



THE SEAMEN'S CHURCH INSTITUTE

STRATEGIC PLAN | 2023 - 2028

seamenschurch.org

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Introduction

ACKNOWLEDGEMENTS

STEERING COMMITTEE (SC)

Bruce Paulsen *SCI Board Chair*
Mark Knoy *SCI Board Vice-Chair*
Mark Nestlehutt *SCI President & Executive Director*

Jenny Butler *SC Co-Chair*
Phil Greene *SC Co-Chair*

Blythe Daly *Advocacy TF Chair*
Kristin Miles *Chaplaincy TF Chair*
Alan Ginsberg *Maritime Education TF Chair*
Craig Philip *Comm./Dev./Gov. TF Chair*

Jennifer Carpenter *SCI Trustee*
Rich du Moulin *SCI Trustee*

Amy Mugavero *SCI Director*

TASK FORCE (TF)

ADVOCACY

Jeanne Grasso *TF Vice-Chair*
Phil Schifflin *SCI Director*

CHAPLAINCY

Jim Lawrence *TF Vice-Chair*
Kent Furlong *SCI Trustee*
David Shirk *SCI Chaplain*
Mandy Culbreath *External Expert*
David Fleenor *Stony Brook*
Alyse Lisk *TOTE*

MARITIME EDUCATION

Mary McCarthy *TF Vice-Chair*
Stephen Polk *SCI Director*
Garland Hardy *LANTEC Marine*
Jay Rivera *Riben Marine*
Herb Taylor *Kongsberg*

COMM./DEV./GOV.

Jim Hamilton *TF Vice-Chair*
Kathleen Haines *SCI Trustee*
Evan Brown *SCI Director*

METHODOLOGY

Divided into three phases of work, the strategic planning process assessed past successes, determined future priorities, and charted the path forward for the next five years.

	OCT 2022	NOV	DEC	JAN 2023	FEB
STRATEGIC PLANNING PREPARATION <ul style="list-style-type: none"> ✓ Finalized Steering Committee and Task Force members ✓ Conducted e-survey and analyzed findings 	Steering Committee Kick-Off Meeting				
STRATEGIC PLANNING MEETINGS <ul style="list-style-type: none"> ✓ Led Task Force meetings to confirm goals and priorities ✓ Assessed feasibility to accomplish priorities and discussed metrics to measure progress 		2 nd Steering Committee Meeting			
ANALYSIS & REPORTING <ul style="list-style-type: none"> ✓ Reviewed and finalized subcommittee growth plans with SCI Leaders ✓ Drafted and presented Final Strategic Plan 				3 rd Steering Committee Meeting	Final Steering Committee Meeting



Strategic Plan 2023-2028

EXECUTIVE SUMMARY

More than five years ago, **bound by a mission that unifies, a vision that inspires, and a strategy that spans departments and programs**, we outlined opportunities to enhance our impact on mariners across our sectors. The resulting 2018-2023 SCI Strategic Plan charted a path for program growth, infrastructure enhancement, and strengthened collaboration. This foundational guide, in combination with the challenges posed by the COVID-19 pandemic, pushed us to develop innovative ways to deliver our services to an even wider community of mariners.

At the start of this new strategic planning process, we evaluated the past five years of growth and progress. We considered the milestones reached, the effectiveness of our strategies, and the opportunities to improve on our work. We assessed our ability to meet the changing needs of mariners and the action required to maximize our impact. From this, we recognized a need to infuse data- and measurement-related skills and practices throughout all aspects of the organization, as well as become a cross-functional organization that holistically supports the mariner. What emerged from this intentional process is the **new 2023-2028 SCI Strategic Plan, which is grounded in our four anchors of improving the health and wellbeing of mariners, providing best-in-class training, raising awareness of the sacrifices made by mariners, and increasing our organizational efficiency and effectiveness.**

With our mission as our compass, this plan is intended to be a guide for the journey ahead by concentrating on **five interdependent strategic priorities: expanding our reach, fostering innovation, telling the SCI story, achieving financial stability, and optimizing systems and structures.** Across these sections, we outline 15 strategic initiatives, indicators to measure progress and success, and leaders to steer the implementation of these strategies at their discretion. By the end of this planning period, **SCI will emerge as an organization on a trajectory toward greater impact and sustainability that will influence the world's understanding and service of mariners.**

OUR MISSION AND VALUES

Ensuring a strong foundation for this work.

