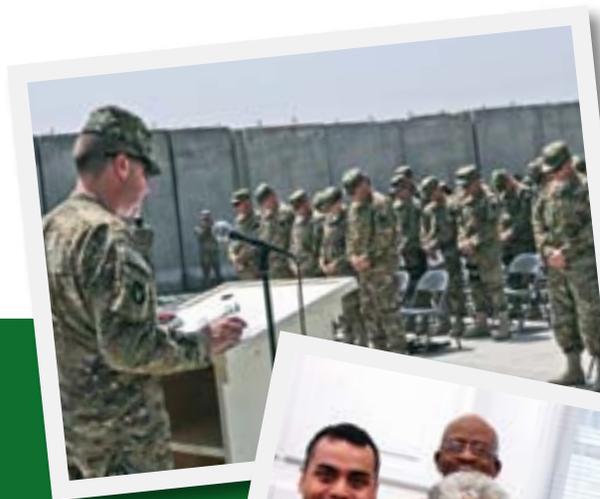
The Corps' supporting functions are mutually sustaining. They are interactive. The enabling tasks represent the most top-level groupings on how to best serve the roles and expectations of the Corps, Army and nation with careful attention to sustaining a balance between our history, our skills, our professionalism, and –

for the chaplains – our faith. With these tools, we steer our course – and assist commanders – through crises and through the routines of everyday soldiering.

A Community of Faith

Chaplains share a common bond – an acknowledgement of the validity and vitality of religious faith and an abiding commitment of service to Soldiers, their families, leaders, the Army and the nation. Chaplain assistants provide the bedrock of support essential to the effective delivery of that religious support throughout the Army.

Diversity is and has always been a strength of the Chaplain Corps.







CONNECTING TO FAITH AND HOPE

By word and action, chaplains are religious leaders with an opportunity to help others discover and explore their faith through practice and example – from individual counseling to providing for or leading worship service – from the birth of a child to honoring the fallen.

Being encouragers of faith and exemplars of hope is inherent in the provision of religious support. Being encouragers of faith and exemplars of hope is what characterizes the Chaplain Corps – how we talk to others, how we conduct

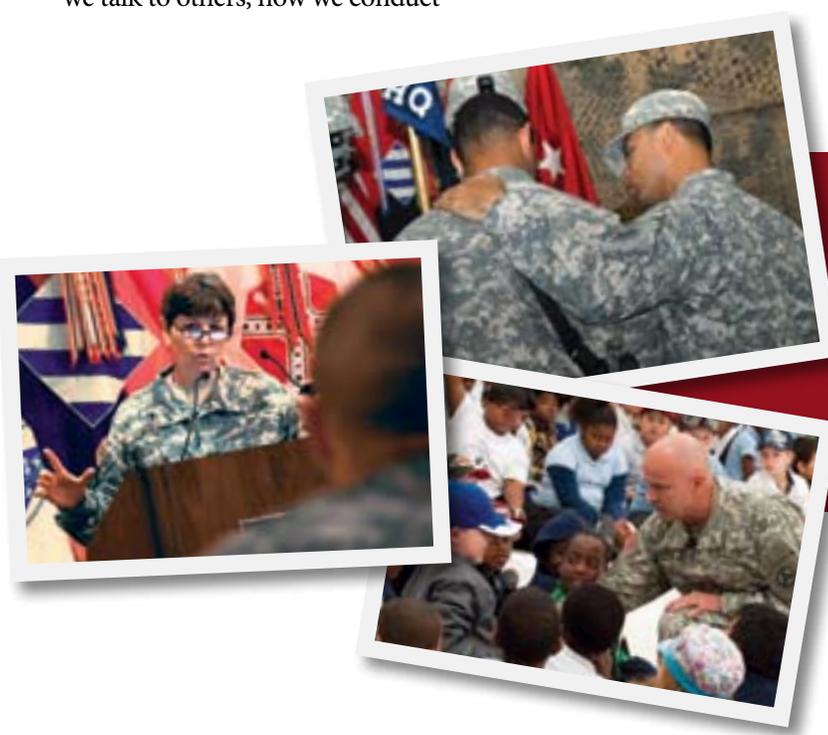
ourselves – and how we can make a difference simply by the act of being there. In fact, you never know who's watching or what influence a ministry of presence makes. Though the chaplain is expressly charged with the mission of being a religious leader, the support and leadership of the chaplain assistant is indispensable to success.

