

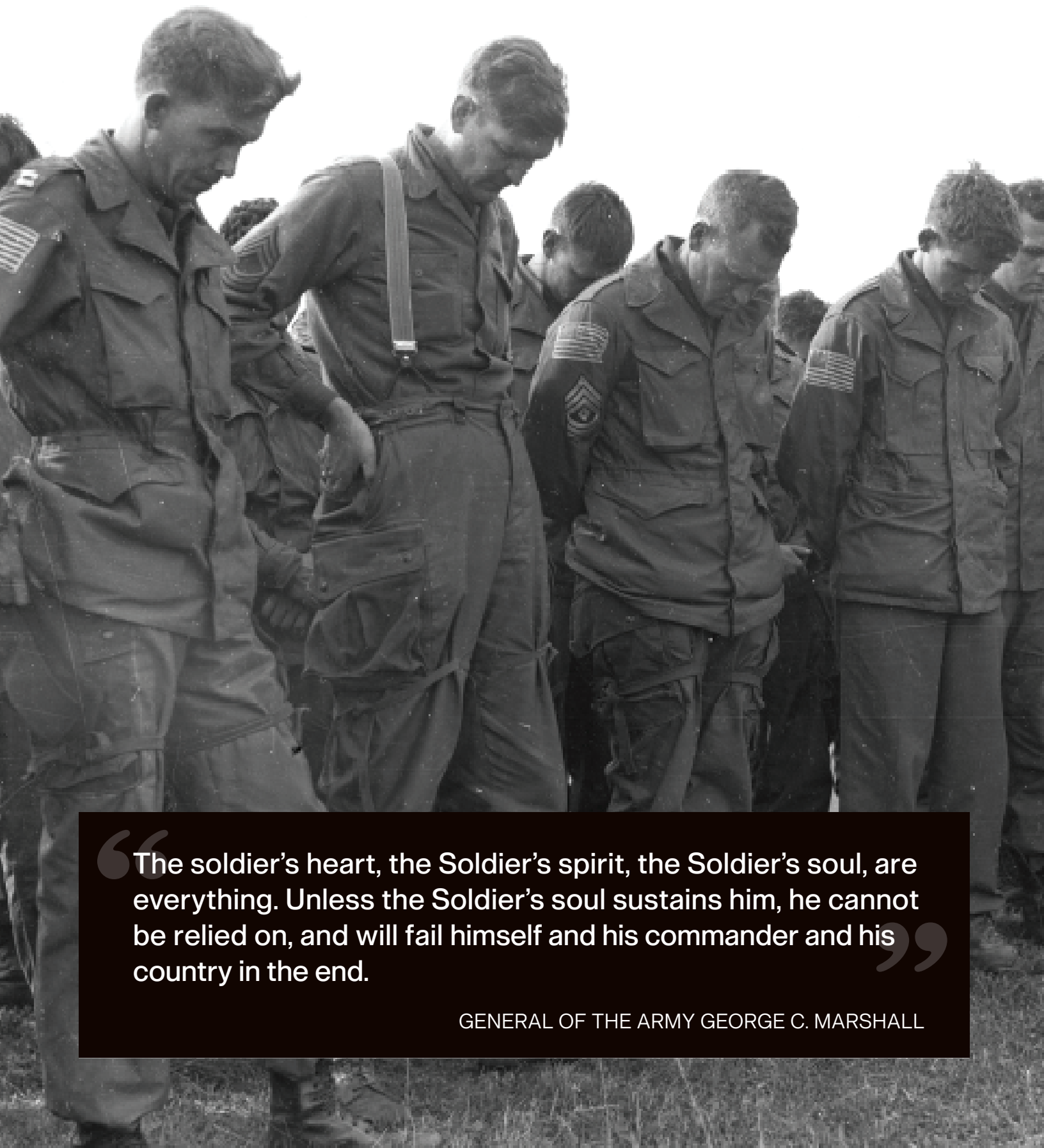
# THE STATE OF THE U.S. ARMY CHAPLAIN CORPS



U.S. ARMY



APRIL 2023



“The soldier’s heart, the Soldier’s spirit, the Soldier’s soul, are everything. Unless the Soldier’s soul sustains him, he cannot be relied on, and will fail himself and his commander and his country in the end.”

GENERAL OF THE ARMY GEORGE C. MARSHALL

THIS DOCUMENT DESCRIBES THE STATE OF THE U.S. ARMY CHAPLAIN CORPS IN 2023 AS A CONTINUATION OF THE CORPS' PROUD LEGACY SINCE ITS INCEPTION IN 1775.



The U.S. Army Chaplain Corps is the most multifaceted and capable chaplaincy in history. The keys to this success have been the calling of the Corps' Chaplains to serve as faithful representatives of America's many faith traditions, in partnership with the Corps' Religious Affairs Specialists, Directors of Religious Education, and other Army Civilians; the quality and dedication of the Corps' leaders; the superiority of the Corps' education, training, and development; and the ability of the Corps — Regular Army, Army National Guard, and Army Reserve — to conduct its sacred mission successfully within a complex and continuously changing environment.

The Chaplain Corps mission is vital to the Army and the Nation because the Chaplain Corps "Cares for the Soul of the Army" by caring for every single member of the Army Family without exception. The Corps' members do this within the Army's formations at every level and at locations around the globe, by ensuring the constitutionally mandated free exercise of religion, while delivering religious and spiritual care directly to Soldiers, their Families, and Army Civilians, and by providing advisement on religion, morals, ethics, and morale.

Our Corps is moving at the speed of relevance because we must. Our transformation efforts over the last eight years have enhanced our religious support capabilities, to meet the Army's increasing need for the insight, advisement, counsel, and ministry that Chaplain Corps members provide. As the Army's resident experts in human multidimensionality and the human search for meaning, our Chaplains do not lead and minister from a position of irrelevance seeking relevancy, but from a place of enduring relevance seeking a greater and broader application.