MISSION

Founded in 1834, the Seamen's Church Institute (SCI) promotes the safety, dignity, and improved working environment for those serving in North American and international maritime communities through pastoral care, training, advocacy, and thought leadership.

VALUES

SCI leverages the interdisciplinary strengths of our institution by emphasizing teamwork among our employees so we can **positively impact mariners' quality of life.**

With an integrative approach connecting the Institute's work in maritime ministry to fields like law, education, public health, and public policy, SCI continues to **provide thought leadership globally on the maritime workplace and mariner quality of life.**

FOUR ANCHORS GROUND OUR STRATEGIC PLAN

Each initiative and activity in this document supports at least one anchor.



1.

Improve the health and wellbeing of mariners and their families – physically, mentally, and spiritually



2.

Provide best-in-class training opportunities that ensure better and safer working conditions on the water



3.

Raise awareness around the sacrifices mariners make to support the global economy and advocate for policies and practices that will improve their quality of life

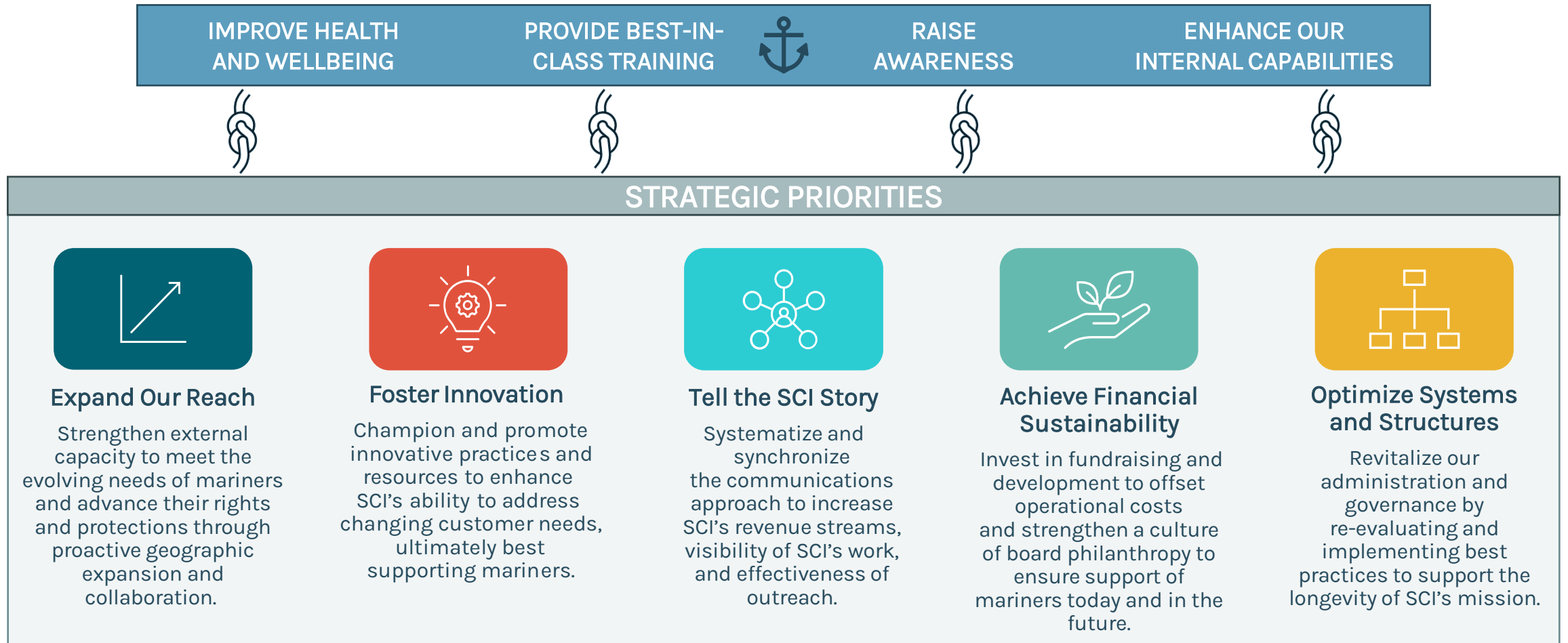


4.

