

“SO YOU ARE THE NEW WING CHAPLAIN...”



HELPFUL HINTS FOR THE WING CHAPLAIN

Paul Ward, Chaplain, Lt Col, CAP

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This handbook is dedicated to.....

*Chaplain, Lt Col Sammy Campos
and
Chaplain, Lt Col Dan Dyer*

*Their inspiration, legacy, memory and mentorship
is reflected on each and every page
and will continue through
the lives of those who read this handbook.*

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FOREWORD

Through the years, many of us have lamented and even fumed about the paucity of information available to assist chaplains appointed to serve as Civil Air Patrol Wing Chaplains. I came on board as a chaplain in 1985 and was given the duty assignment of Squadron Chaplain for the Huntsville Composite Squadron in Huntsville, Alabama and had not served as a chaplain before in any capacity. It fell my lot to depend on pastoral experience and on training received in Clinical Pastoral Education while a student in the School of Religion at the University of Iowa. Three and a half years later I was appointed Alabama Wing Chaplain, and the old CAP Pamphlet, "*Chaplains Helping Chaplains*" was my only real guide. No human hand was there.

While many of my chaplain colleagues were as stunned as I by the absence of comprehensive material assistance for chaplains at the Wing level, evidence was wanting that any of us had sequestered himself or herself in a room with pen and paper or typewriter to meaningfully cope with the dilemma. There was no evidence of the kind of intellection or ideation needed forthcoming from any quarter. This persisted through my tour of duty as Deputy Chief and National Chief, which attests at least some of the blame for the absence of suitable materials to assist chaplains in this critical area of the CAP Chaplaincy rests on my shoulders.

What was needed and has remained needed until this time was an influx of inspired imagination goaded by targeted needs assessments to prompt our best minds into a creative stance with the preparation of a Handbook or Pamphlet for Wing Chaplains as its objective. It is to the advantage of the whole CAP Family that such a moment has arrived at last. It is the creation of Chaplain, Lieutenant Colonel, Paul Ward, Civil Air Patrol, former California Wing Chaplain.

Chaplain Ward is to be applauded for his creation of a Handbook for CAP Wing Chaplains. One may easily adduce from the chapter titles of the Handbook that it aspires to be and actually is a functional contribution to successful tenures of service for Wing Chaplains and chaplains at every level of chaplaincy in the organization.

The Handbook is a hallmark of substantive preparation and training for chaplain service in the CAP. Nothing less is acceptable for our service oriented organization.

A frequent result of appointments of ill prepared and non-tenured chaplains to the post of Wing Chaplain is frustration on the part of the chaplain and his commander because of a lack of understanding of both the job requirements and the responsibilities incumbent with the appointment. Chaplain Ward's manual addresses this problem head on. Also, it constitutes a primer of sorts and vouchsafes a modest guarantee that the chaplain appointed as Wing Chaplain and his response to this duty assignment will be on target. Negative evaluations and dismissive remarks about the quality of his chaplaincy will be unlikely, and the judgments applied to his work by his superiors will all be positive. The precise understanding and knowledge about what he is and about what is both

FOREWARD

expected and required of him gleaned from pages of the Handbook will be his stanchions.

The Handbook augers a realistic platform for personal assessments for the prospective Wing Chaplain of what being a Wing Chaplain is all about and his/her fit for the job personality wise as he/she tools through it a substantial time before agreeing to accept the appointment. This is critical since, while all of us as CAP personnel are volunteers, Chaplain Ward's Handbook will rivet in the mind of the prospective Wing Chaplain that upon accepting the appointment and strapping on his/her chaplain boots, the journey becomes far more than that of a mere volunteer. It becomes a responsibility: A responsibility to which he/she has committed the best of his/her integrity and will to service. And this is really good. Chaplain Ward's subtle philosophy mediates to the prospective Wing Chaplain that there is joy in being a Wing Chaplain. The joy itself rests in the acceptance that being a Wing Chaplain is something he/she freely accepts as a personal responsibility because of the level of understanding that is experienced and which can now be brought to the task.

More importantly, as the new or prospective Wing Chaplain leafs through and then engages in the serious reading of the Handbook, something special will happen. As he/she keys in to the philosophy statement in Chapter 1, and notes Chaplain Ward's near verbatim on his own beginnings and successes as a Wing Chaplain in the broadly textured culture of the California Wing and the implied reasons for his success, he/she will literally "feel" a sense coming upon him/her that though enormously stratified, the task of being an effective Wing Chaplain is doable. Doable! This is it, and I submit that, with this Handbook in hand, anyone tapped to become a Wing Chaplain will "step up to the plate" with a sense of confidence, saying in the privacy of his/her mind, "This job: The job of serving as a Wing Chaplain, is doable. It really is. I like it. I can do it."

As a final note, let me say that conviction is mine beyond doubt that Paul Ward has tapped into nascent resources of vision and imagination to craft this Handbook. It is absolutely reasonable to assume that the fluidity of his reader-friendly ideas and fluent style will be captured by the minds and hearts of generations of chaplains-in-preparation to serve as Civil Air Patrol Wing Chaplains. And well might this be, since every chaplain "born" into our ranks is born a potential Civil Air Patrol Wing Chaplain, barring none.

Dare I speak as a corporate person and say, "Let us gladly receive this highly functional Handbook and embrace its full content."

Chaplain, Colonel, James H. Melancon
National Chief of the Chaplain Corps (2001-2004)
Civil Air Patrol, USAF Auxiliary

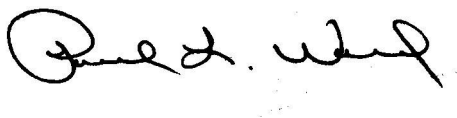
PREFACE - 2008

“So you are the new Wing Chaplain...” Kind of a jolt the first time someone said that to you? It was to me. But somehow, one day, you were selected to serve as the Wing Chaplain. I don’t think anyone of us ever set out to become the Wing Chaplain when our initial chaplain appointment was finalized through National Headquarters.

When you began your career as a Civil Air Patrol Chaplain all you wanted to do was be the best Squadron Chaplain possible. But one day, the call from the Wing Commander came asking you to serve as the Wing Chaplain. Now whether you were selected by the Wing Commander in order to fill a slot needed for the Compliance Inspection or you stepped up to the plate when the need for leadership arose, or your skill sets were recognized as what was needed for the Wing’s Chaplain Corps, I believe you are in the position of Wing Chaplain due to the providence of God. Whatever the time you serve, be it for a short period of time or if you complete a six-year term, you are the Wing Chaplain because of a response to the calling to the Civil Air Patrol Chaplain Corps by the Divine Chief of Chaplain Corps/Commander in Chief (loosely based on 1 Peter 5:1-4).

This helpful hints handbook is by no means a regulation or an exhaustive treatise on the position of Wing Chaplain (hence the lack of footnotes and bibliography). Rather, it is a compilation of observations based on personal experience gleaned from interaction with other chaplains, relationships with commanders and members (Seniors and Cadets), along with participation in various Civil Air Patrol activities and events. Some of this material may be old stuff, but with a fresh spin, I hope that it results in either a confirmation of something you have been thinking about or a reminder of something filed away in the recesses of the mind. Other material may serve as a springboard to introduce something new. It is my hope and prayer that this handbook would be of benefit to you in your service.

“In Service Together”

A handwritten signature in black ink, appearing to read "Paul Ward", with a stylized flourish at the end.

Paul Ward, Chaplain, Lt Col, CAP
Morro Bay, California
26 February 2008

PREFACE – 2013

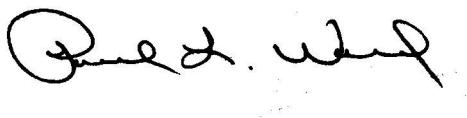
Five years have past since the first edition of *“So you are the new Wing Chaplain...”* was written. During that period of time several changes have taken place in the CAP Chaplain Corps as well as personally. This edition will include those changes.

It is gratifying that so many have found the original handbook to be helpful as they transitioned in the role of a Wing Chaplain. Many have inquired when a handbook *“So you are the new Region Chaplain...”* would be written since I had the privilege of serving as the Pacific Region Chaplain from 2008-2013.

Many of the same principles of serving as a Wing Chaplain apply to being a Region Chaplain so writing a separate document – a sequel so to speak – felt redundant. Rather than writing another handbook, I felt it best to simply place an addendum to the original handbook.

I trust that the addendum will provide some insights as well for those transitioning from serving as a Wing Chaplain to a Region Chaplain.

“In Service Together”

A handwritten signature in black ink, appearing to read "Paul Ward", with a stylized flourish at the end.

Paul Ward, Chaplain, Lt Col, CAP
San Luis Obispo, California
12 November 2013

ABOUT THE AUTHOR....

Paul Ward, Chaplain, Lt Col, CAP – Pacific Region Chaplain. Emeritus

Chaplain, Lt Col Paul Ward received his Chaplain's appointment from CAP-USAF in October, 1996 and was assigned to Squadron 103, San Luis Obispo. He has served as a Group Chaplain, a Deputy Wing Chaplain, and as the CAWG Chaplain (2001-2007). Chaplain Ward served as the Professional Development Officer on the Pacific Region Chaplain's staff from 1999 until his appointment as the Pacific Region Chaplain in 2008. Chaplain Ward served as the Pacific Region Chaplain from 2008 to 2013. He has served as the Special Assistant to the CAP Chief of Chaplains in the area of Publications since 2008.

His commitment to the three-fold mission of CAP is demonstrated in his Emergency Services rating as a Mission Chaplain and a Mission Staff Assistant, serving on the staff of various cadet activities and events, and earning the Yeager Award for completing the Senior Member Aerospace Education program. The annual observance of CAP Sabbath/Sunday was an event that Chaplain Ward promoted in the California Wing and the Pacific Region.

Professional Development is an area that is dear to Chaplain Ward's heart. He holds a Master's rating in the Chaplain, Cadet Programs Officer, and Senior Program Officer specialty tracks. Chaplain Ward has completed Civil Air Patrol's Senior Member Professional Development Program receiving the Gill Robb Wilson Award (#2095). He has served on the faculty for Squadron Leadership School, Corporate Learning Course, Unit Commanders Course, and Pacific Region Chaplain Corps Staff College. Chaplain Ward served as Chaplain for the 2006 and 2007 National Staff College. He served as a Seminar Advisor for the 2008 National Staff College.

In 2005, Chaplain Ward developed a "Core Values Course for Senior Members" curriculum for the CAWG, which is available on the Pacific Region Chaplain Corps website: <http://hc.pcr.cap.gov/resources.html>

In recognition of his contributions to CAP, Chaplain Ward has been the recipient of the National Commander Commendation Award, Commander's Commendation Award (clasps: 1 silver star, 1 bronze star, 1 silver triangle) Meritorious Service Award (3 clasps) and the Exceptional Service Award (1 clasp). Other Civil Air Patrol awards that Chaplain Ward has received include: the CAWG Chaplain of the Year, the Pacific Region Squadron Chaplain of the Year, the Pacific Region Senior Chaplain of the Year, and the National Senior Chaplain of the Year.

For more than 30 years Paul Ward served in church ministries. He retired from pastoral ministry after serving 21 years as a Senior Pastor. In 2003 Paul began a new career in the area of Information Technology and works for the County of San Luis Obispo Sheriff's Department as a Departmental Automation Specialist. Chaplain (Lt Col) Paul Ward can be contacted at cap_chap@hotmail.com.

CHAPTER 1

PHILOSOPHY: Who do you work for?

“ ... It goes without saying that a chaplain should be possessed of personal integrity and exemplary habits, and should be a man of religious experience with pious instincts and fervor for service. . . . ” Training Manual, U. S. Army, prepared under the direction of the Chief of Chaplains, 1926.

As Chaplains our personal walk with God will dictate every act we do, every decision we make, and how we relate with others. We have been given an awesome and distinct responsibility in answering the “call” to ministry – especially in the area of chaplaincy. Everything we do will be viewed under the microscope of others – both those who share our faith and those who may not. More importantly, our actions are under the watchful eye of our Divine Chief of Chaplain Corps/Commander-in-Chief. It is He who called us and it is He who we are accountable to. Of all members of the Civil Air Patrol, the Core Values should be modeled by its Chaplains. The members of CAP expect it...but our Divine Chief of Chaplain Corps/Commander-in-Chief requires it. At all times...in all ways our personal integrity must never be compromised or called into question.

We have all been schooled in the fact that Chaplains, at all levels of CAP, work for their commander. However, every commander has his or her leadership style and set of expectations. So the first thing you need to know is what the commander expects from you? I will never forget the words which I heard from Col Larry Myrick (CAWG Commander, 1999-2004) when he selected me to serve as the California Wing Chaplain. When asked what he expected me to do, he simply replied: “The California Wing Chaplain Corps is broken....fix it.” And that is what I did. However, every major change that I sought to change or every problem which I felt had the remotest possibility of showing up on the commander’s radar, would be discussed with the Wing Commander or passed along as an informational item. No one likes to be blindsided, especially your commander.

With that in mind, a “game plan” is needed - something that will define your relationship with the Commander and those you serve. You will need to know how you are going to pursue your role as Wing Chaplain. Again, every Wing Chaplain has his or her ministry style based upon their philosophy of ministry. I believe that there are several philosophies of being a Wing Chaplain which can be adopted. Some of these philosophies can and do complement each other.

-- *Administrator of Wing Chaplain Corps* – Wing Chaplains are responsible for facilitating appointments for Chaplains and Character Development Instructors, reading and approving the one page reviews of the Chaplain Corps submitted by Character Development Instructors for their Technician rating, along with a host of other administrative duties. So one can devote themselves exclusively to serving as an administrator for the Wing Chaplain Corps, fulfilling all the duties and responsibilities as

set forth in the CAPR 265-1 (*The CAP Chaplain Corps*), CAPP 221A (*The Squadron Chaplain*), and 221B (*Chaplains Helping Chaplains*).

-- *Counselor/Confident to the Commander* – Since Chaplains at all levels of Civil Air Patrol serve the Commander, it would be easy to see the role of the Wing Chaplain as being an advisor to the Commander regarding the religious/spiritual/moral needs of the Wing and being a sounding board/counselor for the Commander as needed.

-- *Chaplain to Wing Staff* – Having previously served as a Squadron Chaplain, it makes sense that one might perceive his or her role as primarily serving as the Chaplain to the Wing Staff since Wing Headquarters is their current assignment.