In an address to Congress 160 years ago, President Abraham Lincoln said. "The dogmas of the quiet past are inadequate to the stormy present. The occasion is piled high with difficulty, and we must rise with the occasion. As our case is new, so we must think anew and act anew." Our own times have come with their own storms, and our Corps has risen to the occasion, by thinking anew and acting anew.

We continue transforming today to meet tomorrow's challenges. It is the Chaplain Corps' ability to adapt appropriately and rapidly that will ensure we retain a sustainable competitive ministry advantage. The religious support, spiritual readiness enrichment, and personal and pastoral care provided by the Chaplain Corps to the Army community cannot be replaced. This soul care, which has characterized our Chaplain Corps for nearly 248 years, will remain a critical contributor to our Nation's success on the battlefields of the future.

In the time I have had the privilege of leading our Corps and with the support of my teammates at every level, inside and outside the Corps, we have built the new infrastructure necessary to ensure the seamless delivery of life-giving ministry and spiritual readiness advisement as our Corps continues caring for the Soul of the Army well into the future. Our increased capability and capacity to help build strong and ready teams to deploy, fight, and win our Nation's wars testifies to our continued relevance as a unique branch supporting the Total Army and the Joint Force.

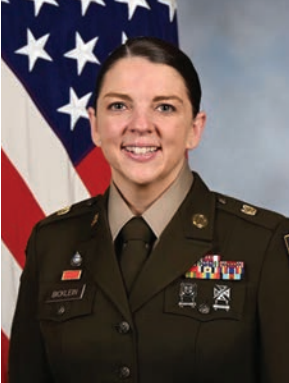
The state of the U.S. Army Chaplain Corps in 2023 is strong, as we continue seizing the opportunities for ministry in support of multidomain operations in war and peace. Our Corps has earned the respect and trust of those in our care and of the Army's senior leaders, and we are committed to continuing to do so each and every day, as we live our call - for God and Country!

A handwritten signature in black ink that reads "Thomas L. Solhjem".

CHAPLAIN (MAJOR GENERAL) THOMAS L. SOLHJEM  
CHIEF OF CHAPLAINS



## FROM THE ACTING REGIMENTAL SERGEANT MAJOR



Our Chaplain Corps' ability to sustain its proud legacy since 1775, within a continuously changing and increasingly complex environment, is a direct result of the ways that our Chaplain Corps members have supported one another in our sacred work through nearly 250 years. Chaplain Assistants did not officially join the Corps until 1909, but today's Religious Affairs Specialists are an integral part of a Corps that continues to mature as we work together to build Army spiritual readiness to fight and win our Nation's wars.

Our Corps "Cares for the Soul of the Army" by caring for every single member of the Army Family without exception all around the world. Our ability to do that is founded upon the strength of our teams, and on the commitment to service and to one another exemplified by our Chaplains, Religious Affairs Specialists, and Army Civilians.

Chaplain Corps transformation has stretched us the last several years, as we have simultaneously adapted to meet tomorrow's challenges while continuing to deliver today's requirements. Our Corps is the most multifaceted and capable chaplaincy in history, but we must always strive to be better at what we do and better prepared to do anything we might be asked to do in the future. This is why our senior leaders have been committed to transformation, and I am grateful for all the ways I have seen my Officer, Enlisted, and Civilian Chaplain Corps teammates support that difficult but essential work.

As our Corps continues to transform while accomplishing our mission each and every day, our Religious Affairs Specialists provide an indispensable Enlisted perspective to all religious support operations. They are often among the most trusted Enlisted Soldiers in any formation. Every one of us should aspire to earn that kind of trust, from one another and from those whom we serve across the Army.

Our Army and our Nation count on all of us in the Chaplain Corps to help build strong and ready Army teams around the world. We must continue to seize every opportunity to do so.

Pro Deo et Patria!

A handwritten signature in black ink, appearing to read "Meaghan E. Bicklein".

**SERGEANT MAJOR MEAGHAN E. BICKLEIN**  
**ACTING REGIMENTAL SERGEANT MAJOR**



“The Hon. Continental Congress having been pleased to allow a Chaplain to each Regiment, with the pay of Thirty-three Dollars and one third per month — The Colonels or commanding officers of each Regiment are directed to procure Chaplains accordingly; persons of good Characters and exemplary lives — to see that all inferior officers and soldiers pay them a suitable respect and attend carefully upon religious exercises. The blessing and protection of Heaven are at all times necessary but especially so in times of public distress and danger...”

GENERAL ORDERS, 9 JULY 1776

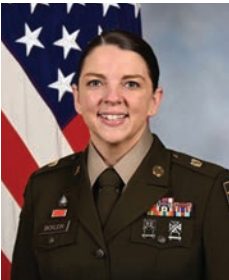
# CHAPLAIN CORPS SENIOR LEADERS



## CHIEF OF CHAPLAINS

Chaplain (Major General) Thomas L. Solhjem

Installed 30 May 2019



## ACTING REGIMENTAL SERGEANT MAJOR

Sergeant Major Meaghan E. Bicklein

Assumed duties 23 March 2023



## DEPUTY CHIEF OF CHAPLAINS

Chaplain (Brigadier General) William (Bill) Green

Installed 16 August 2019

Dual-hatted as Director, U.S. Army Institute for Religious Leadership



## DEPUTY CHIEF OF CHAPLAINS, ARMY NATIONAL GUARD

Chaplain (Brigadier General) Thomas G. Behling

Installed 1 July 2020

Dual-hatted as Command Chaplain, U.S. Army Forces Command



## DEPUTY CHIEF OF CHAPLAINS, ARMY RESERVE

Chaplain (Brigadier General) Andrew R. Harewood

Installed 1 November 2020

Dual-hatted as Director, Strategy, Proponency & Resources Directorate

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# OUR PRIORITIES

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**PEOPLE ARE THE ARMY'S GREATEST STRENGTH,  
AND THE ARMY'S NUMBER ONE PRIORITY.**

