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.

STRATEGIC PLANNING PREPARATION
- Finalized Steering Committee and Task Force members
- Conducted e-survey and analyzed findings

STRATEGIC PLANNING MEETINGS
- Led Task Force meetings to confirm goals and priorities
- Assessed feasibility to accomplish priorities and discussed metrics to measure progress

ANALYSIS & REPORTING
- Reviewed and finalized subcommittee growth plans with SCI Leaders
- Drafted and presented Final Strategic Plan
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.
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.

**Expand Our Reach**
Strengthen external capacity to meet the evolving needs of mariners and advance their rights and protections through proactive geographic expansion and collaboration.

**Foster Innovation**
Champion and promote innovative practices and resources to enhance SCI's ability to address changing customer needs, ultimately best supporting mariners.

**Tell the SCI Story**
Systematize and synchronize the communications approach to increase SCI's revenue streams, visibility of SCI's work, and effectiveness of outreach.

**Achieve Financial Sustainability**
Invest in fundraising and development to offset operational costs and strengthen a culture of board philanthropy to ensure support of mariners today and in the future.

**Optimize Systems and Structures**
Revitalize our administration and governance by re-evaluating and implementing best practices to support the longevity of SCI's mission.
# Strategic Initiatives

The actions required to efficiently and effectively create impact.

**Improve Health and Wellbeing**

- 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

**Provide Best-in-Class Training**

- 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

**Raise Awareness**

- 7. Align SCI’s development and communications plans
- 8. Frame stories of SCI’s impact for key audiences
- 9. Increase awareness around SCI’s mission and vision

**Enhance Our Internal Capabilities**

- 10. Align fundraising priorities to support organizational goals
- 11. Expand the annual giving program and cultivate major gift prospects
- 12. Promote a culture of philanthropy within the Board
- 13. Implement a growth plan to maximize impact and manage costs
- 14. Establish a practice of measurement and evaluation
- 15. Maximize Board impact

**Expand Our Reach**

** Foster Innovation**

**Tell Our Story**

**Achieve Financial Sustainability**

**Optimize Systems and Structures**
1. Increase the national footprint of our chaplaincy program

- 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.

2. Grow and diversify our feasibility study practice

- 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.

3. Leverage our industry partnerships to expand our services

- 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.
<table>
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<th>EXPAND</th>
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<td><strong>4. Standardize both our chaplaincy and mariner education training models</strong></td>
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<td>Chaplaincy, Center for Maritime Education</td>
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<td>• 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.</td>
<td>• Improved capacity for crisis intervention across the U.S. and internationally, utilizing communications technology to cross-train and regularly communicate with Chaplains/Chaplain Associates.</td>
<td>• Focused advocacy efforts to address specific mariner issues.</td>
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<td>• Standardized chaplaincy training program and curriculum, including the recruitment and onboarding of new Chaplains/Chaplain Associates.</td>
<td>• Optimized utilization of new K-Sim operating system, significantly enhancing mariner training and feasibility studies.</td>
<td>• Effective collaboration among all SCI programs to develop innovative approaches to address critical mariner issues.</td>
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<td>• Evolved maritime education program towards a complete mariner assessment training model, including pre- and post-training modules.</td>
<td>• Systems in place to track individual training records and identify performance gaps.</td>
<td>• 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.</td>
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<td>• Minimized gaps within training to address the most urgent needs in a cost-effective manner, including expansion into harbor assist and coastal tugboat training.</td>
<td>• Better and continued understanding of emerging trends (i.e., offshore wind) and SCI’s role and ability to meet these changes.</td>
<td>• Increased understanding among the public, decision-makers, and policymakers about challenges facing mariners to inspire change.</td>
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<td>• 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.</td>
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<td>• Strengthened network of partners who share examples of best practice and learn from one other.</td>
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<td>7. Align SCI’s development and communications plans</td>
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**FUTURE STATE**

- 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.

- 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.”

- 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.
### FUTURE STATE

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<th>10. Align fundraising priorities to support organizational goals</th>
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<td>• 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.</td>
<td>• Expanded base of donors and prospects.</td>
<td>• Standardized Board evaluation process, including establishing individual fundraising goals and plans, evaluating semi-annually, and receiving Board member feedback.</td>
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<td>• Adoption of multi-prong annual fundraising calendar where all messaging, follow up, and touchpoints are mapped out.</td>
<td>• Updated and optimized use of database to track fundraising progress and assess opportunities.</td>
<td>• 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 &quot;newsletter,&quot; ask strong fundraisers to speak at Board meetings, etc.).</td>
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<td>• 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.</td>
<td>• Systems in place to monitor and drive prospect activity.</td>
<td>• Increased Board support, leveraging their networks and dedicating time to donor engagement.</td>
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<td>• Multi-faceted cultivation and stewardship plans segmented by giving level and constituency type.</td>
<td>• Segmented strategies developed to transition Board members while maintaining their engagement and financial support (i.e.,Honorary Trustee, President's Circle, etc.).</td>
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<td>• Elevated SCI partnerships and increased collaborations to raise awareness among key audiences (i.e., matching/challenge gifts, corporate sponsorship, etc.).</td>
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<td><strong>13. Implement a growth plan to maximize impact and manage costs</strong></td>
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**FUTURE STATE**

- 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.).

- 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.

- 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).
Navigation
OVERVIEW

Assessment and Goal-Setting
1. Assess programs, opportunities, operations, and governance structure
2. Determine goals, areas of focus, and metrics to track

Plan Development and Prospect Identification
3. Develop program and operation plans
4. Identify prospective donors, customers, and partners

Execution and Implementation
5. Execute program plans and strategies
6. Implement systems and processes to optimize performance

Evaluation and Refinement
7. Evaluate and adjust systems and plans
8. Systematically incorporate new opportunities
OVERSIGHT OF YEAR 1 PRIORITIES - PROGRAMS

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<td>✓ Determine quantitative and qualitative metrics and create systems to track</td>
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<td>✓ Recruit assessment team and evaluate chaplaincy training program</td>
<td>✓ Formally assess feasibility market</td>
<td>✓ Determine which mariner issues SCI will prioritize in its advocacy work</td>
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OVERSIGHT OF YEAR 1 PRIORITIES – ORGANIZATIONAL

Communications/Development
- Engage communications consultant to conduct external audit
- Develop communications and fundraising calendars across the organization
- Determine metrics and create system to track effectiveness of strategies
- Implement processes to establish individual fundraising goals for each Board member
- Create structures for consistent and supportive communication between the Board and Development staff

Operations
- Evaluate both urgent and long-term organizational needs
- Review current staffing structure, roles, and responsibilities
- Evaluate the ROI of SCI's work done internally; identify areas where it would be more cost-effective to outsource
- Align initiatives and goals of SCI's three pillars and implement a system to regularly evaluate and assess opportunities to overlap or cross-promote
- Identify current facility usage and future needs along with budget impact

Governance
- Evaluate and refine current Board expectations, including, attendance, fundraising goals, and volunteer hours
- Determine optimal board size and reevaluate term limits for Board members and officers
- Reassess recruitment and nominating policies to ensure Board diversity (including geographic and industry sectors)

- Board Chair
- Mission Oversight Committee
- Development Committee
- President
- Governance Committee
- Communications Director
- Development Director
- Leadership Team