-- *Pastor to the Wing* – This is how I perceived my role and functioned as Wing Chaplain. Let me share two separate incidents so that you may see how I arrived at this perception or philosophy.

A few weeks after being named Wing Chaplain, Col Larry Myrick was in attendance at Squadron 103's meeting for a recognition/promotion ceremony (Squadron 103 was my "home" squadron...I continued to attend meetings there while serving as both Group 4 and Wing Chaplain). Following the ceremony, a few of us were standing around engaged in casual conversation. One of the members congratulated me on the appointment to Wing Chaplain and asked what that entailed. I replied, "Nothing much. I administer the Chaplain Corps program for the Wing." Col Myrick was within earshot and shot back, "There's much more than that. Everything he says and does impacts the nearly 3,200 members of the Wing and their families." At that moment, he had a better grasp of my responsibilities than I did. From that night on, I began to look at the California Wing as my parish.

Col Myrick's remark that evening impacted me to such a degree that a few years later, when someone would inquire about my role as Wing Chaplain, I had a much better answer. In late 2003, due to some health issues, I retired after 31 years of church ministry and began working in the field of Information Technology. This change of vocation also afforded me week-ends off to participate in a variety of CAP activities and events. One day a couple of my friends and I were having lunch together. In the course of conversation, one of them remarked, "I was so sorry to hear that you have left the ministry." The other friend knowing of my work with the Civil Air Patrol, quickly responded, "Paul, tell him about what your ministry now entails." It was second nature by now to say, "My parish is the state of California, consisting of nearly 3,200 members and their families --- who meet in 67 locations. It is my responsibility to see that the 58 members of the California Wing Chaplain Corps, who directly minister to their squadron's needs, are properly trained and have the resources needed."

Back to the question posed in the chapter title, "Who do you work for?" Without a doubt, you serve the Wing Commander through your service to God. It is your responsibility to answer to him or her, to provide him or her with counsel regarding events or religious observances that would affect the Wing, or issues that need to be

addressed at the Wing level. For example, during my tenure as Wing Chaplain, there was a news report of a pastor in the Southern California area who had been arrested and charged with molesting two young girls in his church. Unfortunately, this pastor was also serving as a Character Development Instructor in one of the local squadrons. As soon as I had learned of the news report and was able to confirm it, I first called the Wing Commander in order that she could take appropriate action. Fortunately, there were no incidents involving the local squadron with this person. However, the Wing Commander was informed and took appropriate action regarding this member.

You need to come to know the fellow members of the Wing Staff and be available to them. As Wing Chaplain, it was my privilege to be able to minister to several members of the Wing Staff by providing pastoral counsel; standing with them and their families during times of adversity and difficulty, illness and death; officiating marriages and attending or participating in Memorial services.

You also serve the membership of the Wing, especially the members of the Chaplain Corps. Your influence upon the members of the Wing's Chaplain Corps has an impact on the entire Wing. You are the pace-setter. You set the tone. You set the example. You are a role model.

Keeping the members of the Chaplain Corps up to date about what is taking place at the National, Region, and Wing levels is imperative. As important as that is, be sure to provide them with the necessary resources (i.e. release of new regulations that impact their service to Cadets, their Emergency Services involvement, uniform wear, new publications like "*Flight Time*", Core Values material, recruiting brochures, etc.) so that they in turn can minister effectively to their squadrons.

Always be on the look-out for opportunities to serve whenever and whoever you can. It is a blessing to minister to/serve the Wing Commander one day and the very next day minister to/serve the newest Cadet Basic.

CHAPTER 2

PERSONNEL: Staffing and Serving

It should come as no surprise that in your role as Wing Chaplain you will be dealing with people....lots of people. They will range from cadets to commanders, from members within the Chaplain Corps to the general membership within the Wing. You will also find yourself interacting with peers from other Wings and Region, even those at the National level. On some occasions you will even find yourself assisting non-members.

--- Chaplain Corps Staff

One of my greatest experiences of serving as Wing Chaplain was the opportunity to assemble a staff to serve with. After hanging up the phone and having said “Yes” to serving as the Wing Chaplain, my first thought was, “What have I gotten myself into?” Feeling overwhelmed was an understatement. I knew that there were some things I could do well and there were areas where I lacked expertise (or interest). The sheer size of the Wing – membership and geography – also created a challenge. Knowing one’s strengths and limitations is key in providing leadership.

Within days of being appointed as Wing Chaplain, a request went out to several people, asking them if they would assume certain duties that would involve representing the Wing Chaplain when there were scheduling conflicts, publications, administrative work, and professional development.

You might be wondering, “Where does one find these people?” Some Wings are blessed with an abundance of personnel...others aren’t. There are a couple of options that are worth considering:

- 1) IAOD (“In Addition to Other Duties”) - When appointed as Group 4 Chaplain in 1998 and then as Deputy Wing Chaplain in 1999, I really didn’t want to leave Squadron 103. So I was listed on the Group and Wing Personnel Authorization (PA) as “In Addition to Other Duties” (IAOD). In fact, with the exception of myself, the entire CAWG Chaplain Corps staff from 2001-2007 served IAOD. They wanted to continue serving in their assigned squadrons or groups.
- 2) Non-Chaplain Corps Personnel - The people you chose to serve with you do not have to be either Chaplains or Character Development Instructors. There are people in your Wing who have a great appreciation for the Chaplain Corps and are willing to help. For instance, find someone within your Wing who is interested in publishing newsletters or someone who is knowledgeable in professional development as it applies to the Chaplain Corps or someone who possesses administrative skills.

In selecting a staff, the following observations are offered for your consideration:

-- *Surround yourself with competent people.* Those selected to serve on the CAWG Chaplain Corps staff were individuals whom I had observed and interacted with during various events. From these times together, I felt that I had an idea of where their interests lay and their capabilities. The responsibilities they were tasked with were those which I believed would fit their interests and skill sets.

-- *Don't be threatened by them.* I knew from the "get-go" that I could not do all that would be required as the Wing Chaplain by myself....that assistance would be needed and lots of it. I also knew that those whom I would be serving with could and would do a better job in some areas than I could. That was not a problem since the common goal was to empower and equip our Chaplain Corps personnel so that they could more effectively serve their local squadrons. *"There is no limit to the good you can do if you don't care who gets the credit."* – General of the Army George C. Marshall

-- *Share your vision and passion.* Getting and keeping your staff on the same page is important to you and to the members of the Chaplain Corps. Your personality, vision, and passion will set the tone. Your staff should reflect this as well. *"Leadership means being good at what you do and much more. It means building teams, nurturing and setting the example for others to follow."* – Dr. Sheila E. Widnall, Secretary of the Air Force, 1993-1997.

-- *Don't micro-manage.* Once a task is assigned, trust that person to perform the task to the best of his or her ability. Set deadlines and hold the person assigned accountable for meeting them. While sharing what is expected, empower them to have their fingerprints all over the finished product. *"Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity."* - General George Patton

-- *Recognize their contribution.* Every one of us likes to know that our contribution makes a difference. With correspondence (letters, e-mails) or phone calls, I endeavored to make it a point to let the members of the staff know that what they were doing on behalf of the CAWG Chaplain Corps was appreciated. At the yearly Wing Chaplain Corps Conference, a Certificate of Appreciation (CAP Certificate 35) was presented to each staff member in front of their peers. At the conclusion of my tenure, each member of the staff was recommended for either for a Meritorious Service Award or a Commander's Commendation Award. I cannot say enough about how I appreciate the continued friendship and support of these wonderful people or how much I depended on them during the six years we served together.

-- *Members of Chaplain Corps*

A lesson that I learned early in my pastoral ministry and carried into my Civil Air Patrol Chaplain ministry was to take care of the people entrusted to you. Care is simply being attentive to others.

However a couple of my pet peeves are: 1) to be placed on hold while on the phone and having to listen to elevator music; and 2) not having a letter or e-mail acknowledged. I am sure that those things probably aggravate you as well.

Often those serving in the local squadron feel isolated and that no one knows that they are there. So it was my personal goal that there would be a response within 36 hours to every letter, e-mail, or form that was sent my way. The person who sent it would then receive an acknowledgment that it was in my possession. As an aid, a log was created (using an Excel spreadsheet) to keep track of what form had been submitted. (see Appendix A)

Those who feel isolated may also feel that their service is not appreciated. The annual Wing Conference is an excellent opportunity to present awards to members in recognition of their service. If your Wing presents "*Chaplain of the Year*" and/or "*Character Development Instructor of the Year*" awards, as Wing Chaplain, it would be good to work with Squadron Commanders to submit the name of their Chaplain or Character Development Instructor for these awards. There is nothing that builds morale within an organization better than that of seeing the contributions of its own members being recognized.

Speaking of morale building, find something that the members of the Chaplain Corps can identify with and build around it. For several years within the CAWG and the PCR Chaplain Corps, it had been our mascot, "Flat Stanley". Often at a PCR/CAWG event you would see either the Pacific Region HC or the CAWG HC carry around a picture frame with "Flat Stanley" and having participants at the event pose for a photo with him. Sometimes it was not even a PCR/CAWG event...it was wherever they went representing CAP.

"Flat Stanley" was introduced to the PCR/CAWG Chaplain Corps during the 2000 Chaplain Corps Region Staff College at Hickam AFB. We were also celebrating the 50th year of the establishment of the Civil Air Patrol Chaplain Corps. Near the end of the week, Laura Colton joined her husband, Ch (Lt Col) Ken Colton (USAF, retired) for some vacation time. Chaplain Colton was serving as the CAP National Staff Chaplain at that time. Laura joined a tour and when we arrived at the orchid farm, my wife Nancy told me that sometime on the tour Laura would like to have a picture taken of her with this little cut-out figure called, "Flat Stanley." Laura is a schoolteacher and this is a classroom project. So "Flat Stanley" had his picture taken at Diamond Head with Laura Colton.

I shared an outrageous idea with the late Ch (Lt Col) Dan Dyer (PCR Chaplain, 1999-2005) that of having a commemorative photo made for "Flat Stanley" like that other CCRSC participants had. Chaplain Dyer took my idea a step further. "Flat Stanley" received a certificate of participation in the CCRSC and was also a guest at the luau. Chaplain Dyer even listed "Flat Stanley" on the Director's Report, which raised eyebrows at National Headquarters since they had no record of a "Flat Stanley." "Flat Stanley" was made an "honorary member" of the PCR/CAWG Chaplain Corps by Chaplain Dyer.

Since that CCRSC, it had been the custom of the PCR and CAWG HCs to take the framed photo of “Flat Stanley” to every event that they attend and document it with a picture. At each PCR Chaplain Corps Staff College and CAWG Chaplain Corps Conference, there was a presentation of where “Flat Stanley” had traveled. “Flat Stanley” had been to encampments and other cadet programs, SLS/CLC, UCC, SARXs, National Staff College, Wing/Region/National Conferences, Chaplain Service Institute, Military Chaplain Association Conferences, IACE (International Air Cadet Exchange) to Japan, Washington D.C. and other locations. He had been on O-Rides with cadets. “Flat Stanley” had his picture taken with National Commanders, members of the Board of Governors, Region/Wing/Squadron/Encampment Commanders as well as other notables such as Mary Feik. (see Appendix B)

In 2002, the PCR Chaplain established the “Order of Flat Stanley”. This award was bestowed upon the member of the PCR Chaplain Corps who best exemplifies the “Spirit of Flat Stanley”.... that of being a good-will ambassador. There was even been a “Flat Stanley Invitational Mini-Golf Tournament”. This silly but simple item provided members of the Chaplain Corps not only a humorous tradition but something to share in common. The use of “Flat Stanley” opened the door to communicating to other members of Civil Air Patrol the mission and vision of the Chaplain Corps. (Information on “Flat Stanley”: <http://flatstanley.enoreo.on.ca/how.html>).

“Flat Stanley” was “retired” in 2008. By then both the CAWG and PCR Chaplain Corps have utilized other ways to honor members and build morale with their respective corps. This example of “Flat Stanley” was to serve as an illustration of ways to build morale and esprit de corps within the Chaplain Corps.

Beginning in 2004 and the years following, the CAWG Chaplain Corps began to bestow two awards named for men who had a great impact upon the CAWG during their lifetime and continuing after they went to their eternal home: Chaplain (Lt Col) Sammy Campos and Major Bruce Joyner. Both Sammy and Bruce touched the lives of those whom they served. They were the very epitome of what “*Service before self*” means. Sammy had served as a Squadron, Group, Deputy and Wing Chaplain (1999-2000) as well as an Encampment Chaplain. His passion for this ministry was infectious. Sammy was a mentor to so many of us in the Chaplain Corps. It was a privilege to have served as Sammy’s deputy prior to his stepping down as Wing Chaplain in April of 2000 due to declining health. In fact, I have stated time and time again that what I did as Wing Chaplain was Sammy’s continued legacy. Bruce Joyner had served as a Character Development Instruction Officer long before there was such an official position, filling in when the squadron Chaplain was unavailable. He loved the interaction with the Cadets and facilitating their discussions. When approached about serving as the Squadron Commander, he wouldn’t accept the position until he learned that he could continue as a Character Development Instructor. Both these men had the heart of a servant and a love for those they served and were loved in return.

The “*Chaplain Sammy Campos Ministry of Excellence Award*” is presented to the Chaplain who has best exemplified the “*Ministry of Presence*” during the year at the

annual CAWG Chaplain Corps Conference. In the same spirit, the “*Major Bruce Joyner Ministry of Excellence*” is presented to the Character Development Instructor who best demonstrates the “*Ministry of Presence*”. These awards are more than just a tangible form of recognition. They are an affirmation to the recipients and to the members of the CAWG Chaplain Corps that there is a wonderful legacy which we cherish and desire to perpetuate in our own lives.

Another way that the Chaplain Corps can honor their members is to remember those who have passed on to their eternal reward. During the Chaplain Conference, a Memorial Service can be conducted in remembrance of our Chaplains and Character Development Instructors who have passed away during the time between conferences. While they may have physically left us, their legacy of service continues.

Other Region/Wing Chaplain Corps have ways to build morale: challenge coins, polo shirts, a motto, special awards and the list goes on. During his tenure as the Pacific Region Chaplain, the former National Chief of the Chaplain Corps Chaplain (Col) Whit Woodard built morale and a sense of identity at each Chaplain Corps Region Staff College (CCRSC). Those attending CCRSC received such items as a shirt or a tote bag with the Pacific Region Chaplain Corps logo embroidered on it. He would present a coin to staff members and others who had contributed to the success of the region Chaplain Corps. When I became the Region Chaplain the practices of coining individuals for their contributions to the PCR Chaplain Corps and providing participants of the CCRSC with commemorative items was continued.