**THE CHAPLAIN CORPS' PRIORITIES ARE:**

**PEOPLE AND COMMUNITY**

# OUR CALLING

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**WE CARE FOR THE SOUL OF THE ARMY.**

**AS THE CHAPLAIN CORPS, WE HAVE A CALLING  
THAT DIFFERS FROM OTHER BRANCHES IN THE  
U.S. ARMY. IT IS OUR CALLING, WITH FAITH AT THE  
FOREFRONT, THAT SETS US APART AS WE SERVE  
THE NEEDS OF THE ARMY'S SOLDIERS, CIVILIANS,  
AND FAMILY MEMBERS.**



# OUR STORY

From the very inception of our United States, the combination of the non-establishment of religion with the free exercise of religion have been part of the bedrock of our democracy. These values are enshrined in the enormous body of documents penned by our founders, and delineated in the First Amendment to the U.S. Constitution, which provides that “Congress shall make no law respecting an establishment of religion or prohibiting the free exercise thereof.”

The U.S. Army Chaplain Corps enables that constitutionally mandated free exercise of religion by America’s Soldiers and facilitates and builds their spiritual readiness. The Corps does this by delivering direct spiritual and religious Soldier and Family care, and by providing moral leadership across the Army’s formations, at every echelon, everywhere and anywhere America’s Soldiers are required to perform their duties.

The Chaplain Corps preceded the Constitution and its amendments by several years, but the Corps is a product of our Nation’s fundamental commitment to religious freedom, and its recognition that religion plays an integral role in the lives of many of America’s Soldiers.

**AFTER THE CHAPLAIN CORPS WAS ESTABLISHED ON 29 JULY 1775, 218 CHAPLAINS SERVED IN THE CONTINENTAL ARMY DURING THE REVOLUTIONARY WAR. TODAY’S TOTAL FORCE CHAPLAIN CORPS INCLUDES 3,015 CHAPLAINS, 2,796 RELIGIOUS AFFAIRS SPECIALISTS, 539 CHAPLAIN CANDIDATES, 53 DIRECTORS OF RELIGIOUS EDUCATION, AND 92 OTHER DEPARTMENT OF THE ARMY CIVILIANS.**

As the highly diverse Soldiers of today’s U.S. Army train and deploy, they face a perpetually evolving strategic environment with increasingly complex challenges. The Chaplain Corps is a key and unique part of sustaining the readiness of America’s Soldiers to manage and overcome those challenges, while they perform their duties.

# OUR MISSION & VISION

## MISSION

The U.S. Army Chaplain Corps provides religious support and advises on matters of spirituality and religion to build strong, ready teams to deploy, fight, and win our Nation's wars as a unique and necessary branch of the Total Army that is fully engaged in Joint and multidomain operations in war and peace.

## VISION

The Army Chaplain Corps of 2030 builds Army spiritual readiness by investing in People, connecting them in spirit, and cultivating community across the full spectrum of conflict including Joint and multidomain operations. The Chaplain Corps cares for the soul of the Army in order to fight and win our Nation's wars.





# OUR LINES OF EFFORT

## RECRUIT

The Chaplain Corps will acquire the specialized religious support talent the Army needs by improving the Corps' marketing, recruiting, and onboarding.

## LEAD

The Chaplain Corps will develop our talent by improving the ways we educate, train, and credential the Corps.

## ALIGN

The Chaplain Corps will employ our talent by improving the ways we align religious support functions and capabilities across the Army.

## REVITALIZE

The Chaplain Corps will modernize all aspects of religious support delivery to support and help retain all members of the Army Family.

# WHO WE ARE

“Our diverse Chaplain Corps members are continuously engaging with one another to unify and enhance our efforts to deliver religious support across the Army.”

CH (MG) THOMAS L. SOLHJEM, CHIEF OF CHAPLAINS

Since its beginnings during the American War for Independence, the Chaplain Corps has evolved and diversified along with the rest of the Army. Roman Catholic Chaplains were added to the Corps during the Mexican-American War (1846-1848); and Jewish and African-American Chaplains were added to the Corps during the American Civil War (1861-1865). The Army commissioned its first woman Chaplain in 1974, its first Muslim Chaplain in 1993, its first Buddhist Chaplain in 2009, and its first Hindu Chaplain in 2011. Today's Chaplain Corps includes Chaplains representing a multitude of faith groups, and the Chaplain Corps Recruiting team is actively working to increase the Corps' diversity, with a special focus on increasing the number of women Chaplains in the Corps and the number of Chaplains representing Low-Density Faith Groups. Roman Catholic applicants selected in FY22 were up 1.11 percent from FY21, and Low-Density Faith Group applicants selected in FY 22 were up 4 percent from FY21.

**78%**  
of Soldiers Self-Identify  
with one of 128 Religious  
Faith Groups

Army Chaplains currently represent approximately 110 religious faith groups; but the Chaplain Corps cares for all Soldiers and their Families, regardless of their religious preferences, and even when they have no religious preference at all. Chaplains are at the center of the Chaplain Corps, but Chaplains don't

do it alone. The Army established an official position for enlisted assistants to Chaplains in 1909. Known as Chaplain Assistants until 1 October 2017, and now known as Religious Affairs Specialists, these Soldiers assist Chaplains with essential administrative and logistical support, while providing expertise in religious support and religious support operations.

The Chaplain Corps also includes Department of the Army Civilians, chief among them the Corps' Directors of Religious Education, who have been serving with the Army since 1948. Directors of Religious Education provide expertise in religious education theory and practice, teaching and learning theory, educational program design and implementation, human and faith development theory, curriculum design and evaluation, and spiritual formation.