Commitment to service is what has brought both chaplains and chaplain assistants to the Corps. It is what has helped chaplain and chaplain assistants share the hardships and joys with the Soldiers with whom they serve.

For chaplains, service is always informed and formed by the fidelity of faith.

Religious Education Personnel

Directors of Religious Education, religious education specialists and youth ministry specialists provide a rich and vibrant catalyst in the spiritual formation of our Soldiers and families. Religious education fosters and sustains the development and maturity of faith. Thanks to these dedicated men and women, the Chaplain Corps' mission and commitment to service is profoundly enriched.



We all live and walk among Soldiers. And whether they believe or not, they know we're on their side.



CONNECTING TO THE FUTURE

Moving forward, the Chaplain Corps' priorities for the future are focused on the supporting functions identified in the Operational Framework:

Leadership: Chaplains and chaplain assistants lead by example. Through the overlapping tasks of nurturing, caring, honoring and advising, we can have an impact on an entire unit. We never forget, however, that our smallest individual interventions also make a vital difference. In word and action, we affirm the identity of the Corps and the roles of professional Soldiers and professional Commissioned and non-commissioned officers. In addition, chaplains undertake the responsibility of being religious and moral leaders.

Preparedness: Building the Corps for the future, and developing leaders through training, strategy, and tactical support is essential to the health of the Army. We must know who we serve, and how best to serve them. We must leverage our knowledge and experience to play an active role in serving the command and the Soldiers and families of that command. We must be ready, trained and continually learning to better perform our sacred mission.



Adaptability: Mastering the operational environment to support both Army initiatives and the core tenets of our faith is imperative. As Soldiers, we constantly assess our terrain and adapt accordingly. As members of the Chaplain Corps, we must also constantly assess our operating environment before taking action so that if the situation changes, we can change with it.

Anticipation: Planning for changes in force structure, funding realignments, and increased needs of Soldiers and families resettling after a decade of war are critical. Raising awareness of our Corps' identity, mission and commitment to service is vital to our continued success and to the health of the Army. We recognize that it is far better to intervene before a situation requires a more dramatic solution. So we must work to look ahead and envision an action and provide a service before necessity demands it. In order to anticipate, we must

be situationally aware. Situational awareness allows us to gain insight and then plan how to respond.

Knowing History While Looking to the Future

The Chaplain Corps has a long and distinguished heritage. America has invested in the right of every citizen to practice their religion freely and without imposition. For the Chaplain Corps to continue providing this right and privilege we must:

- Remain a resilient and committed Chaplain Corps.
- Sustain the highest quality membership as a professional branch.
- Provide the best free exercise of religion for the Army family.
- Ensure effective and relevant employment of capabilities of the Corps wherever required.
- Provide adaptive and flexible religious leadership.

CHAPLAINS: 100% SOLDIER 100% RELIGIOUS LEADER

Army Values

Loyalty:

Bear true faith and allegiance to the U.S. Constitution, the Army, your unit, and other Soldiers.

Duty:

Fulfill your obligations.

Respect:

Treat people as they should be treated.

Selfless Service:

Put the welfare of the nation, the Army, and your subordinates before your own.

Honor:

Live up to the Army values.

Integrity:

Do what's right, legally and morally.

Personal Courage:

Face fear, danger, or adversity (physical or moral)

SACRED Attributes

The Chaplain Corps provides support to Soldiers in living the Army values by applying the attributes of the acronym SACRED:

Spirituality:

Engage others to seek and explore their faith.

Accountability:

Encourage individuals to make sound moral and ethical decisions.

Compassion:

Love in word and deed.

Religious Leadership:

Influence others to live their faith.

Excellence:

Motivate individuals to do their best in all aspects of life.