Chaplain (Lt Col) Steve Thomas, had some great ways of recognizing a newly appointed Chaplain during his tenure as the Wisconsin Wing Chaplain. He will attend their squadron meeting and present them with their chaplaincy certificate framed and then present their first Air Force insignia cross to them. Once they passed their CAPP 221 and CAPP 221A Specialty track test he will give them a framed certificate of completion. For the “*Chaplain of the Year*” and “*Character Development Instructor of the Year*” award winners, Chaplain Thomas presented them with a large CAP challenge coin with their name engraved on it during the Wing Conference.

Whatever the item may be, one thing is certain, use something to build an esprit de corps.

-- Goals

In the previous chapter, the need to have a game plan (a “philosophy”) as it related to your relationship to the Wing Commander was mentioned. You also need a game plan as to how you will relate to the members of your Wing’s Chaplain Corps. Goal-setting is imperative to keep you focused and on track. As you know, goals should be something attainable, measurable, and can be articulated. At every Wing Conference and every Corporate Learning Course where I taught the Wing Chaplain Corps segment...these goals were presented. Once they were stated to a lot of people, I knew that there would be lot of people to hold me accountable for achieving these goals! These were the goals set which I endeavored to accomplish during my tenure:

- Improve communication within the Chaplain Corps
- Recruitment of Chaplains/Character Development Instructors for Squadron coverage
- Encourage professional development within the Chaplain Corps
 - a. Assist Chaplain Corps Personnel in achieving their next level of training
 - b. Assist Chaplain Corps Personnel to attain E.S. Qualification and Mission Chaplain rating (Chaplains)
 - c. Proper wearing of uniform
- Better reporting
- Staffing key Wing events
- Quicker response time to applications for appointments, awards, etc.
- Work with the Wing Directors of Emergency Services and Operations to develop CISM (Critical Incident Stress Management) teams throughout the Wing and implementing an on-line Mission Chaplain Course (this material was adapted from a syllabus prepared by Ch (Col) Whit Woodard):
<http://cawg.cap.gov/Files/other/MissionChaplainCourseVer1.pdf>

During the annual Chaplain Corps Conference, members of the CAWG Chaplain Corps would review these goals and see how we were progressing.

In determining the goals for your Chaplain Corps, take a look at where the strengths and weaknesses exist. Then set goals to build on the strengths and turn the weaknesses into strengths.

-- Professional Development

One of the goals the Wing Chaplain should set is to see the promotion of the Senior Member Professional Development Program – resulting in members of the Chaplain Corps moving through the five levels of training. The appointment of a Professional Development Officer within the Chaplain Corps was appointed which resulted in four members of the CAWG Chaplain Corps who completed the Senior Member Professional Development Program, receiving the Gill Robb Wilson award. Many other members of the Chaplain Corps completed Levels 2, 3, and 4. If you do not have the luxury of appointing someone as a Professional Development Officer, please ensure that you understand the Senior Member Professional Development program as it relates to the Chaplain Corps.

As the first edition of this handbook was being written and within months following its publication, there were major developments in the area of professional development which changed the manner in which chaplains progressed in the Senior Member Professional Development Program. The first being that the Special Recognition Program for Chaplains was eliminated in the CAPR 50-17. The second development was that the CAPP 221 and CAPP 221A were no longer accepted as a waiver for attaining credit of completing Squadron Leadership School (SLS) and Corporate Learning Course (CLC). These courses were made available on-line allowing those who had conflicts with week-end scheduling to complete this training.

It is my personal belief that we - as Chaplains - should be leading by example in our local squadrons. This should include the pursuit and completion of the training Levels 2 through 5. There are other reasons why our Chaplains should consider attaining the various levels of training in the Senior Member Professional Development Program. One is for those who wish to be considered for National Awards (Senior Chaplain and Squadron Chaplain of the Year), the criteria includes the completion of Levels 3 and 4. Another reason why our Chaplains need to be working on their professional development is that there is always the need for leadership in Senior Chaplain roles at Wing, Region and National levels. A Chaplain may not desire to serve at a level above the squadron, but he or she certainly can be a mentor to others. I was blessed to have had two super mentors who taught me the ropes and a couple of other wonderful chaplains who shared their knowledge of the program with me.

There were eight Chaplains who attended the 2007 National Staff College as students. I was delighted to see such an interest on the part of Chaplains to pursue their Professional Development. A lunch together and lots of conversations throughout the week with these colleagues provided both the inspiration and motivation to put together this handbook: Ch (Maj) Gene Abrams* – Dep. NCR HC (became NCR HC in 2008), Ch (Lt Col) David Bobbey – NCWG HC, Ch (Lt Col) George Dawson – CAWG HC, Ch (Lt Col) Tom Miller – Dep PCR HC, Ch (Maj) Kenneth Pollock* – MSWG HC, Ch (Maj) Charles Sattgast* – ORWG HC (became PCR HCD in 2008 and PCR HC in 2013), Ch (Lt Col) Steven Thomas – WIWG HC (became GLR HC in 2011), and Ch (Maj) Ronny Whitt* – TXWG HC (became SER HC in 2010).

It is my opinion that when fellow Senior Members see the Gill Robb Wilson ribbon worn by a Chaplain or a Character Development Instructor, it serves as a source of motivation for them to work for the same award. Commanders look at the Gill Robb Wilson award favorably as it shows that Chaplains are team players. It also gives the Chaplain enormous credibility as they have walked the walk, same as everyone else. If you were a Wing Commander, wouldn't you want to have well-trained Chaplains who understood the "big picture"?

"Excellence" is one of CAP's Core Values. *"This core value reflects CAP's continuous effort to be the very best, and to consistently improve its humanitarian service to America."* (CAPP 50-2 Civil Air Patrol Core Values) The *"continuous effort to be the very best"* certainly could be applied to members of the Chaplain Corps pursuing their training in the Senior Member Professional Development program. The people whose lives have been entrusted to our care desire and deserve well-trained Chaplains and Character Development Instructors.

One of the benefits for members of the Chaplain Corps pursuing the training awards offered by CAP is the interaction with the other Senior Members in the organization (not only improving your own skills and increasing your own knowledge). I can personally attest that this interaction opens the door to a more effective ministry to CAP members. This takes place during the breaks, while enjoying a meal/snack or cup of coffee, or sharing insights in a group discussion and even the conversations that begin with the

*Chaplains Abrams, Pollock, Sattgast and Whitt have since promoted to Lt Col

words, “Chaplain, can I talk with you for just a moment?” These are great opportunities that will occur during a Squadron Leadership School, Corporate Learning Course, or Unit Commanders Course; a Region Staff College, a SARX, or a Wing Conference. Once a member puts a face with the position and gets to know you as a person, there is greater likelihood that you will be the one they turn to in time of need.

Sometimes a member of the Chaplain Corps has completed the necessary requirements for attaining the various awards, but no one at the Squadron knows what they have done. In CAP you need to be responsible for your own records....that is submitting the material/certificates for your training records. Encourage the members of your Wing’s Chaplain Corps to go on-line to Member Services to see what level of training is listed on the Professional Development Record (PDR). Once they know what level they currently hold, encourage them to take the necessary steps to reach the next level in their training. Familiarize yourself and your personnel with Forms 45/45b (Senior Member Master Record/Senior Member Training Record).

From time to time you, as the Wing Chaplain, will receive a PDR for the members of the Chaplain Corps from National Headquarter. You or your Professional Development Officer can assist these members in learning what level of training is recorded for them and discussing with them what is needed to move to the next level. There is a chart in CAPR 50-17 *CAP Senior Member Professional Development Program* (December 2012 edition, page 32) that details the requirements for each level. In many cases, there is not a lot left to do because, by the nature of their involvement, most of the requirements have already been met. Their participation in certain required events simply needs to be reported and recorded on the member’s PDR by their squadron commander or personnel officer.

Quotes in this chapter were taken from *“Vantage Points: Perspectives on Airpower and the Profession of Arms”*; Air University Press, Maxwell Air Force Base, August 2007

CHAPTER 3

PAPERWORK: Forms, Publications, Regulations and Certificates

Paperwork...gotta love it. While it may be a pain, it is a necessity. But what do you do with all of it? How do you keep track of who sent what, when it was sent, and where did it go? How do you know if it is completed properly and where it is in the process?

Behind all the paperwork that is being pushed is a person who either keeps it in the pipeline or gets it processed. I encourage you to get acquainted with the Personnel Officer at Wing Headquarters. This person is the one who handles the following forms: 2 (Request for Promotion Action), 2A (Request For and Approval of Personnel Actions) and 24 (Application for Senior Member Development Awards). There are times when the Wing Personnel Officer may not be familiar with all the steps that Chaplains have to or don't have to go through. You or the Chaplain Corps Professional Development Officer may be needed to help clarify some of the items.

Another group of people you need to get acquainted with is the National Headquarters Staff. Much help and guidance were received from Frances Sides (Personnel and Members Action Assistant), Jennifer Carroll (Registrar, Adult Records), and Rita LaBarre (Chaplain Corps Program Manager). The point is....these ladies are dedicated to our membership and are great resources.

You may want to consult the newest Headquarters Directory that is published on the website: http://www.capmembers.com/cap_national_hq/nhq-contacts/

We have heard about the infamous “black hole” that exists at Wing, Region or National where all the paperwork “mysteriously” disappears. Often the delay is because the form was not properly submitted. Someone may have set it aside or placed it in a drawer for a further look and it is forgotten. Rule of thumb: make sure the paperwork is filled out properly....all the check boxes filled in and information asked for given. If paperwork is not your forte, it would be extremely helpful to recruit someone to assist you with this responsibility. Remember, this person doesn't have to be a Chaplain or Character Development Instructor. Until you find someone to help – you're it.

One of the methods I found useful in keeping track of paperwork was to create an Activity Log for the applications and other forms I would receive. The log I developed consisted of the following information: a) who sent what (Chaplain/Character Development Instructor Application, etc), b) date it was sent, and c) what action was requested. (see Appendix A) I would also make a copy of all material submitted as a “back-up”. Sometimes the paperwork needed to be returned for a correction, so a comment to that effect was entered in the log. When and where it was sent was also entered so I could say with certainty when it was received and how I disposed of it. Finally, an e-mail or letter was sent to the person acknowledging the receipt of what they had sent. In some cases, a phone call was made.

In addition I created folders on my computer and saved the downloaded forms and publications in them. The majority of CAP publications and regulations are in a .pdf format. If you don't have Adobe Reader, it is a free download from www.adobe.com.

You can obtain all the forms, publications and regulations that you may need with the following link: http://www.capmembers.com/forms_publications_regulations/ (copy and paste this link in the internet browser address field and then save it as a Favorite).

-- **FORMS**

There are a few forms that you will be dealing with on a regular basis during your term as Wing Chaplain. ***Be sure to use the most current form provided by NHQ,***

-- **Form 2** *Request for Promotion Action*

-- **Form 2A** *Request For and Approval of Personnel Actions*

-- **Form 24** *Application for Senior Member Development Awards*

As Wing Chaplain, you may be requested to assist a member of the Chaplain Corps to fill out the paperwork needed for awards, change of duty assignment, promotions or transfers. Here are some helpful hints that will lessen the headaches when receiving paperwork and make submitting a Form 2 (Request for Promotion Action), 2A (Request For and Approval of Personnel Actions) or 24 (Application for Senior Member Development Awards) easier:

1. Use the current form (see Index 0-9 *Numerical Index of CAP Forms, Test Materials, and Certificates* on the National HQ web-site).
2. Write for only one award or action at a time.

-- **Form 34** *Chaplain Statistical Report*. After several years of discussion and months of testing the semi-annual Chaplain Corps Personnel reports were automated and made available on-line as of 2011. This was a great step in providing Chaplain Corps personnel the opportunity to submit their reports in a timely manner. Instructions for this reporting process can be found: <http://hc.pcr.cap.gov/downloads/How-to-use-Online-Form-34-Report-System.pdf>

A tickler e-mail reminder should be sent to all Squadron Commanders – as well as the members of the Chaplain Corps – informing them of the deadline.

Incidentally to show the importance of such reporting, during the timeframe of January 2001-December 2006, the members of the CAWG Chaplain Corps, *"In Service Together"*,** accomplished the following: participated in 10,349 activities; invested 46,729.25 hours in participation; traveled 489,340.65 miles; spent \$149,086.54 in their service to others. For the timeframe of December 2008-December 2012, the members of

the PCR Chaplain Corps, “*In Service Together*”,** accomplished the following: participated in 13,682 activities; invested 52,577 hours in participation; traveled 365,574 miles; spent \$166,924.76 in their service to others. (** “*In Service Together*”; please refer to Chapter 4, page 19)

-- **Form 35 and Form 35A.** These applications are for Chaplains and Character Development Instructors. In 2009 the Chaplain Corps Operating Procedure (CCOP) 2009-002 was implemented. This document made the Wing Chaplain the “gatekeeper” for all applications: “*The Wing Chaplain is responsible for the compilation of the application package and the subsequent transmission to the Region Chaplain.*”

A common problem that is encountered – which causes delay – is that often the applicant has not requested all the documentation needed. The application packet should be reviewed thoroughly. If necessary, the applicant should be notified as to what documents need to be submitted (or corrected) and delay sending the application to either the Wing Commander or National Headquarters until all the necessary documentation has been received. Applicants need to be reminded that certain items must be sent **directly** to NHQ/HCA (i.e. academic transcripts; ecclesiastical endorsement for Chaplains and reference letter for CDIs). Sometimes a Chaplain applicant has not met the educational requirements (i.e. degrees from unaccredited theological schools). If they don’t qualify even with a waiver, you should recommend that they apply for a Character Development Instructor appointment. On these occasions, it is important to convey to the applicant that the requirements for the Chaplain are set forth by the USAF Chaplain Corps and Department of Defense. Since CAP Chaplains can and do serve as a force-multiplier, the same requirements for a USAF Chaplain must be met by a CAP Chaplain. There have been occasions where an applicant became a Character Development Instructor and served until the CAP Chaplain requirements could be met. Others have remained as Character Development Instructors because they saw the “big picture” of CAP. On the other hand, there were applicants who stated that if they couldn’t wear the cross that they were not interested and withdrew their application. Personally, I was relieved because I felt that they were more interested in status than in service.