## WHY WE SERVE

As the members of the U.S. Army Chaplain Corps — the Army's team of Chaplains, Religious Affairs Specialists, and Department of the Army Civilians — we understand the powerful forces that test and threaten the collective Soul of the Army, and the individual souls of America's Soldiers. We know these forces can feel unyielding and unrelenting, and that they can affect the readiness of our fellow Soldiers to fight and win our Nation's wars.

But there's a clear path forward – a path to shared meaning and purpose at the deepest level. That path starts with the recognition that each of us has immeasurable, inherent value, and incredible potential.

We serve to join America's Soldiers on that path; to guide them in understanding the forces arrayed against them, and the forces aligned with them; and to care for and shepherd them on their personal journeys of discovery, growth, and service.

Our mission has never been more important. Our skills have never been more relevant. Our time to serve is now. We care for the Soul of the Army. It is our sacred duty.



## OUR CAPABILITIES

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In their capacity as professional military religious leaders of distinctive faiths who are individually endorsed by civilian religious organizations, Chaplains perform rites, sacraments, and ordinances for Soldiers in their own faith groups, while providing access to the appropriate rites, sacraments, and ordinances for Soldiers in other faith groups, and also encouraging spiritual readiness in Soldiers of all faith groups and of no religious faith at all.

In their capacity as professional military religious staff advisors, Chaplains advise their commanders and their staffs on matters of religion, morals, and morale. These duties include assisting commanders with Soldiers' requests for religious accommodation, i.e., adjustments to work conditions that will allow a Soldier to practice his or her religion in accordance with his or her sincerely held beliefs. The Army's religious program is the commander's program; but throughout the Army's history, Chaplains have advised commanders on the impact of religion both within their own ranks and within the larger operational environment.

The Chaplain Corps' Religious Affairs Specialists and Army Civilians support the Corps' Chaplains and partner with them in caring for the Soul of the Army.

# OUR CORE COMPETENCIES

The three core competencies of the Chaplain Corps provide the team of Chaplains, Religious Affairs Specialists, and Army Civilians with focus and direction, as the Chaplain Corps executes its mission:

## NURTURE THE LIVING

Chaplain Corps members develop and execute a religious support plan that seeks to strengthen and sustain Soldiers and Family members.

## CARE FOR THE WOUNDED

Chaplain Corps members assist in the healing process, by bringing help and hope to those who have been wounded and traumatized in body, mind, and spirit. Chaplains also provide pastoral care and comfort to the dying.

## HONOR THE FALLEN

Chaplains conduct memorial ceremonies, services, and funerals, fulfilling a vital role in rendering tribute to America's sons and daughters who pay the ultimate price, while serving our Nation in the defense of freedom.



# ORGANIZATIONAL TRANSFORMATION

“Transformation requires persistence and patience, and celebrating major milestones to keep momentum moving forward.”

CH (MG) THOMAS L. SOLHJEM, CHIEF OF CHAPLAINS

In 2016, the Office of the Chief of Chaplains (OCCH) began taking steps to reform the Chaplain Corps to meet Army readiness needs in support of Force 2025 and Beyond, while addressing two main challenges:

1. Developing the right organizational structure to operate effectively within the complex strategic environment facing the Army
2. Effectively integrating operational religious support functions

To mitigate the above challenges and align Chief of Chaplains (CCH) proponent authorities and responsibilities, the CCH directed the following organizational changes.



*The Active Component Deputy Chief of Chaplains, Chaplain (Brigadier General) William "Bill" Green, Jr., has served as the lead for Chaplain Corps Organizational Transformation during his tenure since August 2019. He has also served as the first Director of the United States Army Institute for Religious Leadership (USA-IRL), which is described below.*

“We must regularly pause to recognize and celebrate our team and the many things we continue to accomplish together, while keeping our eyes on our Transformation goals.”

CH (BG) BILL GREEN, DEPUTY CHIEF OF CHAPLAINS



## **INSTITUTE FOR RELIGIOUS LEADERSHIP**

Upon completion of extensive analysis, the CCH determined that it was essential to establish a new organizational entity at Fort Jackson, SC, called the United States Army Institute for Religious Leadership (USA-IRL). This organization replaced the United States Army Chaplain Center and School (USACHCS). The USA-IRL is comprised of the Religious Leadership Academy (RLA), the Non-Commissioned Officer Academy (NCOA), the Graduate School, and the Religious Support Operations Center (RSOC). The USA-IRL is designed to enhance the investments the Chaplain Corps makes in developing its strategic leaders, and to improve the effectiveness and efficiency of religious support delivery.

## **STRATEGY, PROPONENCY, AND RESOURCES DIRECTORATE**

The OCCH staff in the Pentagon was also restructured while the USA-IRL was being established. The staff is now organized as the Strategy, Proponency, and Resources Directorate (SPR). The SPR Directorate aligns OCCH with Secretary of the Army objectives and Headquarters, Department of the Army bureaucratic functions, while also establishing greater unity of effort under the leadership of the CCH. The SPR Directorate supports the CCH's commitment to ensure that the Corps' readiness meets the challenges of multidomain operations and large-scale combat operations in 2030 and beyond, as the Corps continues to deliver religious support and build Army spiritual readiness within that context.

## **RELIGIOUS SUPPORT OPERATIONS CENTER**

As the OCCH staff was being reorganized in the Pentagon, the CCH's operational functions were moved to Fort Jackson, South Carolina, with the establishment of the Religious Support Operations Center (RSOC). The RSOC operationalizes the work of the SPR and links OCCH to the Chaplain Corps as it is fielded around the world. The RSOC includes the following divisions: Personnel, Reserve Component Integration, Recruiting and Accessions, Religious Support, and Operations/Training.