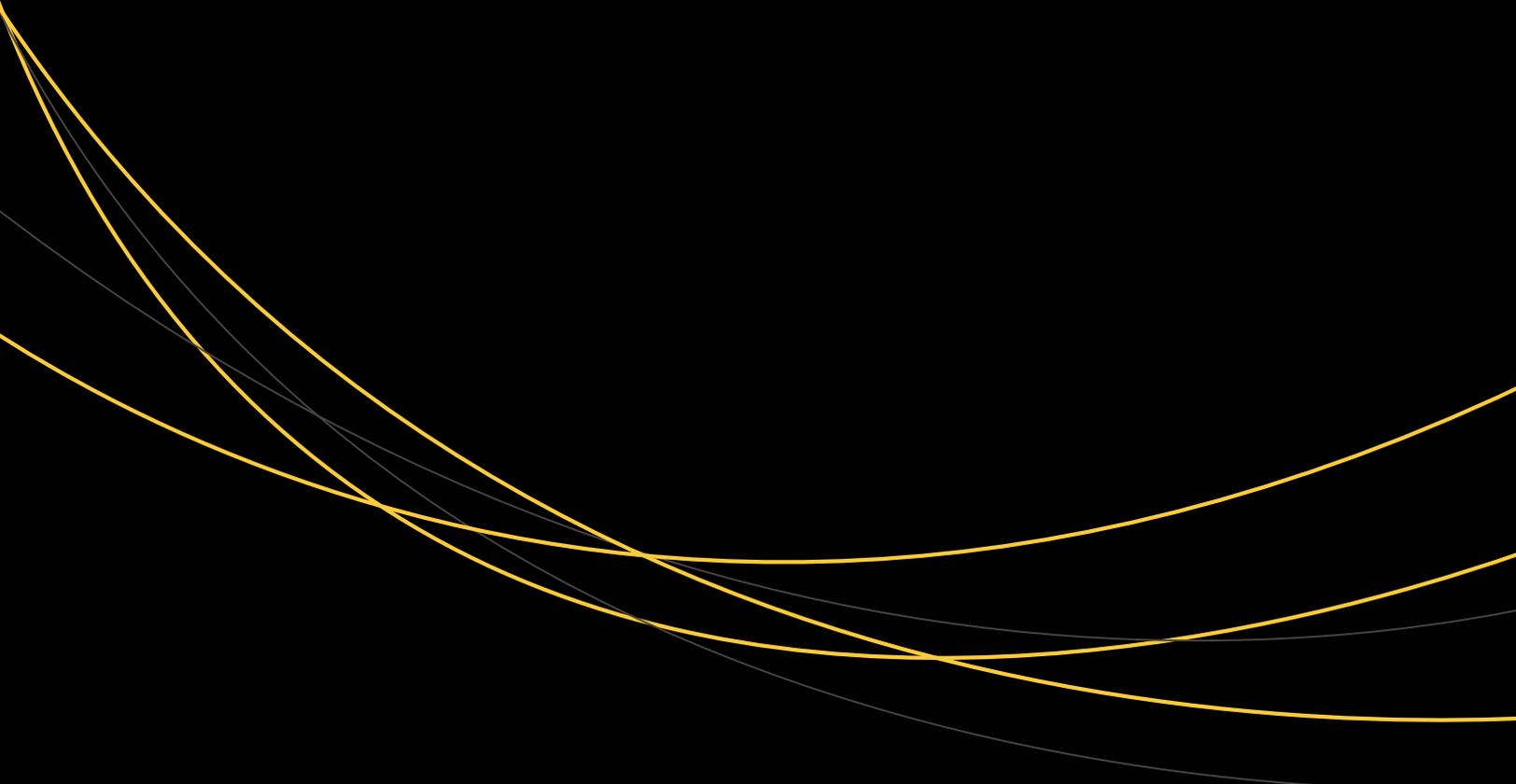
Diversity:

Believe that our differences makes us stronger.

CHAPLAIN COMPANY

GOD AND COUNTRY





U.S. ARMY

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