Certainly knowing the appointment process for both Chaplains and Character Development Instructors as set forth in the CAPR 265-1 (*The CAP Chaplain Corps*) and the Chaplain Corps Operating Procedure 2009-002 will save you some headaches...and maybe a heartache...down the road.

Link to the CCOP 2009-002:

http://www.capmembers.com/media/cms/Chaplain_and_CDI_Appointment_Proces_53A200902EB61.pdf

-- **Form 17** (Application for Senior Member Activities) and **Form 31** (Application for CAP Encampment or Special Activity). While you will not personally receive these completed forms, you should make the members of your Chaplain Corps familiar with them. The Form 17 is *optional* – left up to the discretion of the director of the activity. The Form 31, while it is more Cadet-oriented, has been used by several Wings for their adult staff members at Cadet activities.

-- **Form 120** (Recommendation for Decoration). Use this form as often as possible. A seasoned member of Civil Air Patrol, the late Lt Col Bob Beevers of Squadron 103, often stated that the achievements and awards were the only pay that our members received. Do not be reluctant to recommend members of the Chaplain Corps for the various awards listed on this form: Commander's Commendation, Meritorious Service Award, and Exceptional Service Awards. Every time you either observe or hear of a member of the Chaplain Corps going beyond their normal scope of responsibility, submit a Form 120 for a Commander's Commendation. Sometimes their commander or the activity director might beat you to the punch and make the recommendation. Regardless of who submits the recommendation, the efforts of your Chaplain Corps personnel should be recognized. Each award has criteria for it (CAPR 39-3 *Award of CAP Medals, Ribbons, and Certificates* – Section B, Paragraph 9, page 4) and a written justification must be included. The justification should be more than just "this person is a nice person and deserves to receive this award." Be specific as to when, where, what this person did to be recommended for the award. Describe how what they accomplished affected or impacted the organization or community at large. (see Appendix D)

-- **PUBLICATIONS**

The source for the following publications is:

http://www.capmembers.com/forms_publications_regulations/

The following list of publications (manuals or pamphlets) should be part of your "toolbox" and consulted often. I have found them to be useful in preparing for certain events and in the performance of my duties.

-- **CAPM 39-1** *CAP Uniform Manual* – Be sure to check with the updated policy letters that accompany this document. The manual has not been updated in a couple of years, however policy letters cover the changes.

-- **CAPP 50-2** *CAP Core Values* – Several Group Commanders in the CAWG expressed their concern that Cadets have the Character Development program, but the Senior Members did not have something similar. I was asked by the Wing Commander to produce something for the Senior Members of the CAWG. I contacted National Headquarters and received permission to adapt some of their Core Values material in the development of a Core Values Course for Senior Members. This course was introduced at the 2005 CAWG Conference and can be found on the Pacific Region Chaplain Corps Web-site: <http://hc.pcr.cap.gov/resources.html>.

-- **CAPP 50-7** *Mentoring: Building our Members* – The late Chaplain (Col) Charles Sharp, National Chief of CAP Chaplain Corps (2004-2008) has developed an excellent mentoring program for our Chaplains and Character Development Instructors. The material can be found at:

http://www.capmembers.com/cap_national_hq/chaplain_corps/cap-chaplain-corps-resources/

-- **CAPP 151** *Respect on Display*

-- **CAPP 221 series and CAPP 225** *Specialty Tracks* – The specialty track guides that apply directly to members of the Chaplain Corps are the CAPP 221, 221A, 221B, 221C and 225. However, if a member of the Chaplain Corps wants to earn a rating in another specialty track, these guides are available as well. Because members of the Chaplain Corps deal with Cadet Programs a great deal, it would be worthwhile for them to attain at least a Technician rating in the Cadet Programs specialty track

-- **CAPP 265-2** *Flight Time: Values for Living (Character Development for CAP Cadets)* – From time to time, I would hear from members of the Chaplain Corps that they were running out of Character Development material. This is due to the Character Development curriculum being published on a bi-annual basis. While preparing for a Compliance Inspection at Wing Headquarters past issues (dating from 1972-1981, 1992-2002) of “*Values for Living*” were found in a filing cabinet. These issues were scanned and sent to the National Chaplain Corps office. National Headquarters went through their files, located and scanned issues from 1981-1989. These archived materials can be found at: http://www.capmembers.com/cap_national_hq/chaplain_corps/cap-chaplain-corps-resources/ With a little bit of creativity and work, a Chaplain or Character Development Instructor can take one of those old lessons and transform it into the current format that is being used (i.e. use of Case Study and F-A-P-S analysis).

-- **“Great Start” (Booklet for Adults)** – This booklet has been prepared for prospective and new members to assist them in getting off to a “great start” in their CAP career. A check-list for new Chaplains (“*One-Year Plan for Chaplains*”) for their first year is included, which I had designed. Here is the link for the booklet: http://www.capmembers.com/media/cms/Great_Start_Guide_lores_cropped_E4FAFE_D36450E.pdf (New Chaplain Checklist, page 13). Keep in mind that this document was published in 2004 and the info/links may not be up-to-date, however the principle of progressing their professional development is important. Completing the 221A will put them in a position to be promoted when their time-in-grade is completed. Of course, once the 221A is completed, you should encourage them to complete the 221B. Notice that this check-list gets the new chaplain involved in both Wing and Region activities.

-- **CAP Wing Inspection Guide** – Sometime during your tenure the Wing will undergo a Compliance Inspection (it occurs every 3-6 years). There is a part that deals with the Chaplain Section. As Wing Chaplain, you will be responsible for responding to a set of standards, which have questions dealing with how the Chaplain Corps operates (http://www.capmembers.com/media/cms/CI_Guide2013_Jun_Signed_B6E9FE3210C17.pdf). It wouldn't hurt to begin preparing for it now. I purchased a three-ring binder and distinguished the major sections with dividers as well as a divider for each sub-section question. There was a written response for every question accompanied by supporting documentation. Members of the Inspection Team like to see something tangible. In addition, a PowerPoint presentation was prepared to give an overview of the Wing Chaplain Corps. To aid squadron/group Chaplains/Character Development Instructors for

their unit inspection, there is the *CAP Subordinate Unit Inspection Guide* found on the following link:

http://www.capmembers.com/cap_national_hq/inspector_general/inspections/

-- ***Regulations***

These regulations are “must reading” and definitely belong on your computer or printed out and placed in a notebook for ready reference.

-- ***CAPR 35-2 Notification Procedures in Case of Death, Injury, or Serious Illness***

-- ***CAPR 35-5 CAP Officer and Non-Commissioned Officer Appointments and Promotions*** – Section E: Professional Appointments and Promotions (pages 7-11) deal with the Chaplain Corps personnel. **Note:** there is a letter dated 20 June 2005 regarding a change in the Chaplain appointment/promotion process (http://level2.cap.gov/documents/new_promotion_rak.pdf).

-- ***CAPR 39-3 Awards Made Easy***

-- ***CAPR 50-17 CAP Senior Member Professional Development Program***

-- ***CAPR 52-10 CAP Cadet Protection Policy***

-- ***CAPR 52-16 Cadet Program Management***

-- ***CAPR 60-5 Critical Incident Stress Management***

-- ***CAPR 265-1 The CAP Chaplain Corps***

-- ***CAPR 265-2 The Covenant and Code of Ethics for Chaplains of the CAP***

-- ***POLICIES AND PROCEDURES***

-- ***CCOP 2009-002*** Chaplain Corps Operating Procedure regarding the application process for Chaplains and Character Development Instructors.

-- ***CERTIFICATES***

-- ***Certificate of Appreciation*** (CAP Certificate 35 for Group/Squadron Commanders – Type under that title or next to it “Wing Chaplain”) – This certificate is available using the electronic Form 8 (Requisition for Publications and Blank Forms) at E-Services. Unless you have been granted permission to access this feature, you will need to make this request through your Wing Headquarters personnel. Only the commander, administrative officer or test control officer/alternate may submit the electronic Form 8 with permission from the web security administrator. Later when I was appointed Region Chaplain, I designed a Certificate of Appreciation for use at the Region Chaplain Corps

Staff College. This certificate was presented to recognize those on staff, personnel on the host base, tour guides, featured speakers or anyone else who had a hand in contributing to the success of that event (see Appendix G).

-- ***Certificate of Partnership*** – This certificate is requested from the National Chaplain Corps office and is presented to the CAP Chaplain's church in recognition of the church's contribution to the general welfare of the community and its service to the youth of the nation through its pastor serving as a CAP Chaplain.

-- ***Certificate of Attendance or Participation*** – A certificate was given to members of the Chaplain Corps who attended the Chaplain Corps Conference (which may be held in conjunction with the Wing Conference). This certificate is not a National form but is an item that you will need to design. It doesn't need to be fancy, but something that recognizes their time spent to enrich their skills. (see Appendix E)

Observation:

It had been a couple of years since I had completed the CAPP 221A (*The CAP Chaplain*) and the CAPP 221B (*Chaplains Helping Chaplains*). In the first few weeks following my appointment as Wing Chaplain, I re-familiarized myself with these two documents as well as the CAPR 265-1 (*The CAP Chaplain Corps*), and the CAPR 265-2 (*The Covenant and Code of Ethics for Chaplains of the CAP*). From time to time, these documents were reviewed just to refresh my memory and sharpen my skills.

CHAPTER 4

PUBLICATIONS – Communication, E-mail, Newsletters, Website, Events

“Communication leads to community, that is, to understanding, intimacy and mutual valuing.” -- Rollo May

That is a great definition of communication. As Wing Chaplain, you are building a community (the Chaplain Corps) which is based on understanding (the mission), intimacy (the fellowship) and mutual valuing (embracing the vision and goals). There is nothing more important than keeping your people informed about what is going on.

Getting the information out to your personnel is key to keeping them on the same page and motivated.

-- **Communication.** Every opportunity I had to be with members of the CAWG Chaplain Corps – either as a group or as individuals – was viewed as an opportunity to share the vision/goals of the CAWG Chaplain Corps and to affirm them. I wanted them to know that they were making a difference in the lives of those whom they served. Putting your message out there as often as possible makes it believable, credible, and gives those who hear or read it an opportunity to own it as well. The phrase *“In Service Together”* was used to conclude each letter or e-mail sent. The emphasis on “service” and “serving together” was something that was fundamental to the mission and vision of the CAWG Chaplain Corps. The same signature line/phrase was used during my tenure as the PCR Chaplain.

-- **E-Mail.** If your Wing has its own domain and offers e-mail accounts, obtain one. If it doesn't, sign up on GMail, Yahoo, Juno, or Hotmail for a free account. Have an account dedicated to your Wing Chaplain work. Check to see what e-mail lists are set up by your Wing. In addition to the lists established by the Wing, I also created various personal mail lists (i.e. CAWG Chaplain Corps, CAWG Chaplains, CAWG Character Development Instructors, CAWG Chaplain Corps – Extended Family, etc.).

Due to the geographical size of the California Wing, e-mail was the primary method for keeping in touch with the Wing Membership and the CAWG Chaplain Corps personnel. Throughout the year e-mails would be sent to the entire Wing Membership (national observances; holiday greetings; religious observances, Presidential proclamations; death notifications; national events – i.e. 9/11, school shootings, space shuttle tragedy; anything that I felt that the Wing should hear from its Chaplain).

From time to time, announcements were sent to the Commanders' list that dealt with the Chaplain Corps (assistance in/resources for recruiting Chaplain Corps personnel, reminding them of Form 34 deadline, encouraging them to submit nominees for Chaplain/Character Development Instructor of the Year, Summary of Form 34s, etc.).

The Chaplain Corps personnel would receive announcements of events which were taking place within the Wing as well as “housekeeping” e-mails (congratulations for those who had completed training, received promotions, or new appointments; reminders to sign up for CCRSC, Chaplain Corps/Wing Conference; reminders of Form 34; Summary of Form 34s; prayer requests; training opportunities; etc.).

Hotmail, Yahoo, Gmail, AOL, Skype offer instant messaging services. This technology provides the opportunity to have real-time capability to converse with individuals or conduct a staff meeting without the cost of a personal phone call or conference call.

-- **Newsletters.** Once a quarter the CAWG Chaplain Corps newsletter, “*The Sky Pilot Trails*”, was mailed out to the Chaplain Corps personnel. The Wing Chaplain had a column on the front page. There was a column devoted to “Appointments, Awards, Promotions”. Another column featured “Upcoming Events”. Articles were published about events that members of the Chaplain Corps had attended or were presenters. Pictures of members of the Chaplain Corps in action --- lots of pictures --- were part of the publication. Contribution of articles by the members was highly encouraged because it was their newsletter. Similarly, the PCR Chaplain Corps newsletter, “*The Western Watch*” was published on a quarterly basis which included the same features.

-- **Website.** I would encourage you to either create a web-site for your Wing’s Chaplain Corps or if your Wing provides you with a web-page to maintain it. The PCR Chaplain Corps web-site was designed to include all the information and resources that Chaplain Corps personnel would need: <http://hc.pcr.cap.gov/resources.html>.

-- **Events.** As you know, in order to fulfill the three-fold mission of Civil Air Patrol, the requirements of the Senior Member Professional Development and the requirements of the Cadet Program, there are a host of training exercises and courses. In addition, there are various activities and events that CAP members may participate in. Each time I received an announcement (either by e-mail or phone call) of a training course or event that would benefit the members of the Chaplain Corps, I would forward that announcement by e-mail. Contact with the Project Officer would be made – especially regarding Emergency Services and Cadet Programs – to see what service might be needed from the Chaplain Corps.

CHAPTER 5

PROBLEMS and/or CHALLENGES

I know that you are probably asking, “Problems??? Are there problems that a Wing Chaplain might face?” Yes, there will be a few problems that you will encounter...but the blessings will far outnumber any problems that you will face. A better take on problems would be to call them “challenges.” Whatever we choose to call them....you will face them. They might not be a problem or a challenge to you...but to some within the Chaplain Corps they are and it will be brought to your attention. There is an old saying that goes, “*To be forewarned is to be forearmed.*” Knowing what you might possibly face will give you time to develop a plan to deal with it.

You will always face the problem/challenge of not having Form 34s submitted on time...that is a minor annoyance. Not having enough personnel to staff key Wing events...again a frustration. While serving as the Wing Chaplain, the majority of the problems/challenges that I encountered were from these four areas:

-- Ministry in a Pluralistic Environment.