## **CHIEF'S INITIATIVES GROUP**

The Chief's Initiatives Group (CIG) was established to provide direct assistance to the CCH through top-down directed design, development, synchronization, and distribution of key elements of the CCH's vision, while simultaneously empowering and equipping local Chaplain Corps leaders to build community readiness through a bottom-up refinement process focused on local initiatives and pilots. This work starts with identifying strategic religious support needs and capabilities gaps, and then working in collaboration with others to design, develop, demonstrate, and deploy innovative Chaplain Corps strategic initiatives. Several of the strategic initiatives listed in the next section were launched by the CIG.

# RECENT KEY STRATEGIC INITIATIVES

The Chaplain Corps provides the Army's resident expertise in human multidimensionality and the human search for meaning. That expertise comes with the responsibility to explore new and more influential ways of sharing that expertise, even as Chaplains and other Chaplain Corps members remain true to their respective religious faith traditions, while respecting one another's religious faith traditions and the religious faith traditions of the Soldiers they serve. In caring for the spiritual well-being of the Army's People, the Chaplain Corps must leverage creative and innovative approaches to positive messaging, counseling, spiritual care, and religious support programs, including religious services.

## SENIOR COMMAND CHAPLAIN PROGRAM

After examining the effectiveness of chaplains in supporting their commanders, IAW HQDA EXORD 265-16, Chaplain Corps Readiness ISO Force 2025, OCCH determined that commanders were not receiving the support they needed in transforming the Army to continue meeting the needs of our Soldiers and their Families. The Senior Command Chaplain role was established to address that shortfall, by ensuring that commanders have personal staff officers who are able to advise them on strategic and operational religious support issues across their formations.

Senior Command Chaplains in the rank of Colonel have the following specific areas of responsibility:

Advise the Chief of Chaplains regarding religious support on and across their specified installations/organizations.

Serve on the personal staff of their Commanding Generals, as the senior Subject Matter Experts and coordinators for all religious advisement across the division or Center of Excellence.

Lead the Lieutenant Colonel Division and Deputy Garrison Chaplains, in coordinating and providing operational religious support across their installations and formations.



## THE SPIRITUAL READINESS INITIATIVE



“Building Army spiritual readiness is a key part of how we ‘Invest in PEOPLE, Connect them in Spirit, and Cultivate COMMUNITY!’ as we ‘Care for the Soul of the Army.’”

CH (MG) THOMAS L. SOLHJEM, CHIEF OF CHAPLAINS

The Army has been focused the last 30 years on four domains (physical, nutritional, mental, and sleep), with minimal emphasis on the spiritual domain. After the challenges in more than 20 years of conflict, the Army Holistic Health and Fitness (H2F) System now includes an emphasis on the importance of spiritual readiness at our core as human beings.

In support of H2F, the Chaplain Corps engaged thousands of participants at more than 25 Army locations with Spiritual Readiness Initiative (SRI) events in 2021 and 2022. The SRI provided training on the science of spirituality and what it means to say that we have bodies, minds, and spirits. The Chaplain Corps conducted SRI events in partnership with the Army Surgeon General and the Chief of Behavioral Health to train Unit Ministry Teams, Behavioral Health Providers, Command teams, and others on how to work together to build Army spiritual readiness as a protective and empowering factor for the individual members of the Army and for our organizations.

In 2023, the SRI transitioned to Spiritual Readiness Training (SRT), which is being incorporated into the curriculum at the Religious Leader Academy (RLA). It is also being developed as field training for Chaplains and Religious Affairs Specialists on the fundamentals of conducting Spiritual Readiness Assessments, and on how to advise leaders and other helping agencies on the spiritual domain of H2F.

Army Field Manual 7-22, H2F, says this about spiritual readiness: “Spiritual readiness develops the personal qualities a person needs in times of stress, hardship, and tragedy. These qualities come from religious, philosophical, or human values and form the basis for character, disposition, decision making, and integrity. People develop their spiritual readiness from diverse value systems that stem from their religious, philosophical, and human values. The spiritual readiness domain is inclusive and universally vital to all personnel no matter their background, philosophy, or religion. It applies to both religious and non-religious persons and concepts. Leaders play an active role in creating and fostering a climate that encourages individual spiritual readiness according to their respective worldviews, while at the same time communicating respect and dignity for diversity in a pluralistic setting.”

Peer-reviewed scientific data shows that spiritual readiness is the most protective and preventative factor we can bring to harmful behaviors and Army culture:



The Chaplain Corps is uniquely postured to build Army spiritual readiness as an integral and fundamental element of supporting holistic wellbeing among our Soldiers, Civilians, and Family members.

## GENERAL OFFICER AND SENIOR SPOUSE SPIRITUAL READINESS PILOTS

In combination with the SRI, the CIG designed, developed, and demonstrated spiritual readiness training for general officers and senior spouses, to support their holistic wellbeing, as they navigate the challenges of leadership demands and subordinate mentoring. This Chaplain-led training was intended to help those in attendance (1) be more self-aware and become more deeply rooted in their faith identities and/or spiritual beliefs, (2) build stronger positive social networks, (3) develop a deepened sense of purpose and meaning in life, (4) develop improved relationship skills and team-building techniques, (5) share and integrate a commitment to spiritual readiness with their fellow military leaders, their Chaplains, and their communities, and (6) positively impact the Army Family as spiritually ready leaders. The training has been coordinated with the Army Strategic Education Program (ASEP) executed by the Army War College.



## STRONG BONDS PROGRAM REFORM: LAUNCHING BUILDING STRONG AND READY TEAMS



The Building Strong and Ready Teams (BSRT) program was implemented on 1 October, IAW EXORD 135-22.