Build and grow our internal capabilities to more efficiently and effectively meet the immediate and emerging needs of mariners

STRATEGIC PRIORITIES

The actions and commitments we are making to achieve our goals.



STRATEGIC INITIATIVES

The actions required to efficiently and effectively create impact.



IMPROVE HEALTH AND WELLBEING

PROVIDE BEST-IN-CLASS TRAINING



RAISE AWARENESS

ENHANCE OUR INTERNAL CAPABILITIES

EXPAND

INNOVATE

COMMUNICATE

SUSTAIN

OPTIMIZE

1. Increase the national footprint of our chaplaincy program

2. Grow and diversify our feasibility study practice

3. Leverage our industry partnerships to expand our services

Chaplaincy

Center for Maritime Education

Chaplaincy, Advocacy

- No mariner within SCI's Ministry on the River Chaplaincy purview is more than two hours from support.
- Expanded Ministry on the River with additional Chaplains/Chaplain Associates, geographically prioritizing New Orleans and the upper river, while exploring port chaplaincy opportunities in Jacksonville and the Great Lakes.
- Increased presence around the Gulf and Atlantic Coast and to Great Lakes vessels in coordination with SCI's supportive U.S. based shipping companies.
- Formalized a plan to more effectively deploy SCI Chaplains outside their current geographic region (i.e., expanded presence with maritime colleges, establishing an emergency fund for deployments, etc.).
- Systems in place to track geographic growth of Chaplains/Chaplain Associates.

- Clear understanding of the feasibility study market, SCI's ability to increase its base of customers, and the impact of increasing the number of customers served.
- Year-over-year growth of customers and revenue from feasibility studies.
- Systems in place to track performance and impact.

- Expanded collaboration with U.S. merchant marine academies in areas like SASH, seafarers' rights, pastoral care, and crisis and suicide intervention training.
- Increased understanding among the SCI corporate community of the SCI mission and their mutual efforts to facilitate the best care and support of mariners.
- Strengthened relationships with international organizations and partners that either support or benefit from SCI's work (internally or externally).
- Systems in place to track growth of partnerships.

FUTURE STATE

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4. Standardize both our chaplaincy and mariner education training models

5. Utilize technology to better support our programs

6. Proactively collaborate, internally and externally, to promote innovation

Chaplaincy, Center for Maritime Education

Chaplaincy, Center for Maritime Education

Chaplaincy, Advocacy

FUTURE STATE

- Clear understanding of which chaplaincy services are most needed by assessing the effectiveness of the current chaplaincy training model (CISM, ASIST, and SASH) and the changing needs of mariners.
- Standardized chaplaincy training program and curriculum, including the recruitment and onboarding of new Chaplains/Chaplain Associates.
- Evolved maritime education program towards a complete mariner assessment training model, including pre- and post-training modules.
- Minimized gaps within training to address the most urgent needs in a cost-effective manner, including expansion into harbor assist and coastal tugboat training.
- Systems in place to assess customer satisfaction, monitor maritime education program successes, determine customer programming needs, and identify areas to adjust or expand current programming.

- Improved capacity for crisis intervention across the U.S. and internationally, utilizing communications technology to cross-train and regularly communicate with Chaplains/Chaplain Associates.
- Optimized utilization of new K-Sim operating system, significantly enhancing mariner training and feasibility studies.
- Systems in place to track individual training records and identify performance gaps.
- Better and continued understanding of emerging trends (i.e., offshore wind) and SCI's role and ability to meet these changes.

- Focused advocacy efforts to address specific mariner issues.
- Effective collaboration among all SCI programs to develop innovative approaches to address critical mariner issues.
- Active voice in promoting best practices in the maritime industry and advocating for policies that protect the health and wellbeing of mariners and their communities.
- Increased understanding among the public, decision-makers, and policymakers about challenges facing mariners to inspire change.
- Strengthened network of partners who share examples of best practice and learn from one other.