Definition of pluralism: a state of society in which members of diverse ethnic, racial, religious, or social groups maintain an autonomous participation in and development of their traditional culture or special interest within the confines of a common civilization.

Source: Merriam-Webster On-line Dictionary

“CAP Chaplains are to be faithful representatives of their denominations and equally faithful defenders of First Amendment rights of all CAP members” is a statement that can be found in every one of the Chaplain Corps regulations and publications.

In the Winter 2004 issue of “***The Transmitter***” (NHQ Chaplain Corps Newsletter) Deputy Director of the Chaplain Corps (2002-2005), Robert Hicks wrote: *“In the final analysis, this is what makes the great American experiment a success. European wars were fought over whose church or religion should rule the country. Our American founders learned something important from this history. Perhaps that is why the First Amendment. Our first freedom is the freedom of religion! To them pluralism was not a dirty word but a healthy provision and protection in law. Our chaplain corps must represent the first amendment which guarantees our cadets and seniors that no particular religious tradition will be “established” in our squadrons, nor will the free exercise of anyone’s faith be prohibited. What this means is, if I want the freedom to preach the gospel as I understand it, then I must grant the same freedom to others who may not agree with me. The sword cuts both ways. The freedom all of us enjoy to pursue our faith is the freedom rooted in the first amendment. That’s what pluralism means to me. Does ‘pluralism’ mean ‘compromising’ my faith? No, I still answer to my denomination who endorses me. Does this mean I should never pray in the name Jesus, or present the gospel to someone? No, indeed. But these are questions of wisdom, not regulation.*

If my unit is not completely Christian, it might not be the wisest of decisions to pray in the name of Jesus. My rule of thumb is: 'Always know your audience before you pray.' What does it mean is that I need to care about things like: 'Are there special non-Christian holy days I need to be sensitive to,' or 'are there religious dietary provisions that I need to make the commander aware of before he or she schedules an all-meat, or pork barbeque?' This is pluralism in action, and this is what the chaplaincy is all about."

It is not my intent to spend a great deal of time on this particular section because there have been many books and articles written on the subject. Often part of the curriculum for a Chaplain Corps Region Staff College will address this topic of ministry in pluralistic environment. However during my tenure as the California Wing Chaplain, two members of the Chaplain Corps resigned due either to their lack of understanding or willingness to minister in a pluralistic environment. Here are a couple of items to consider:

-- **CAPR 265-2** – *The Covenant and Code of Ethics for Chaplains of the Civil Air Patrol*. This is **must** reading for all CAP Chaplains. This document should be reviewed with every prospective chaplain and from time to time with your veteran chaplains as a reminder. Note that this *Covenant and Code of Ethics* is not a list of suggestions or guidelines. Rather it is a regulation. As Chaplains, we are bound to follow the actions set forth. If I hold to the understanding of a "covenant", it is something I promise to do. On the other hand, if I am unwilling to abide by the Covenant, then I shouldn't be a CAP Chaplain. Bottom line.

-- *Ward's Corollary* - Based on my personal experience and observation of having been in the full-time ministry for 30 years – 23 of those years were in service as a volunteer chaplain for public safety agencies and with the Civil Air Patrol since 1996; I offer this corollary: *"All Chaplains should be Pastors, but not all Pastors can be Chaplains."* Now what do I mean by that?

The word "pastor" is a translation of the Hebrew and Greek words for "shepherd" (Heb. – רֹעֶה, *ra'ah* - i.e. Num. 27:16-18, Jer. 3:15, Ezek. 34:2-6; Greek – ποιμήν, *poimēn* - i.e. John 10:11-12, Acts 20:28-30, Eph. 4:11-16). Psalm 23 is filled with many word pictures describing the shepherd's relationship with and responsibility to his flock. While we are familiar with pastoral/shepherding duties within the context of our religious community as set forth in our sacred writings and/or denominational and local church by-laws - caring for, feeding, leading, protecting the flock that has been entrusted to us -- there is an attitude adjustment that needs to be made when we move from the arena of the pastoral ministry to that of CAP chaplaincy. The duties of caring for the flock can be translated into that of providing counseling or of being an example. The duties of feeding the flock can be translated into that of providing Character Development training to both the cadets and senior members. But leading and protecting seem to me to be the responsibility of the commander whom we serve --- be it at region, wing, group or squadron. Most pastors serve as de-facto "commanders" in the local church setting, and need to be reminded that when the uniform is worn, we must be men and women under submission.

The two members of the Chaplain Corps (a Chaplain and a Character Development Instructor) who resigned did so because they felt that they were being restricted from sharing the Gospel **during Squadron meetings** – primarily during Character Development (which will be addressed later in this chapter). Both men were passionate and zealous about using every opportunity to share their faith and often delivered evangelistic devotionals. Both were counseled by their squadron commanders and myself. In discussions with these individuals, I shared the following: that their style of witnessing to other faiths was valid when in civilian attire - outside of their official capacity as a member of the Civil Air Patrol Chaplain Corps. However, once a member of the Chaplain Corps puts on the uniform they are not to engage in evangelism in the **public** forum...that is a Squadron Meeting or a Character Development session. There is no problem sharing the gospel during a worship service that is being conducted during a CAP event. As a Christian Chaplain in uniform, when in a private conversation I am certainly free to give *“the reason of the hope that is within me”* (1 Peter 3:15).

Because *“The Covenant and Code of Ethics for Chaplains of the Civil Air Patrol”* states that Chaplains are to provide ministry to **ALL** members of CAP and their families, it is imperative to be sensitive to their religious needs. In that spirit, the CAWG Chaplain Corps works with the Command Staff serving Encampments to see that Catholic and Protestant services are provided for by CAP Chaplains. Since currently that are no CAP Chaplains from the Jewish, Islamic, Hindu, or Buddhist faiths in the CAWG, arrangements are made to have transportation to places of worship for those of other faith groups and/or endeavor to accommodate their spiritual needs. As Robert Hicks pointed out, Chaplains should serve as an advisor to the Commanders regarding religious observances and dietary restrictions. How often does a cadet event take place on a Friday evening and pepperoni pizza is served?

I believe the following captures the spirit of ministering in a pluralistic environment. The late Harry Emerson Fosdick related the following story that occurred during WWII. A young soldier had been wounded and was dying. The battalion chaplain asked the young man if he could pray with him. The soldier said to the chaplain, a Catholic priest, “Chaplain, thank you but I don’t belong to your church...” And the chaplain replied, “But you belong to my God.”

-- **Recruiting/Retention.** Some day you will hear from a Squadron Commander that they want you to provide them with a Chaplain or Character Development Instructor. Recruiting is a difficult task, especially when it comes to Chaplains. Due to the sheer size of some Wings, the likelihood for you to be directly involved in the recruiting process may be a hurdle. However, you can work with Squadron Commanders to provide them with resources and ideas that will get them exposure: making presentations to Ministerial Associations in the community; making presentations to local service clubs (many clergy members belong to Rotary, Kiwanis, Lions, Optimist, etc.); provide a Color Guard for special occasions (Memorial Day, 4th of July, Veterans Day). Encourage the members of the Wing to participate in CAP Sabbath/Sunday. This is an excellent way to bring awareness of CAP to the attention of clergy as well as prospective cadet and senior members.

Once the name of a prospective Chaplain is provided to you by a Squadron Commander, contact that individual. Discuss the application process with them. Another topic of discussion should be the nature of CAP Chaplaincy (i.e. the pluralistic nature) and the Chaplain's involvement in the three-fold mission of CAP. In addition, review the "*One-Year Plan for Chaplains*" with them. My personal feeling is that I would rather see an interested party decide not to proceed, than to receive an appointment and months later decide that the CAP Chaplain Corps was not for them.

What contributes to the stable retention rate for a Chaplain Corps? Besides the commitment and dedication of the Chaplain Corps personnel, I believe it is due to the level of communication and recognition that takes place within the Chaplain Corps (i.e. e-mails, newsletters, certificates of appreciation/participation, etc.). When people feel that their efforts are appreciated and they are making a difference, they will continue serving. Part of the Wing Chaplain's responsibility is to convey to the Chaplain Corps personnel that their service is important to others and that it is appreciated.

-- ***Character Development.*** This area seemed to be the one which I dealt with the most. The more common problems which were brought to my attention had to do with:

-- *Allotment of time.* Unfortunately, I received reports that some Chaplains/Character Development Instructors had not been given the time necessary to conduct a quality Character Development session. It had been squeezed in between other squadron activities and so the Character Development session was rushed. Squadron Commanders or Deputy Commander of Cadets would give it a time slot much like a Safety Briefing, or an Aerospace Education briefing. The CAPR 52-16 (*Cadet Program Management*) states that Character Development is to be conducted at least once a month for approximately 1 hour (Figure 4-1, page 14) – Note that this is a regulation. With the exception of Achievement 1 (which requires the introduction to CAP Core Values and Safety), cadets must participate actively in at least one character development forum per achievement. The CAPP 265-2 ("*FLIGHT TIME: Values for Living*") gives a guideline of 1 hour for the conducting of a Character Development session (page 6). To discuss the topic/issues that are presented in the Character Development lesson takes time. According to this timeline, the Chaplain/Character Development Instructor has 15 minutes: 10 minutes to introduce the topic and 5 minutes to wrap it up. The cadets have 45 minutes: 30 minutes to conduct the F-A-P-S analysis on the case study (this is the heart of the Character Development program) and 15 minutes to answer the discussion questions and report their group's findings.

Often in my dealings with this matter, I found that it was not a willful act on the part of the Squadron Commander or Deputy Commander for Cadets. Rather, they were simply unaware of the regulations regarding the Character Development element of the Cadet Program. The sharing of information about how/when Character Development is to be conducted took place with the Squadron Commander or Deputy Commander for Cadets either through an e-mail exchange or a phone call. The Unit Commanders Course is also a great forum in which to discuss how a Character Development session is to be conducted.

-- *Cadet Participation.* Another issue which came to light was that in some squadrons, Cadet staff members were conducting their staff meetings during the time Character Development was being presented. They felt that being a Cadet Officer gave them some sort of exemption from participating in Character Development. There is no exemption for Cadet Officers provided in the CAPR 52-16. As previously stated, to complete an Achievement, the cadet must participate in a Character Development session. It was the practice at Squadron 103 that either the Chaplain or Character Development Instructor attest to the cadet's participation in Character Development in the CAPF 52 series. There were a couple of times where promotions were delayed because the cadet had not met the Character Development requirement during that particular phase.

-- *How Character Development is Conducted.* There were times when a Squadron Commander would contact me and express concern about how their Chaplain or Character Development Instructor was conducting Character Development. When pressed for more detail, it was shared that the Chaplain or Character Development Instructor was not following the CAPP 265-2. Rather they were presenting their own material – often in the form of devotional or something with a highly religious flavor – and the cadets had very little, if any, interaction. The members of our Chaplain Corps should be trained in both the content and conduct of the Character Development session. During previous Chaplain Corps Region Staff Colleges or Wing Chaplain Corps Conferences, I clearly stated that the Character Development session is not a time to “rehearse or rehash a Sunday sermon” or a time for a devotional or religious teaching. During these times of instruction, an effort was also made to reiterate to our Chaplains and Character Development Instructors that the majority of the Character Development session is to be cadet led (the discussion time and sharing time) and that they fulfill their responsibility as “Scribe-Questioner-Clarifier” (CAPP 265-2 “*FLIGHT TIME: Values for Living*”, page 5).

Character Development is something that both CAP and the Chaplain Corps take seriously, which is why the members of the Chaplain Corps are “strongly” encouraged to utilize the CAPP 265-2 (“*FLIGHT TIME: Values for Living*”) which provides lessons (content) and instructions as to the conduct of a Character Development session. There were rare occasions when an issue arose that I felt was timely and needed to be discussed by the cadets (school shootings; the events of September 11th; the unexpected death of a student; etc.). On those rare occasions, I did structure the session along the format found in the printed lessons: introduction of topic; cadets discussing the topic and reporting back; summarizing their findings and making application.

-- *Appointment of Chaplain Corps Personnel.* From time to time at a CAP activity I would meet someone who introduced themselves as a Character Development Instructor. The person's name was unfamiliar and upon checking the most recent Monthly Membership List (MML), their name was not listed. Although they may have taught Character Development, they were not a Character Development Instructor. In the event that a squadron does not have a Chaplain or a Character Development Instructor who has

been appointed by National Headquarters, the regulations provide the Squadron Commander with the authority to assign someone to present the Character Development session. There are a couple of disadvantages to this practice, among them: a) not having the resources provided (i.e. CAPP 265-2), b) not being able to follow the Character Development Instructor Specialty Track, and c) not having interaction with fellow members of the Chaplain Corps.

Then there were those occasions when I would hear that a Squadron had a newly appointed Chaplain. Upon further inquiry, either that a local minister had been attending meetings and the Squadron Commander had “appointed” this individual as the squadron’s Chaplain or a local minister had joined the squadron and because of the ministerial position held outside CAP or service as a Public Safety Chaplain, an appointment was granted by the Squadron Commander. Once again after contact with the Squadron Commander, the appointment process was discussed and a Form 35 or 35A sent so that the official appointment process could begin.

-- **Chain of Command.** Earlier in this chapter under “*Ward’s Corollary*”, I had written: *“But leading and protecting seem to me to be the responsibility of the commander whom we serve --- be it at region, wing, group or squadron. Most pastors serve as de-facto “commanders” in the local church setting, and need to be reminded that when the uniform is worn, we must be men and women under submission.”* Again, Chaplains at all levels of CAP work for (serve) the Commander (CAPP 221A, *The Squadron Chaplain*, Section 1-4d, page 7; CAPR 265-1, *The Civil Air Patrol Chaplain Corps*, Section 15, page 8). While serving as Wing Chaplain, there were a few occasions where a Chaplain went outside the “chain of command” for assistance. I once heard of a Chaplain who had requested assistance from a member of the Board of Governors in obtaining a radio card! Members of the Chaplain Corps, especially Chaplains, need to be reminded from time to time that they must follow the “chain of command”. In following the Chain of Command, the relationship between the Chaplain and the Commander will be strengthened.