For over 20 years, Strong Bonds served as the premier training opportunity for Army relationship building. Those many years of Strong Bonds training taught the members of the Chaplain Corps that there are even better ways to do this important work. After a great deal of effort developing and analyzing courses of action for reforming Strong Bonds, the result is BSRT, which will maximize Command vision and influence, and deliver greater Unit impact, in order to build spiritual readiness and holistic wellness across our Army. BSRT is a Command-directed, Chaplain-led, and community-partnered program that builds and maintains healthy Soldier and Family structure, as one of many Unit Ministry Team (UMT) activities.

### Highlights

1. **BSRT** places the Commander in the driver's seat: Maximizes Command input enabling Unit Ministry Teams to tailor programming according to the Commander's vision.
2. **BSRT** increases Unit throughput: Reducing overhead costs allows more Soldiers and Family members to attend training, maximizing overall Unit impact and Team cohesion.
3. **BSRT** provides increased scheduling flexibility: Enables Commanders to schedule training to accommodate their training calendars, increasing Unit participation.
4. **BSRT** broadens scope: Training objectives will focus on spiritual readiness and holistic health in addition to relationship enhancement.

## U.S. ARMY ALASKA “MISSION 100” SUPPORT

In response to the disturbing prevalence of suicide among service members stationed in Alaska in 2021 and early 2022, and in partnership with U.S. Army Medical Department Activity Alaska, U.S. Army Alaska (USARAK) requested a temporary surge of Army Chaplain Family Life Counselors to enhance real-time Chaplain access for Fort Wainwright and Joint Base Elmendorf-Richardson personnel. Each Chaplain assigned to this mission facilitated full-spectrum support for USARAK “Mission 100,” by expanding the range of support options available to Soldiers while operating as embedded non-medical counselors in Behavioral Health Clinics and in In-and-Out-Processing Centers.

Twenty-four Chaplains and three Religious Affairs Specialists from the Army National Guard and Army Reserve Components were initially deployed in support of this effort to ensure the continuity of care for Alaska-based Soldiers and Family members. This initiative significantly enhanced the support capabilities available to Soldiers in Alaska, by providing 100 percent confidential counseling delivered by religious support professionals. This integration of Army Chaplain counselors delivered up to 90 hours per month per counselor of additional counseling services across the command, drastically reducing behavioral health wait times and helping to support and protect the force.

## THE STRATEGIC LEADER DEVELOPMENT PRAXIS



In order to further the professionalization of the Chaplain Corps, the CIG rolled-out this flagship initiative in 2018 and executed pilots through 2022. The purpose was to provide Army Chaplains and Chaplain Corps senior non-commissioned officers a grade-plate specific Strategic Leader Development opportunity designed to mitigate identified skill gaps in strategic level leadership, strategic thinking, organizational understanding, and innovative Generation-Z ministry approaches. Leveraging ministry experts, university professors, business leaders, strategy designers, Army leaders, and retired General Officers, cohorts of Army Chaplains and Religious Affairs Specialists received exposure to cutting-edge research and leadership methodologies, to empower them to work to solve pressing and complex Army-wide problems of strategic importance while enhancing religious support delivery to the Army. Total throughput as of early 2023 was 421 Chaplains and non-commissioned officers in 75 cohorts.

## THE ARMY CHAPLAIN CORPS COMMUNITY STRATEGY



Despite the many opportunities for human connection provided by modern technology, social isolation is increasing across our nation at unprecedented rates. The detrimental effects of this isolation impact the readiness of our Army's People, our cohesion as a team of teams, and our Army's ability to win in combat. The Chaplain Corps must remain at the tip of the spear when combating social isolation and its effects in the Army.

The Chaplain Corps mission of building Army spiritual readiness drives the Corps' desire to cultivate life-giving Army communities. True community—consisting of mutually enriching human connections—acts as an antidote to social isolation and an empowering force for overall Army readiness. The Army Chaplain Corps Community Strategy was developed by the Community Readiness Division of the Office of the Chief of Chaplains, to support creative new ministry solutions that will strengthen Army spiritual readiness by cultivating community across the Army's installations and formations.



## CHAPLAIN CORPS JOURNAL

The Chaplain Corps reinstated publication of the Chaplain Corps Journal in 2018, after a several-year hiatus. In 2022, the Journal published two issues rather than one, as it had in previous years. This was a significant accomplishment and represents the intended publication schedule going forward. The Journal is a peer-reviewed venue that publishes work from a practical or theoretical perspective on issues relevant to chaplaincy in the context of national defense. This academic and practical orientation has positioned the Journal as an important means of further professionalizing the Chaplain Corps.

In 2022, the Journal staff also supported the production of *The Free Exercise of Religion and Spirituality in the Army: A Special Publication of the Chaplain Corps. Advising Commanders on issues of religious practice and religious accommodation requires Chaplains to understand the appropriate ways for supporting free exercise and building spirituality in our Army formations.* This publication is a practical guide to those issues that includes articles written by an Army Senior Leader, by a member of the Judge Advocate General's Corps and a Chaplain, and by a Senior Chaplain.

Army Regulation 165–1, Army Chaplain Corps Activities, says, “In the pluralistic religious setting of the military, the Chaplain Corps performs or provides religious support for all Soldiers, Family members, and authorized Department of Defense (DOD) Civilians from all religious traditions.” Balancing the duty to perform religious support with the duty to provide religious support is central to the identity of each Chaplain and to the Chaplain Corps as a whole, and this volume is intended to assist in maintaining that balance.

## CHAPLAIN FOR LIFE PROGRAM

Historically, many Army Chaplains have returned to a life of civilian ministry upon separating from the Army. In recent years, however, a growing number of Army Chaplains have separated from military service with no plans to continue in ministry. Concerned with this trend, the CCH directed the establishment of a new strategic initiative called Chaplain for Life.

The mission of the Chaplain for Life (CFL) program is to assist Chaplains with transitioning from Army ministry into continued ministry outside the military. CFL is designed to work in conjunction with the Army's Soldier for Life - Transition Assistance Program (SFL-TAP).