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7. Align SCI's development and communications plans

Chaplaincy, Center for Maritime Education, Advocacy

- Effectiveness of existing communications is assessed (i.e., branding, digital tools, collateral materials, concepts, outreach efforts, etc.).
- Developed communication guidelines.
- Identified key messages, collateral, and communication channel priorities to increase SCI's visibility and impact in supporting the health and wellbeing of mariners.
- Established Communications Working Group to facilitate integration of communications across the organization.

8. Package stories of SCI's impact for key audiences

Chaplaincy, Center for Maritime Education, Advocacy

- Implemented system to catalog stories and case studies that demonstrate SCI's impact and value proposition.
- Segmented collateral developed to effectively communicate to relevant audiences the SCI story and impact.
- Staff and leadership have access to marketing materials and are trained on how and when to communicate "the story."

9. Increase awareness of SCI's mission and vision

Chaplaincy, Center for Maritime Education, Advocacy

- Platforms identified and systematically integrated into the communication plan to position SCI as an authority (i.e., webinars, journals and periodicals, newspapers, etc.).
- Thoughtful utilization of social media, directed ads, and Google to drive website activity and promote key messages.
- Systems in place to track effectiveness of strategies.
- Internal and external stakeholders will have a thorough appreciation of SCI's work and impact.

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10. Align fundraising priorities to support organizational goals

Chaplaincy, Center for Maritime Education, Advocacy

- Annual plan is guided by a goal-setting meeting with all key leaders and staff prior to the start of each fiscal year to identify specific organizational needs/projects to fund each year.
- Adoption of multi-prong annual fundraising calendar where all messaging, follow up, and touchpoints are mapped out.
- Each project has a set of quantitative and qualitative goals, as well as defined roles and responsibilities for each department, with due dates and regular status updates.

11. Expand the annual giving program and cultivate major gift prospects

Chaplaincy, Center for Maritime Education, Advocacy

- Expanded base of donors and prospects.
- Updated and optimized use of database to track fundraising progress and assess opportunities.
- Systems in place to monitor and drive prospect activity.
- Multi-faceted cultivation and stewardship plans segmented by giving level and constituency type.
- Elevated SCI partnerships and increased collaborations to raise awareness among key audiences (i.e., matching/challenge gifts, corporate sponsorship, etc.).
- Better understanding of opportunities and tactics to engage future prospective major gift donor segments (i.e., a “membership model” focused on younger industry and non-industry demographic).

12. Promote a culture of philanthropy within the Board

Chaplaincy, Center for Maritime Education, Advocacy

- Standardized Board evaluation process, including establishing individual fundraising goals and plans, evaluating semi-annually, and receiving Board member feedback.
- Consistent and supportive communication between Board and development staff (i.e., schedule regular check-ins between SCI Development Team and Board Development Committee, send quarterly “newsletter,” ask strong fundraisers to speak at Board meetings, etc.).
- Increased Board support, leveraging their networks and dedicating time to donor engagement.
- Segmented strategies developed to transition Board members while maintaining their engagement and financial support (i.e., Honorary Trustee, President’s Circle, etc.).

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13. Implement a growth plan to maximize impact and manage costs

Chaplaincy, Center for Maritime Education, Advocacy

- Recruitment plan developed to attract qualified candidates over time to support urgent and long-term organizational needs and goals.
- High yield revenue generating strategies employed in a coordinated and consistent manner.
- More time devoted to high-impact activities and optimal use of funds, balancing investment and impact.
- Optimized use of facilities, repurposing space use and implementing systems to maximize output (i.e., 24-hour working clock, etc.).

14. Establish a practice of measurement and evaluation

Chaplaincy, Center for Maritime Education, Advocacy

- Well-defined systems for measuring finance, programs, and operations.
- Staff possesses the knowledge and skills to integrate data and measurement into their work.
- Enhanced culture of capturing metrics to learn more about the mariners served and report impact to strengthen case for support.
- Minimized gaps between the data points that exist and those required.
- Established baseline of core metrics.
- SCI's three pillars work in synergy with systems in place to regularly evaluate alignment of goals and recognize opportunities to cross-promote initiatives.
- Coordinated initiatives to equalize offerings to international and domestic communities.