Observations:

In my experience, I see the problems/challenges that were addressed in this chapter were a result of:

1) a lack of understanding about the nature of Chaplain ministry within CAP. This goes to the heart of training. Many CAP Chaplains have no military background (if so, they were not officers) and do not understand the culture of the organization. Great strides have been made in this area with the changes in the requirements for Chaplains to promote. At the 2008 National Board, the “in-turn” letter process and professional development of Chaplains was addressed. No longer would completing the 221 and 221A (pre-2011 editions) be accepted as a waiver for the Squadron Leadership School (SLS) and Corporate Learning Course (CLC) requirements. Furthermore, Chaplains would need to complete the training requirements in each level of the Senior Member Professional Development Program in order to promote to their next grade. The result of these changes have been that Chaplains receive a great insight into the organization

of Civil Air Patrol as well as being able to identify with other members who are striving to fulfill training requirements,

2) not participating in the various activities and events. This was something that the two Chaplain Corps personnel who resigned had in common. During their CAP careers, neither one of them had attended a Wing Conference, a Chaplains' Conference or a Chaplain Corps Region Staff College. Their only involvement had been teaching Character Development in a local squadron. According to their squadron commanders that was about the only evening that they attended a meeting. It is my conviction that if either one of these individuals had been more involved in the larger scope of things (attending squadron meetings on a regular basis, encampments, ES missions, training exercises or courses, etc.) they would have benefited from this exposure, giving them a "bigger picture" of CAP.

3) not understanding the dynamic of providing ministry in a pluralistic/secular setting. Based on my personal experiences and observation, it appears that this is a topic that needs to be continually touched on (i.e. a refresher/reminder of the CAPR 265-2; routinely addressed at the Wing Chaplain Corps Conference or Chaplain Corps Region Staff College). There is no doubt that many of our CAP Chaplains are fine pastors and our Character Development Instructors provide ministry either in Christian Education or Youth programs of their church. However, there is a great difference between ministry in a Sunday morning worship service, a Wednesday Bible Study or Youth Group meeting, a week-night discipleship/small group meeting and what takes place in a squadron once a month during a Character Development session.

4) Squadron Commanders not understanding the regulations pertaining to the program element of Character Development as part of the Cadets' training or understanding the appointment process when it comes to Chaplain Corps personnel. A Chaplain or Character Development Instructor is not a squadron Chaplain or Character Development Instructor until they receive an appointment from National Headquarters.

I believe that you, as a Wing Chaplain, can address these problems/challenges through communication with Squadron Commanders and your Chaplain Corps personnel. This can be accomplished with Squadron Commanders (current and future) through teaching sessions at Squadron Leadership School, Corporate Learning Course, and Unit Commanders Course as well as e-mail reminders. Wing Chaplain Corps Conferences are an excellent forum as well as articles in the Chaplain Corps newsletters to remind Chaplains and Character Development Instructors of their commitment to serve all members of CAP regardless of religious affiliation and conducting Character Development in the prescribed manner.

CHAPTER 6

“MINISTRY OF PRESENCE”

“Ministry of Presence” is a phrase or term that is found throughout the publications and regulations of the CAP Chaplain Corps. I carry in the pocket of my uniform the Chief of USAF Chaplain Service coin (Ch, Maj Gen Lorraine K. Potter – 2001-2004). These words are imprinted on the reverse side: *“You are a Visible Reminder of the Holy”*. I believe that these words are a wonderful summary of our role and responsibilities as chaplains. The presence of a Chaplain should serve as a visible reminder of God’s presence to those whom we are privileged to serve.

And the only way that we can effectively fulfill *“ministry of presence”* or being that *“visible remainder of the Holy”* is by attending and participating in the various activities or events.

As mentioned in a previous chapter, whenever I learned of something that was taking place within the Wing, an e-mail went out to the CAWG Chaplain Corps with all the details (time, place, date, project officer, etc.).

Chaplain Corps personnel, whenever possible, should be Emergency Services (E.S.) qualified and be involved in SARXs and actual missions.

Cadet activities that span a week-end should have a Chaplain Corps presence. Along those lines, the CAPR 52-16 *Cadet Program Management* requires that *“Ground School”* (an introduction to Core Values and the Character Development program) in *“Flight Time: Values for Living”* be completed as part of Phase I/Achievement 1 (John Curry Award). With the growth of some squadrons, a Chaplain or Character Development Instructor would need to teach that particular Character Development lesson every two months (great for the new cadet – boring to the rest), so a Saturday session may need to be scheduled. Some Wings conduct a Basic Cadet School (BCS). This is a good opportunity to offer the *“Ground School”* material. There is a great deal of *“ministry of presence”* that is needed and is performed during a Cadet Encampment (CAPP 221A *The CAP Chaplain* – page 19; CAPP 221B *Chaplains Helping Chaplains* – page 15; *Encampment Chaplain Checklist* - <http://hc.pcr.cap.gov/resources.html>). For me, some of the best experiences in CAP Chaplain ministry have occurred at or as a result of serving at Encampment.

Scheduling the Wing Chaplain Corps Conference as part of the Wing Conference is definitely a good practice, as recommended in the CAPR 265-1 *The Civil Air Patrol Chaplain Corps*. The first three CAWG Chaplain Corps Conferences that I attended (1997-1999) were held as separate conferences from the Wing Conference. The CAWG Chaplain Corps Conference was conducted on an active military base. All that changed in 2000 when I was the project officer for the CAWG Chaplain Corps Conference. Just before the planned conference, the USAF RAP officer informed me that the Chaplain Corps had lost their billeting due to some events taking place on the base. Hotel rooms

were available off base – 15 miles away. It would have been a logistical nightmare, not to mention the additional expenses for our Chaplain Corps personnel. Needless to say, the Chaplain Corps Conference was postponed. Beginning in 2001, the CAWG Chaplain Corps Conference was held in conjunction with the Wing Conference with more than 50% of the Chaplain Corps personnel in attendance. For those wings which have a two-day conference (Friday-Saturday), I would suggest conducting the Chaplain Corps Conference on Friday afternoon. (see Appendix F) A Friday training session for members of the Chaplain Corps and a seminar on Saturday for the entire wing membership on a topic of common interest (i.e. Core Values, Suicide Intervention, etc.) can be offered as well. Conducting the Wing Chaplain Corps Conference in this manner can prove to be beneficial because: 1) there are no worries about loss of billeting at the last moment; 2) “*ministry of presence*” is taking place on a grander scale; 3) Chaplain Corps personnel have the opportunity to interact with members of the Wing and attend workshops in other areas of interest.

Writing about “*ministry of presence*” taking place at a Chaplain Corps Region Staff College (CCRSC) sounds a bit like “preaching to the choir.” However, attending CCRSC is a very enriching experience. Regulations state that in order for a Chaplain to fulfill the requirements for the Garber Award (Level 4) they need to attend 2 CCRSCs within a 5 year period. Some may cite that other Senior Members do not need to attend another Region Staff College once the requirement for Level 4 has been met. The philosophy of the PCR Chaplain Corps has been that CCRSC is continual in-service training. While other elements of CAP have on-going, specialized training to accomplish their mission, the Chaplain Corps incorporates that into the CCRSC. Also, attending a CCRSC year after year gives members of the Chaplain Corps a greater opportunity to build relationships with others of kindred spirit within the Region. When speaking of “*ministry of presence*” at a CCRSC, one person comes to mind: Ch (Lt Col) John Berger. It had been a longstanding custom of the PCR Chaplain Corps to begin its Staff College on the opening night with a time of fellowship and end it with a “Gospel Sing” for those wishing to attend. The “Gospel Sing” has been led by Chaplain Berger, who also leads the time of singing in the morning devotional service. There is nothing more inspirational than to be “led” in singing by Chaplain Berger. His wife, Ione, usually assisted in preparing the snacks for the break times. The smiles on the faces of Chaplain Berger and Ione...the way they greet and mingle with those in attendance...provides encouragement to all.

Whenever an activity or event takes place where a member of the Chaplain Corps can participate, it should be staffed. While it may not seem like a major event, the Chaplain’s presence can be an integral part of the activity. Let me conclude this chapter with this illustration of “*ministry of presence*”.

On Saturday, September 25, 2004 an air show/open house was being held at the Fullerton Airport. Cadets from three local squadrons were working the flight-line and senior members were manning the recruiting booth. One of our CAWG chaplains, Ch (Lt Col) Chuck Ingram, was there. He was assisting in the recruiting booth. A 1920's era Ford Tri-motor was going up for a test run after undergoing some repairs.

As the plane took off, it veered suddenly and the left wing dropped, almost hitting the control tower. The plane crashed on a nearby street, missing the crowd but critically injuring both men on board. The pilot did an outstanding job of keeping the plane away from both the crowd and buildings on the airport.

Chaplain Ingram was instrumental in bringing calm to the cadets and seniors who had witnessed the accident and helped to ensure that all the cadets were accounted for. The cadets and senior members were later tasked by the Fullerton Police Department to assist them with crowd control. Chaplain Ingram also had the cadets call their parents to let them know that they were safe and before any of our CAP members left, he conducted a CISM defusing.

When it was learned that a couple of cadets from Squadron 45 were in attendance and had left earlier with their parents, the late Ch (Lt Col) Jack Nahrstadt was contacted. He met with the cadets and their parents as well to provide a CISM defusing. In this instance, these two chaplains conducted a great deal of personal ministry.

When Chaplain Ingram went to the Fullerton Airport that morning to support his squadron's work at the air show, he had no idea that his service would be needed in a bigger role than manning a recruiting booth.

“Ministry of Presence” is not just a motto or a catchy phrase thrown around in the Chaplain Corps...it is a way of life. Once again, it would be beneficial for you to publicize the events in which members of the Wing are involved. You never know when the training and service of Chaplain Corps personnel will be needed.

CHAPTER 7

PERSONAL MAINTENANCE

While serving on the staff of the 2007 National Staff College, I was browsing in the Air University Press bookstore and came across a wonderful book entitled: **HEIRPOWER! 8 Basic Habits of Exceptionally Powerful Lieutenants**. The author is Bob Vasquez, Chief Master Sergeant, USAF, retired. Each chapter is chocked full of great leadership principles; one of them sparked the idea for this chapter.

As Chaplains in the Civil Air Patrol, we know that “service” is our primary function. And we know CAP’s core value of “*Volunteer Service*” – Service before self. We also know the basis of “servant-hood ministry” from the Christian Scriptures: ⁴² “*And Jesus called them together and said, ‘You know that those who are regarded as rulers of the Gentiles lord it over them, and their high officials exercise authority over them. ⁴³Not so with you. Instead, whoever wants to become great among you must be your servant, ⁴⁴and whoever wants to be first must be slave to all. ⁴⁵For even the Son of man did not come to be served, but to serve, and to give his life as a ransom for many.’*” (Mark 10:42-45, NIV).

We are also aware of the Divine Instruction: ⁴ “*Hear, O Israel: The Lord our God, the Lord is One,*” ⁵ *Love the Lord your God with all your heart and with all your soul and with all your strength.’*”; ²⁹ “*Hear, O Israel: The Lord our God, the Lord is One.*” ³⁰ *Love the Lord your God with all your heart and with all your soul and with all your mind and with all your strength.’*” (Deut. 6:4-5; Mark 12:29-30).

“Personal Maintenance” should not be considered an act of selfishness. Rather it should be considered as an act of “practical mettle”. The reality is that if we are expected to take care of others, what use are we if we have not taken care of ourselves? If we are sick, tired, or burnt out we will be of little use when our services are needed. Retired CMS Bob Vasquez writes, “*Serving others begins with serving yourself. Your life includes four basic areas: physical, mental, emotional, and spiritual*” (p. 36, Air University Press, June 2006). I believe that the retired Chief knew from his religious upbringing, that we are to honor the Lord with all of our capabilities. Using his basic thoughts here, I will apply these four dimensions in the context of CAP Chaplain Corps ministry.

-- **Physical** – I alluded to having some physical problems earlier as age and heredity caught up with me. So I have had to watch what I eat, trading cans of Dr. Pepper for bottles of water, getting plenty of rest (not as young as used to be and late hours really aren’t my friend), and exercise. My doctor informed me that “pushing the remote” does not constitute exercise. I have taken up walking and, while I admit that I am not as consistent as I should be, I do a lot more walking now than I did a few years ago. It has made a difference. Your regular life and your CAP life make many demands on your time. Don’t try to burn the candles at both ends. My doctor made me look at what I was doing and take some steps to cut back on certain things that were contributing to the stress level. Upon his advice and the “encouragement” of my wife, I decided to step

away from law enforcement chaplaincy due to the time it was consuming and the toll it was taking – physically and emotionally. While saddened to cease my involvement of over 20 years in this area of ministry, I must admit it was the right thing to do. My current physical/mental shape can attest to that. You may have heard similar advice from your doctor or from your spouse. Heed their words. Take better care of yourself so that you can take care of others.

-- **Mental** – The great writer “Anonymous” is attributed to having observed: “*The brain is no stronger than its weakest think.*” As Wing Chaplain, you will be called upon to do a lot of thinking...for yourself and for others. Some of that thinking might have to be “outside of the box.” So you need to exercise your mind...stretch it a bit. Here are some suggestions:

- 1) Read – find books, journals, articles in magazines that will enrich your personal life and enhance your personal skills.
- 2) Watch educational TV – The *History*, *Military*, *Discovery Channels* and public television educational programs can be beneficial. I have learned a great deal and gleaned some useful illustrations for Character Development or lessons for Aerospace Education from watching various episodes.
- 3) Attend or participate in conferences, workshops, and seminars – In CAP, there are those times when I was a student and other times when I have been on staff...but in each setting, I have always walked away with something that could be taken home and worked on. One of my most memorable experiences took place at the 2006 National Staff College. Lt Gen Stephen Lorenz, Commander of the Air University, Maxwell Air Force Base, was a featured presenter. His topic was “*Lorenz on Leadership*” and it was outstanding.

Here is the link to this presentation in its written form:

<http://www.airpower.maxwell.af.mil/airchronicles/apj/apj05/sum05/lorenz.html>

Of course, you will also have church/ministry related conferences which are available to you. The key thing to remember: take something home with you.

- 4) “*Picking the brain*” – Now my wife hates when I use that term, but it is something that has been useful to me. Whenever there is the opportunity to be with someone that I know is doing an effective job, I will ask a ton of questions (“*pick their brain*”). I want to know what is or what isn’t working for them...how things were implemented...what things to avoid. Learning from the successes and/or mistakes of others is a great way to stretch your mind.