## CAPABILITIES-BASED ASSESSMENT

In accordance with EXORD 136-22, Chaplain Corps Capabilities-Based Assessment (CBA), Active Component, Army National Guard, and Army Reserve Chaplain Corps leaders have been collaborating to conduct an intensive analysis of our Chaplain Corps across the Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy (DOTMLPF-P) domains. This work will be completed during the summer of 2023, and supports the Army's work to transform in order to execute multidomain operations in the years 2030 to 2040. The CBA will help to reorient and restructure the Chaplain Corps to support a shift in Army culture toward spiritual readiness enrichment and preventative care, and ensure the availability of comprehensive Chaplain Corps religious support capabilities that are aligned with current and future Army requirements.

The issues explored, the discussions pursued, and the recommendations developed in the course of the CBA will provide the Army with a thorough assessment of the Chaplain Corps, of its potential gaps while conducting future operations, and of viable solutions for addressing those gaps. The CBA represents challenging but essential work that is the first of its kind in the history of the Chaplain Corps.



# KEY THEMES AND MESSAGING

- ★ Since 1775, even before America became a country, the U.S. Army Chaplain Corps' sacred calling and purpose has been to "Care for the Soul of the Army."
- ★ People are the Army's #1 priority, and the Chaplain Corps is committed to "Investing in People, Connecting them in Spirit, and Cultivating Community," to help build cohesive, highly trained, disciplined, and fit teams.
- ★ The People of the Army must stay socially and spiritually connected to one another to prevent suicide in the Army and to counteract harmful behaviors such as sexual harassment and assault, extremist activity, racism, and domestic violence.
- ★ In caring for the spiritual well-being of the Army's People, the Chaplain Corps leverages creative and innovative approaches to religious support programs, including religious services, positive messaging, counseling, spiritual care, and other Chaplain Corps activities.
- ★ The Chaplain Corps is empowering local religious leaders to create a new generation of vibrant communities where Army Families live.
- ★ Supporting religious liberty is a vital component of building Soldier spiritual readiness, a key domain of Army Holistic Health and Fitness. Supporting religious liberty also provides a foundation for moral and ethical development, and promotes diversity, equity, and inclusion. All these efforts support the Army's People First focus.
- ★ Supporting religious liberty with an effective religious accommodation process facilitates the building of cohesive teams.



# OUR VOICE

Our voice is full of strength and life. We compel others to believe and to act, with deep reservoirs of hope, confidence, and resolve.

## Our voice is:



### RESOLUTE

We extend the mission and vision of the U.S. Army while fulfilling our sacred duty. Faith grounds us and galvanizes us; and we speak and act with confidence, helping to empower others.



### INSPIRING

We are trusted leaders who provide help and hope, even when situations seem impossible to overcome. We encourage everyone we encounter to continue to become better versions of themselves.



### AUTHENTIC

We are genuine in every word and deed. We are relatable, encouraging diversity and a sense of community for all. Because those for whom we're responsible come from many different backgrounds, it's important to us to be approachable and easy to understand.

# OUR TONE

As we execute our sacred duty and deliver religious support worldwide, we exude strength and hope, while striving to model character, compassion, and encouragement.

## Our tone is:



### RELATABLE

We strike a balance between being human, but also formal and authoritative, when necessary. We show our teammates who we are and help them discover who they can be.



### INCLUSIVE

We are accepting of all, regardless of background or experience. Our openness builds credibility and trust in relationships.



### INTENTIONAL

We are purposeful in everything that we say and do, helping to increase community, camaraderie, and cohesion.



### HUMBLE

Our delivery is easy to understand, clear, caring, and cordial, in service to others. Our faith guides us, and we encourage others to let their faith guide them, as well.

# WHAT THE CHAPLAIN CORPS BRINGS TO THE FIGHT

## CHAPLAINS

### **Maturity**

Chaplains are generally older than most Soldiers and Company Grade leaders.

### **Unique Perspective**

Chaplains experienced life and various professions outside of the Army prior to volunteering to serve. This makes their advisement noteworthy.

### **Life Experiences**

Many Chaplains have served as Senior Pastors, Business Owners, Entrepreneurs, and Law Enforcement. Their work in leading non-profits and working with volunteers is notable.

### **Education**

Chaplains are among the Army's most educated officers. Every Chaplain is a seminary graduate; most possess 90 hour Master of Divinity Degrees. Many possess PhDs and Doctorates of Ministry too.

### **Courage**

Chaplains embody courage as their ministries are not always recognized or appreciated.

### **Call**

All Chaplains testify to the call of God in their lives making their service unique. This call to ministry and to serve you, our Commands, and your Soldiers and Families undergirds all that Chaplains bring to the fight.

### **100% Confidentiality**

Chaplains make great listeners, and all discussions are 100 percent confidential.

### **Constitutional Care**

Chaplains exist to strike a balance between Establishment and Free Exercise. They will perform or provide religious support for all Soldiers, Family members, and authorized Civilians from all religious traditions. They cooperate without compromise.

## RELIGIOUS AFFAIRS SPECIALISTS

### Unique Perspective

Religious Affairs Specialists provide an Enlisted perspective to all religious support operations and are often among the most trusted Enlisted Soldiers in any formation. This makes their advisement noteworthy.

### Distinct Advisement

The role of Religious Affairs Specialists as advisors to their Chaplains and unit Senior Enlisted NCOs provides distinct insight into the lives, morale, and overall readiness of Soldiers and Families across the organization.

### Combatants

Chaplains are non-combatants. Religious Affairs Specialists perform security, ensuring the safety of their Chaplains and the successful completion of the religious support mission.

### 100% Confidentiality

Religious Affairs Specialists make great listeners, and all discussions are 100 percent confidential.