15. Maximize Board impact

Chaplaincy, Center for Maritime Education, Advocacy

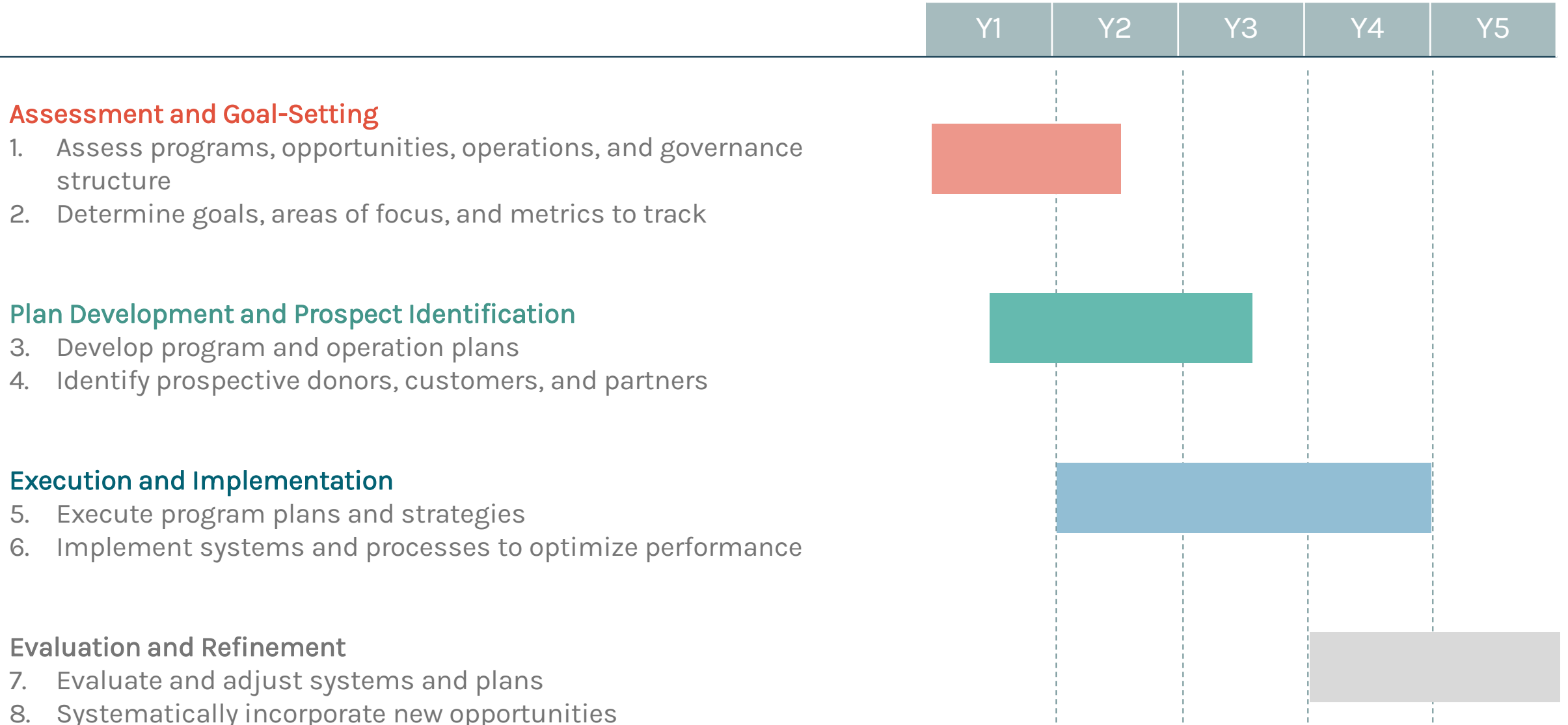
- Updated Board expectations, including attendance, fundraising goals, and volunteer hours.
- Systems in place to maintain optimal Board size and representation.
- Updated recruitment and nominating policies to ensure Board diversity (including geographic and industry sectors).
- Robust cultivation and recruitment program designed.
- Formalized onboarding and Board training program(s).