-- **Emotional** – Bob Vasquez writes, “*Life is about relationships. We often work on developing relationships with others. We also have to maintain a relationship with ourselves*” (page 40). He goes on to write about the extremes that exist in the demonstration of self-confidence, self-esteem, and self-love. We are concerned with

how others see us and even how we see ourselves. The way we see ourselves often dictates how we view others and relate to them. But I believe that Vasquez was correct in his observation that, *“Every relationship can be measured by the amount of love shared. Your relationship is strong because you are willing to give him or her all you can – all you have. You’re willing to give without the condition that he or she give back to you. That’s love! And there’s incredible power in that!...By now you realize that you’re in this not for the money or prestige, but because you love what you do and who you do it for. It’s all about relationships. It’s all about love.”*

Without a doubt being involved in CAP Chaplaincy – whether it is at the Squadron, Group, or Wing level – means developing and maintaining relationships with other people. When we practice the core value of *“Volunteer Service”* - Service before self and the *“ministry of presence”*, there is an awareness that we are serving others and that the nature of the reward is the service rendered; which should make you feel good.

-- **Spiritual** – The greatest relationship that we should be developing and maintaining is the relationship with our God. You will find yourself time and time again relating to King Jehoshaphat’s prayer in 2 Chronicles 20 where he confesses in light of his circumstances: *“We do not know what to do, but our eyes are upon you”* (.12). And resting on God’s assurance: *“...For the battle is not yours, but God’s”* (.15); *“Do not be afraid, do not be discouraged. Go out to face them tomorrow, and the Lord will be with you”* (.17).

When a squadron does not have a Chaplain they will look to the Wing Chaplain to provide words of counsel or comfort. What do you say to the commander of a squadron or a squadron member who is dealing with:

- the death of a cadet due to a school shooting, a car accident, or an illness?
- the death of a Senior Member due to a car or plane accident or a short-term or long-term disease?
- members that are the cause of dissension and upheaval?
- members (cadets and seniors) of the squadron whose home life is affecting their attendance and their effectiveness?
- a former cadet who had joined the military and has been killed in action during the current war on terrorism?
- the loss of a highly respected member due to retirement or moving away?
- a member of the squadron who has lost a spouse, a parent, a family member or a dear friend?

There is no one manual that has all the answers to these and other situations that happen. On these occasions I could relate to King Jehoshaphat and found myself praying, *“I do not know what to do, but my eyes are upon You.”* I can attest that God did not abandon me, but provided the resources necessary to deal with each situation.

Developing and maintaining our spiritual relationship with God through prayer, study of the Scriptures and fellowship with others are vital disciplines. Most of us practice daily

prayer. Our CAP ministry, our Wing Commander and his or her staff, the members of the Wing, and the members of the Wing Chaplain Corps should also be on our daily prayer list.

In a previous chapter, attendance at Chaplain Corps Region Staff College (CCRSC) and other CAP events was mentioned. The relationships formed at these events are priceless. While there are many wonderful friendships that I have made with members throughout CAP, there are unique bonds of friendship and fellowship that have been formed with members of the CAP Chaplain Corps. Words cannot begin to express what this kind of support means.

Observation:

Even the CAPR 265-2 (*The Covenant and Code of Ethics for Chaplains of the CAP*) has something to say regarding the Chaplain's "personal maintenance" (Section C – The Code of Ethics):

--- I will seek to support all colleagues in ministry by building constructive relationships wherever I serve, both with the staff where I work and with colleagues throughout the military environment.

--- I will maintain a disciplined ministry in such ways as keeping hours of prayer and devotion, endeavoring to maintain wholesome family relationships, and regularly engaging in educational and recreational activities for professional and personal development. I will seek to maintain good health habits.

--- I will recognize that my obligation is to provide ministry to all members of the Civil Air Patrol, their families, and other authorized personnel.

The motto of the Civil Air Patrol is "*Semper Vilgans*" which means "always vigilant". In January 2006, then Pacific Region Chaplain, Ch (Lt Col) Whit Woodard, added the words "*ad Dei Glorium*", to form the PCR Chaplain Corps motto: "*Semper Vilgans ad Dei Glorium*" meaning: "***Always vigilant for the glory of God.***"

While we serve the Wing Commander, as mentioned in the preface, Wing Chaplains ultimately serve the Divine Chief of Chaplain Corps/Commander in Chief (loosely based on 1 Peter 5:1-4). In our service, we must always be vigilant – prepared physically, mentally, emotionally, and spiritually – so that our service to others in the role as Wing Chaplain will bring glory to God.

CONCLUSION

One last word....begin now to prepare your successor. The regulations limit the term of a Wing Chaplain's service to six years. A new Wing Commander may be selected and choose someone else to serve as their Wing Chaplain. One day, just as it began, your service as Wing Chaplain will conclude. I hope that you will find your time of service as rewarding and as satisfying as I did.

In preparing your successor, select someone to serve as your deputy who has the potential of being the next Wing Chaplain. Keep your deputy in the loop. Be a mentor to that person.

The best thing you can do for your successor is to prepare a Continuity Book (or Transmittal File). The integral information that should be included can be found in the CAPP 221A (Chapter 6 – Administration; Section 6-5 Chaplain Management Transmittal File; page 32). Additional material can be on CDs that have all the forms, publications, and other resources (graphics, music, PowerPoint presentations, etc.) on them. Also of great assistance would be a current roster of the Wing Chaplain Corps personnel (include address, phone, e-mail, squadron assignment and other info that would be useful) as well as the current MML (Monthly Membership List) and PDR (Professional Development Report). National Headquarters Chaplain Corps provides a Chaplain Corps Directory which includes the members of the Chaplain Corps Executive Council and Chaplain Corps Advisory Council, along with the information on those serving as Wing Chaplains.

No one likes to re-invent the wheel or fly by the seat of their pants. Therefore, the Continuity Book (Transmittal File) becomes a great tool for the person who will next hear these words: ***“So you are the new Wing Chaplain.”***

ADDENDUM

“So You are the New Region Chaplain....”

A lot can happen in a short five years – both organizationally and personally. Within months of publishing the first edition of *“So You are the New Wing Chaplain...”*, Chaplain Whit Woodard (PCR HC) was appointed as the National Chief of Chaplains following the 2008 National Board/Conference. Col Ernie Pearson asked me to serve as the Pacific Region Chaplain. It was my privilege to serve on his and his successor’s (Col Larry Myrick) staff, until June of 2013. Talk about a learning curve and a great opportunity.

Rather than creating a series of chapters for the addendum, I have chosen to share some observations or “lessons learned” regarding the transition from having served as a Wing Chaplain to serving as a Region Chaplain. As mentioned in the Preface, many of the principles are applicable to both positions. However, there are some differences when it comes to practices.

-- **Oversight.** As Region Chaplain, you will find that the area of responsibility involves a wider but yet a narrower perspective. From dealing with Wing personnel (Command Staff, Chaplain Corps members, Squadron commanders) – a wide area of oversight/interaction – you find yourself dealing with fewer people (Region Command Staff, the Wing Commanders and the Wing Chaplains) but over a greater geographical area. One of the things that you will also quickly learn is that not all Wings are the same. Each Wing has its own unique personality as well as the issues faced.

The primary contact with the members of the region Chaplain Corps will be the Wing Chaplains. Keeping them in the loop is important in order that they can provide timely communication to the members of the Chaplain Corps in their respective wings. The flow of information can take place through phone calls, emails, and other various forms of media (newsletter, web-site, social media – Facebook, Twitter, etc).

Also important to keep in mind is that the Wing Chaplain is appointed by and reports directly to the Wing Commander. As Region Chaplain, it is often tempting to want to give direction. My approach was to serve my fellow colleagues as a counselor, facilitator, a friend or mentor and to be there for them. Access and availability to you is paramount to their effectiveness and ultimate success.

-- **Responsibilities.** As Region Chaplain, there are three primary responsibilities you will be tasked to fulfill:

1) Representing your region on the Chaplain Corps Advisory Council (CCAC). Every time that the CCAC convened for a meeting – be it a teleconference call or at the annual conference – I reminded myself that I represented the concerns/issues of my Region Commander and the Wing Chaplains within the region. Prior to these meetings I would discuss the issues on the agenda with the Region Commander and the Wing Chaplains so

that they could provide input and insight into the discussion. From phone calls, exchanges of emails, and times together at the CCRSC there were would be items of interest/concerns from the Chaplain Corps personnel, which I would share with the CCEC/CCAC. From time to time the Region Commander would solicit my opinion on items that were to be considered by either the CAP Senior Advisory Group or the CAP Command Council. This can be a very rewarding experience. In 2010, the senior leadership of the PCR Chaplain Corps (Wing Chaplains and members of the PCR HC staff) collaborated on a white paper which was presented at the CCAC meeting conducted during the annual conference. Many of the concerns presented in that paper have been or are in the process of being addressed.

Serving on the CCAC is a great experience in that you are able to network with other Region Chaplains. In addition, collectively there are decisions made regarding the policies and procedures that will affect the CAP Chaplain Corps for years to come.

2) *Planning/conducting the annual Chaplain Corps Region Staff College.* This is practically a year-round job. Once the CCRSC has been completed and the paperwork completed (Form 11 submitted to NHQ and the Director's Report sent to the Region Commander, Deputy Chief of the Chaplain Corps who serves as the Dean of the CCRSC, and the Chief of Professional Development at NHQ), planning for the next year's event begins. In planning and conducting a CCRSC, there are several publications that you should be aware of – some are official CAP publications and some that you will want to produce:

-- ***CAPR 50-17 CAP Senior Member Professional Development Program*** (Includes Change 1, 21 May 13) – Chapter 6 (Section 6-7, pages 24-25) provide the necessary requirements for planning and conducting a CCRSC.

-- ***Region Staff College Directors Handbook*** – NHQ has produced this handbook and it is a great resource in planning/conducting a CCRSC. There are a great many items found in this publication that can be adapted for a CCRSC. The link to this handbook is: http://www.capmembers.com/media/cms/RSC_Directors_Handbook_20110331_FC903955AA92A.pdf

-- ***Helpful Suggestions for a Successful Chaplain Service Region Staff College*** – Chaplain, Lt Col Ron Tottingham (National Deputy Chief of Chaplains, 2008-2011; NCR HC, 1999-2008 and 2011-current) authored this publication which is applicable to the CCRSC. You will also find this to be a great resource. The handbook can be found at: http://www.capmembers.com/media/cms/Helpful_suggestions_For_a_Successfu_DBC3CDE67F83C.pdf. (see Appendix H for an example of CCRSC Schedule)

-- ***Curriculum Plan*** – The CAPR 50-17 requires that a curriculum plan be submitted to both the NHQ/HCA and the NHQ/PD no later than 90 days prior to the CCRSC. This is necessary in order to receive seed money for funding the school. As stated in the two above publications, this is more than just providing a tentative schedule. The plan should include a thorough description of each course which will be presented and the number of

classroom/contact hours. It should also include the dates, location, costs, theme, the focus/special emphasis and tentative schedule.

-- *Participant's Handbook* – This publication is something that is produced by the Region Chaplain or designee. Attachment 17 in the *Region Staff College Directors Handbook* provides a Student Information Package handbook which could serve as a template (this handbook can be downloaded in Word format so you can make changes). I had used the National Staff College Student Handbook as my template for the PCRCCSC. Producing and distributing such a handbook will provide those who register for the college all the needed information for the event. It will certainly save time in that you will not have to send numerous emails regarding info to those who have registered.

-- *Director's Report* – The CAPR 50-17 requires that the CAPF 11 (Senior Member Professional Development Program Director's Report) and the course critique be submitted to the NHQ/DPR (National Headquarters Civil Air Patrol Personnel - For PD Registrar functions) within 7 days from the conclusion of the college. In addition, to the CAPF 11, the CAPP 221C “*Chaplains Inspiring Chaplains*” (Section 2-6) states that an “After-Action Report” be submitted to the NHQ/HCD. Items to be included in this document are: the participant names, actual curriculum followed, names of all college resource persons, and an analysis of college expenses. In addition, though it is not required, it would be useful to include an overview of the event (Registration Process and attendance (student/staff demographics), observations (“Lessons Learned”), and the compilation of the evaluation forms. Often the financial report cannot be completed with 7 days due to some of the receipts not being submitted immediately following the event but the document should be submitted in a timely manner. The information in the report I compiled was patterned after the report submitted by the National Staff College Director. This document will be a useful tool in planning future staff colleges as well as providing the Region Commander, the NHQ/HC and HCD, and the NHQ/PD a fuller picture of what occurred at the CCRSC than the CAPF 11.

-- **CAPM 39-2 CAP Uniform Manual, CAPP 151 Respect on Display** – These publications and/or the links were sent out weeks in advance to those who registered for the CCRSC. This would be useful in preparation for their participation (i.e, proper uniform wear and professional appearance/performance) during the time the event is conducted. The material can be reinforced by briefings presented by the Protocol Officer as well as during a uniform inspection.

There are a few observations that I would to share from conducting 5 CCRSCs during my tenure as the Pacific Region Chaplain.

-- *Publicity* – Once the dates and location of the CCRSC were firmed up, the event was announced via e-mail (sent the info to the Wing Chaplains who in turn forwarded it on to their respective Chaplain Corps personnel – from time to time updates on the CCRSC were sent to Wing Chaplains); posted on the web-site, published in the quarterly issue of “*The Western Watch*” (PCR Chaplain Corps newsletter) and posted on the PCR Chaplain Corps Facebook Group wall. Chaplain, Lt Col Charlie Sattgast (PCR HCD –

2008-2011; PCR HC – 2013-current) developed a email blitz that was used 5 weeks before the registration deadline (1 email reminder sent each week prior).

-- *Registration* – Beginning in 2009 the PCR Chaplain Corps has used the on-line registration process provided by NHQ. All registration fees submitted were handled by the NHQ financial department. Once the on-line registration was made available, a weekly update was sent by NHQ to the PCR HC, the PCR HCD, the PCR Director of Finance, and the PCRCCSC Admin Officer/Registrar. This proved to be a very efficient way to handle the registration process. For those who were computer-challenged, there was the option of submitting a hard copy of the registration form and fee to the PCR Director of Finance, who would in turn notify the PCR HC, PCR HCD and PCRCCSC Admin Officer/Registrar. Once a person had registered, the *Participant's Handbook* would be sent. An email list was created for all registered participants. This email list was used to send updates regarding the college.