### Constitutional Care

Religious Affairs Specialists exist to assist their Chaplains and Commands in striking a balance between Establishment and Free Exercise. They support their Chaplains in performing or providing religious support for all Soldiers, Family members, and authorized Civilians from all religious traditions. They too cooperate without compromise.



## DIRECTORS OF RELIGIOUS EDUCATION

### Leadership

Directors of Religious Education (DREs) have extensive experience recruiting, training, and leading complex teams of volunteers from diverse backgrounds. They lead the Army's largest volunteer force, Chapel Volunteers!

### Education and Expertise

DREs bring with them a Master's or Doctorate Degree in the field, along with years of experience supporting civilian places of worship and schools.

### Creativity

DREs complement the work that Chaplains do in preaching, counseling, and worship leadership, by building programs to meet the unique needs of the Army community.

### Connectivity

DREs are experts at intentionally cultivating connection in the Army's multi-faith environment. Religious Education programs provide unique opportunities for people to connect with their faith traditions, their Chaplains, and the communities around them.

### Resources

DREs evaluate, curate, adapt, write, and implement a variety of curriculum resources designed for deepening spiritual formation and strengthening the spiritual core. They are also well connected with other Army community resources.

### Respect and Energy

DREs respect and support the religious and spiritual formation needs of all Soldiers and their Families, while leading lifespan faith formation programs that build the spiritual readiness of the force.

## ARMY CIVILIANS

### Mission-Essential Support

Army Civilians provide mission-essential support to the Army by serving as a workforce of talented, qualified people filling critical non-combat positions.

### Professional Expertise

Army Civilians bring significant educational and professional credentials to their work and are united by the vision of helping to ensure the Army wins in a complex world.

### Unity of Effort

Army Civilians and Soldiers together form a single force working together to accomplish a common mission and common goals.

### Stability

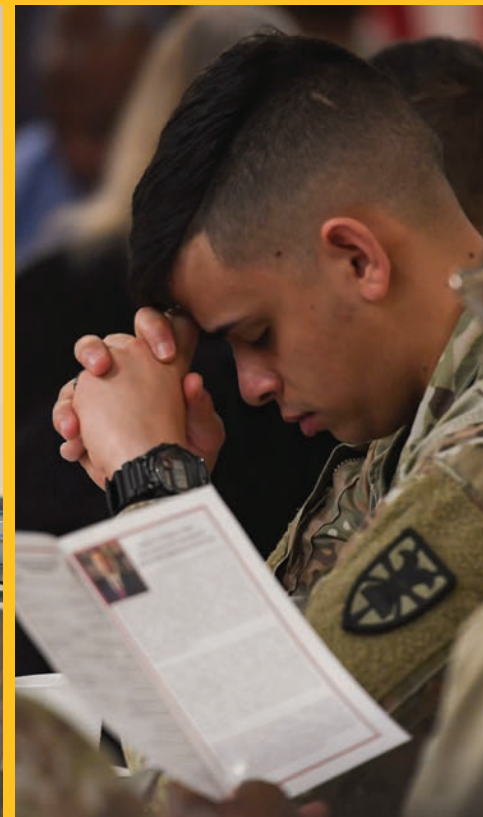
Because Army Civilians are not required to move every two to three years, they serve as an important stabilizing force, especially during times of transition.

### Cultural Competence

Many Army Civilians have a prior connection with the military, as Veterans, Spouses, Dependents, or Family Members, creating a deep passion for supporting the Army and its People.

## JOIN THE CONVERSATION

<b>GOARMY</b>	<a href="http://WWW.GOARMY.COM/CHAPLAIN">WWW.GOARMY.COM/CHAPLAIN</a>
<b>ARMY.MIL</b>	<a href="http://WWW.ARMY.MIL/CHAPLAINCORPS">WWW.ARMY.MIL/CHAPLAINCORPS</a>
<b>FACEBOOK</b>	<a href="http://WWW.FACEBOOK.COM/ARMYCHAPLAINCORPS">WWW.FACEBOOK.COM/ARMYCHAPLAINCORPS</a>
<b>TWITTER</b>	<a href="http://WWW.TWITTER.COM/ARMYCHAPLAINS">@ARMYCHAPLAINS</a>
<b>FLICKR</b>	<a href="http://WWW.FLICKR.COM/ARMYCHAPLAINCORPS">WWW.FLICKR.COM/ARMYCHAPLAINCORPS</a>
<b>YOUTUBE</b>	<a href="http://WWW.YOUTUBE.COM/USARMYCHAPLAINCORPS">WWW.YOUTUBE.COM/USARMYCHAPLAINCORPS</a>
<b>LINKEDIN</b>	<a href="http://WWW.LINKEDIN.COM/COMPANY/U-S-ARMY-CHAPLAIN-CORPS">WWW.LINKEDIN.COM/COMPANY/U-S-ARMY-CHAPLAIN-CORPS</a>
<b>INSTAGRAM</b>	<a href="http://WWW.INSTAGRAM.COM/ARMYCHAPLAINCORPS">WWW.INSTAGRAM.COM/ARMYCHAPLAINCORPS</a>



“Our Army Chaplain Corps cares for the Soul of the Army. We understand the physical, mental, and spiritual challenges our Soldiers face; and we encourage their Families while supporting their Soldiers at home and on deployment. We also support our leaders, as they make challenging decisions to ensure that our Army successfully keeps America safe today and in the future.”

CH (MG) THOMAS L. SOLHJEM, CHIEF OF CHAPLAINS



**U.S. ARMY**



For more information, visit

<https://www.army.mil/chaplaincorps>

<https://www.goarmy.com/careers-and-jobs/specialty-careers/chaplain.html>

<https://www.nationalguard.com/chaplain>

<https://www.goarmy.com/chaplain/religious-affairs-specialist.html>