FUTURE STATE

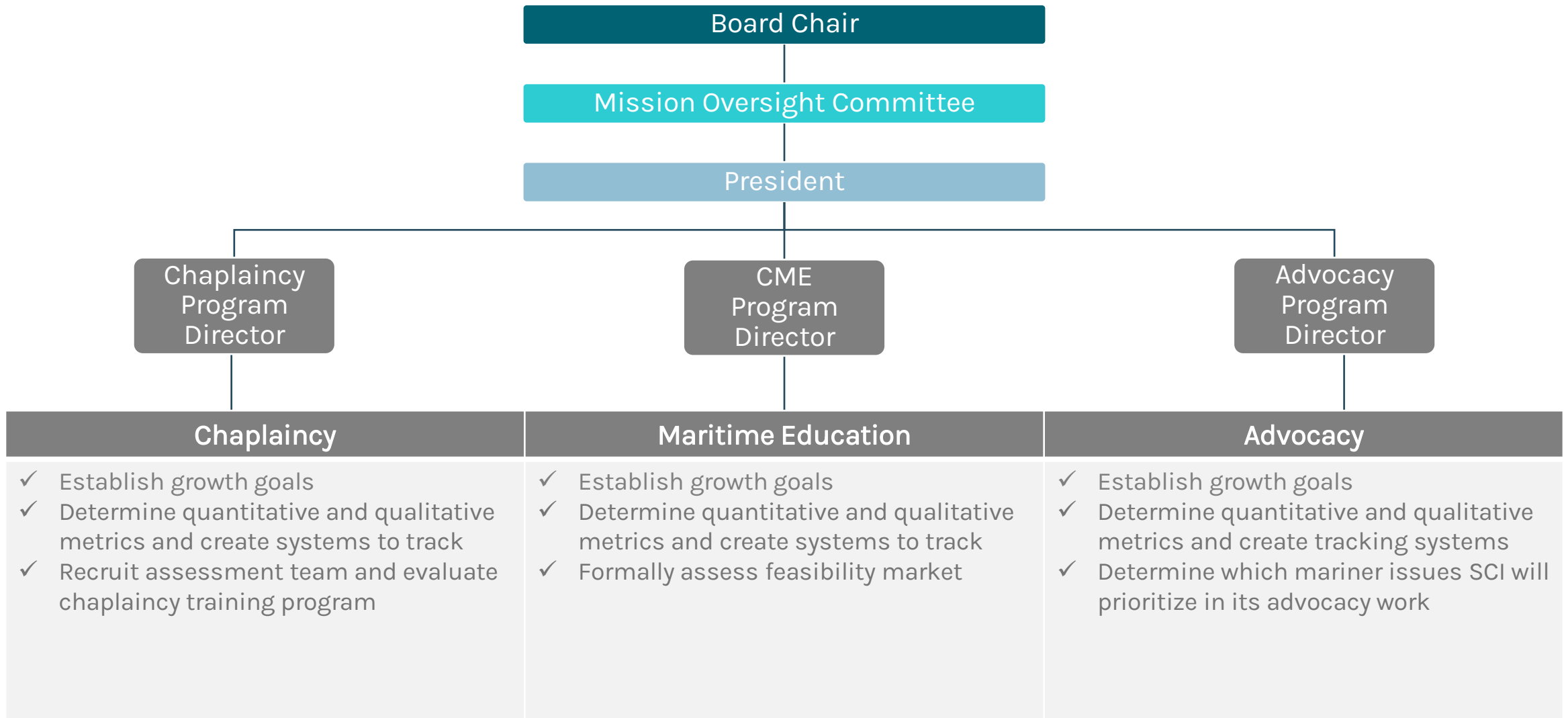


Navigation

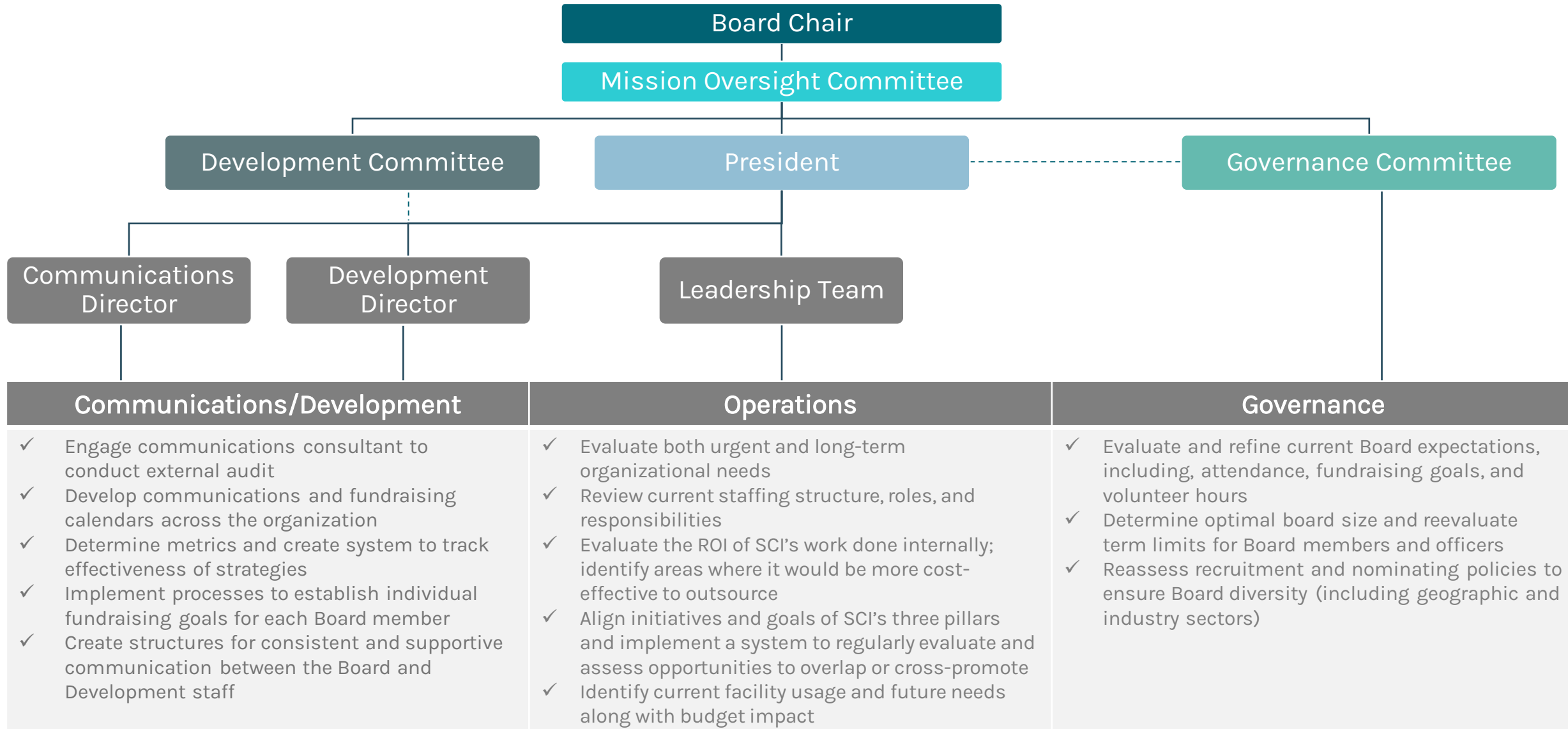
OVERVIEW



OVERSIGHT OF YEAR 1 PRIORITIES - PROGRAMS



OVERSIGHT OF YEAR 1 PRIORITIES – ORGANIZATIONAL





HEADQUARTERS

50 Broadway, 26th Floor
New York, NY 10004
T +1 212.349.9090
sci@seamenschurch.org

SCI-PADUCAH

129 South Water Street
Paducah, KY 42001
T +1 270.575.1005
cme@seamenschurch.org

CENTER FOR MARINER ADVOCACY

3333 Chartres Street
New Orleans, LA 70117
T +1 504.934.4643
cma@seamenschurch.org

SCI-PORT NEWARK

118 Export Street
Port Newark, NJ 07114
T +1 973.589.5828
isc@seamenschurch.org

SCI-HOUSTON

9650 High Level Road
Houston, TX 77029
T +1 713.674.1236
cme@seamenschurch.org

MINISTRY ON THE RIVER

REGIONAL CHAPLAINCY OFFICE

1200 Acadia Thruway
Baton Rouge, LA 70806
T +1 504.982.0072
rms@seamenschurch.org

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