-- *Assistance from Wing Chaplains* – It is my personal opinion that the key to a successful CCRSC is having the support of the Wing Chaplains within the Region. Having the Wing Chaplains continually getting the word out to the Chaplain Corps personnel in their respective wings is crucial to registration process. Topics worth presenting at a CCRSC are often suggested by Wing Chaplains who sensed a need for their personnel. During the event, the participation of the Wing Chaplains is essential. While it may be a Region event, the participants come from the Wings. Again, I personally feel that Wing Chaplains should be able to use this event to bond with their personnel. To accomplish this aspect, there is a time allotted during the opening session for Wing Chaplains to meet with their personnel. When the CCRSC was conducted on a base located in their Wing, the Wing Chaplain (or designee) was tasked with serving as the Project Officer. This is advantageous since they are geographically closer to the site for the CCRSC and, in most cases, have built a relationship with base personnel. The devotional time each morning is led by participating Wing Chaplains who will share a topic based on the focus of the event as well as offering the invocations/benedictions at the various gatherings throughout the event. One of the practices that the Director and the Dean of the PCRCCSC implemented was that the Wing Chaplain presented the Certificate of Completion to members of their respective Wing.

-- *Combined CCRSC* – There are two options that one can consider when conducting a combined CCRSC.

a) with the RSC – the PCRCCSC has conducted a combined college with the PCRSC on two occasions. Both were highly successful. Though the schools were conducted during the same dates (the RSC began a couple of days earlier and ended a couple of days later) it was advantageous in terms of billeting, having vans for transportation, conducting a couple of class sessions together and participating in tours, banquet (though graduation/recognition ceremonies were held at different times), and the Region Commander could address both schools in one session. The schools did meet in separate locations on the base so that each school could present the class sessions that were applicable to their students.

b) with another Region Chaplain Corps – there have been occasions when neighboring regions have worked together to conduct a combined CCRSC. Again this is advantageous in providing opportunities for staffing and networking as well as bringing in a featured presenter who would have a larger audience that would benefit from the major theme or topics covered.

Of all the responsibilities that the Region Chaplain has, in my opinion, this is one of the most fulfilling. Though planning and conducting a CCRSC is a lengthy process and requires a lot of work, the end result is certainly a cherished accomplishment. The team/staff that is assembled to plan and conduct a CCRSC builds great relationships since everyone has one goal in mind: to provide the students a top-notch event that involves training and fellowship. Watching the day-to-day interaction of the students take place and seeing the results of all the pre-planning develop in each session is simply amazing. Knowing that you and your staff have provided members of the Region Chaplain Corps with an event that they will not soon forget and that enhances them both personally and professionally is rewarding beyond words.

3) *Appointments of Chaplain Corps personnel.* With the introduction of the CCOP 2009-002, both Wing and Region Chaplains were given greater responsibilities in processing the applications of prospective Chaplains and Character Development Instructors. While the Wing Chaplain is responsible for compiling the application package and submitting it to the Region Chaplain, as the Region Chaplain you are responsible to review the packet and verify everything is in compliance. For Chaplain applicants, the academic transcripts and the ecclesiastical endorsement are sent directly to NHQ/HCA. However, NHQ/HCA provides the American Council on Education directory to Region Chaplains for the purpose of confirming that the educational institutions named in the F35 are listed in the ACE directory. For Character Development Instructor applicants, documentation of their educational work (transcripts or certificates verifying the required hours) and letter of recommendation are sent directly to NHQ/HCA.

Concluding observations:

Do you remember the “Leadership Development Model” for the Senior Member Professional Development Training? There is a 3-step progression in understanding and practice. Members move from a “tactical” understanding of leadership (Levels 1 and 2) toward a “operational” understanding of leadership (Levels 3 and 4), and from a personal focus on leadership toward a “strategic” or institutional perspective on leadership. Your ascent from a squadron to a Wing Chaplain or even Region Chaplain reflected that progression. This progression in leadership takes an individual from performing a lot of hands-on tasks to making decisions or planning events that would impact greater numbers of people. To be a Wing or Region Chaplain, one must be willing to understand and embrace this transition.

Is it wrong for someone to not want to move on from serving as a Squadron to serving as a Wing or Region Chaplain? Not in the least bit. Any service as a Chaplain in the Civil

Air Patrol at any level is a high and noble calling. Since CAP is a volunteer organization, the only limitation or restriction to serving is determined by one's personal aspirations and commitment. The only thing that really matters is that you are trained and prepared for whatever task or assignment is given. And that again is determined by your personal aspirations and commitment

One may wonder if I aspired to become a Wing or Region Chaplain? Not really. When I joined CAP and was appointed a Chaplain my only aspiration was to be the best squadron Chaplain I could be to the Bob Beevers Composite Squadron 103 – San Luis Obispo and to be a prepared chaplain in the Civil Air Patrol. However in the following years, through the training received, the activities that I participated in, the opportunities afforded to serve, when asked to serve as the California Wing Chaplain and then later the Pacific Region Chaplain, the necessary skills and understanding of the organization were in place. Preparation preceded the position. Your preparation by participating in the various activities and training opportunities will definitely pay off should you ever be tasked to serve at a senior leadership level in the CAP Chaplain Corps.

From time to time someone has posed the question of which I found more fulfilling....serving as a Wing Chaplain or as a Region Chaplain?

Honestly, that is a difficult question...much like “which of your two kids do you love the most?” Serving on the Commander's staff is a privileged responsibility. He or she has placed you in a position of trust. Throughout my tenures as Wing and Region Chaplain, the words of Col Larry Myrick (the account related in the first chapter) still rang true and should ring true to you. I have paraphrased them for application purposes: “Everything the Wing/Region Chaplain says or does impacts the members of this wing/region and their families”. Your service not only impacts the Chaplain Corps members but reaches every member in your respective Wing or Region. Knowing that what you do can make a difference in the lives of people who you may never come in contact with -- through the quality of training (conferences and colleges), the counsel and experience (emails and phone calls), the times of public ministry that provided to your Chaplain Corps personnel -- is mind boggling to say the least.

The other question that also posed was, “Is it worth it?” Looking back at the nearly 11 ½ years of serving at Wing and Region levels, I can honestly say an emphatic “yes”. Though there were challenges (like life in general has no challenges), there were also wonderful opportunities to grow both personally and professionally. More than that, it provided an opportunity to serve some of the greatest people in the world....the members of the Civil Air Patrol and their families.

ACKNOWLEDGEMENTS

No one person can take credit for all their personal achievements or accomplishments. Those things are in reality a credit to a lot of people who impacted and influenced them. Everything that was accomplished during my 6 years of service as the California Wing Chaplain and my 4 ½ years of serving as the Pacific Region Chaplain was due to so many others. I am grateful for the opportunity to have been blessed in having met and working with some wonderful people in this organization. A special thanks to...

-- Maj Wayne Stewart, Col Larry Myrick, Col Virginia Nelson, and Col Ernie Pearson – Commanders who believed in me and provided the opportunity to serve at Squadron, Group, Wing and Region levels.

-- The late Ch (Lt Col) Sammy Campos and the late Ch (Lt Col) Dan Dyer – Mentors who taught me how to be a Civil Air Patrol Chaplain through their modeling and words of counsel.

-- Lt Col Peggy Myrick – She was the instructor for my Level 1 class. I am grateful to her for providing me with both direction in the area of Professional Development and the opportunity to serve on the staff of National Staff College (2006, 2007, 2008).

-- Members of the CAWG Chaplain Corps Staff (2001-2007) – Ch (Lt Col) George Dawson, Ch (Lt Col) Charles Ingram, the late Ch (Lt Col) Jack Nahrstadt, Ch (Lt Col) Mike and Capt Adelle McKinney, Ch (Col) Whit and Maj Nancy Woodard, and Lt Col Patricia “Pat” Okawa – served faithfully in their assigned roles from the beginning to the completion of my tenure.. Ch (Lt Col) John Berger (retired) – though not an “official” member of the staff – was my “Barnabas” and modeled “ministry of presence”. He was a constant source of personal encouragement. This group of people made the workload light and fun.

-- Members of the Pacific Region Chaplain Corps Staff (2008-2013) – Ch (Lt Col) Charlie Sattgast, Ch (Lt Col) Danny Riggs, Ch (Lt Col) Bob Ledden, Ch (Lt Col) Deb Prosser, Lt Col Pat Okawa and Capt Adelle McKinney – served faithfully in their responsibilities throughout my tenure. Without their support, the members of the Pacific Region Corps would not have benefited from 5 highly successful Chaplain Corps Region Staff Colleges. They “owned” the vision, made it their own, and shared it with others.

-- Wing Chaplains of the Pacific Region Chaplain Corps (2008-2013) – AKWG: Ch (Lt Col) Franklin Blodgett and Ch (Lt Col) Blair Rorabaugh; CAWG: Ch (Lt Col) George Dawson and Ch (Lt Col) Richard Nelson; HIWG: Ch (Maj) James Merritt; NVWG: Ch (Lt Col) Elizabeth Tattersall and Ch (Maj) Ralph Camp; ORWG: Ch (Lt Col) Randy Potter and Ch (Lt Col) Charlie Sattgast; WAWG: Ch (Lt Col) Danny Riggs and Ch (Maj) Dave Franklin – these dedicated individuals served their respective Wings faithfully. It was a joy and a privilege to serve with each of them....sharing the joys, the

ACKNOWLEDGEMENTS

sorrows, the challenges and successes of servant-leadership. The PCR is indeed blessed with people of this caliber providing ministry to their respective Wings.

-- Ch (Lt Col) George Dawson, the late Ch (Lt Col) Dan Dyer, Col Virginia Nelson, Lt Col Pat Okawa, Ch (Lt Col) Charlie Sattgast and Ch (Lt Col) Ken Van Loon – dear friends of mine who read this handbook for the first time, knew what I wanted to convey, and made suggestions to make it what it has become.

-- My family – Nancy, my lovely wife of 41 years and partner in ministry, whose support has been phenomenal in our years of pastoral ministry as well as law enforcement and CAP Chaplaincy. She has been my sounding board and stabilizer. Together we raised two sons, Aaron and Timothy. Nan and the boys (and now their families) have shared in the sacrifice of time and money which made it possible to serve in the various endeavors which I have been involved in. What can I say about my parents, William “Bill” (1924-1999) and Barbara “Bobbie” Ward? These two wonderful people made the Ward family home a living laboratory where genuine love for others was modeled and practiced.

-- My Lord – the One who issued the call to ministry and provided the strength, wisdom, and courage to do the tasks afforded me.

APPENDIX A – ACTIVITY LOG

CHAPLAIN/MLO APPLICATIONS 2006

Name	Type of Application	Date Rec'd	Action	Phone Interview	Comments	Status
Chaplain		10/20/06	Received a Form 34 - e-mailed into 10/20/06			
Chaplain		11/2/2006	Proposed from Don Graham - e-mailed into 1/14/2006			
Chaplain		10/27/2006	Proposed from Adria McKinney - e-mailed into 10/21/2006; net's application 8/18/2006; sent packet to HQ 8/21/2006		Needs Educational Endorsement - notified 18/07	
Chaplain		3/10/2006	E-mail interest - e-mailed into 3/11/2006			
MLO		4/20/2006	Sent MLO packet following Command Team Meeting/Rec'd packet 5/17/06/Mailed packet to HQ 5/31/06	Yes		Approved 7/10/2006
Chaplain		4/11/2006	Received packet - mailed packet to National 4/13/2006			Withdrawn 7/10/2006
Chaplain		4/11/2006	E-mail interest - e-mailed into 3/11/2006			
Chaplain		4/25/2006	Received Form 35 (sent to Wingo - mailed packet to National 4/25/2006)			
Chaplain		4/28/06	E-mail interest - e-mailed into 4/30/2006			
Chaplain		5/13/06	E-mail interest - e-mailed into 5/12/2006			
Chaplain		5/13/06	Phone call - final mail into 5/13/2006			
MLO		5/18/06	Received packet - will get Virginia sig and hand deliver packet while at NSC	Yes	Need Form 11 from Sig to be sent to HQ	Approved 5/18/2006
MLO Specialist Track		8/5/06	Signed the Technician Specialty Rating			
MLO		8/6/06	Encouragement sent into HQ - e-mailed 8/7/2006 E-mail 11/7-4/06			Approved 7/10/2006
Chaplain		8/21/06	Inquiry re LBS appointments - e-mailed into 8/21/2006			Approved 8/8/2006
Chaplain		10/5/2006	E-mail interest - e-mailed into 10/6/2006			
MLO		12/12/2006	Mailed packet to Wingo CC 12/5/06	Yes	Needs Spokane Command's approval and CPPT completion - notified 18/07	
MLO		12/12/2006	Mailed packet to Wingo CC 12/5/06	Yes	Chaplain Sign will confirm assignment work - notified 18/07	
Chaplain		12/30/2006	Mailed packet to HQ		Needs Educational Endorsement - notified 18/07	

The names of the applicants have been redacted on the Activity Log, but sampling of the data entry has been retained.

APPENDIX B – FLAT STANLEY PICTURES



Just a sampling from dozens of photos. “Flat Stanley” with:

- Lt Gen (USAF, Retired) Nicholas Kehoe, Member of CAP Board of Governors (upper left)
- Mary Feik, noted female aviatix who has a Cadet award named in her honor
- Members of CAWG Chaplain Corps (center left)
- CAWG Cadets attending a cadet training activity (center right)
- the late Ch (Lt Col, Retired) Dan Dyer at 2001 National Staff College (lower left)

APPENDIX C – SPREADSHEET FOR KEEPING TRACK OF SQUADRON ASSIGNMENT

ASSIGNED SQUADRONS - CAWG CHAPLAIN CHAPLAIN SERVICE 12/06

UNIT	CHARTER	Chaplain Assigned	MLO Assigned
HQ	CA001	x	
41	CA028		
HOLD	CA000		
1 HQ	CA070		
3 - CDT	CA051		
15 - CDT	CA436		x
21 - COMP	CA127		
35 - SR	CA060	x	
51 - COMP	CA410		
63 - CDT	CA363		x
84 - COMP	CA252	xx	xx
107 - CDT	CA285		
128 - SR	CA379		
129 - SR	CA286		
137 - CDT	CA118	x	
138 - CDT	CA292	x	

Chaplain Assigned	MLO Assigned
2	2
2	1
3	3
TOTAL	
CDT	8
COMP	10
SR	2

UNIT	CHARTER	Chaplain Assigned	MLO Assigned
6 HQ	CA445	x	
14 - COMP	CA151		
19 - COMP	CA187		x
22 - COMP	CA135		
23 - SR	CA016		
34 - COMP	CA048		
72 - COMP	CA046		
86 - CDT	CA273	x	x
96 - COMP	CA034		xx
126 - COMP	CA048		x
157 - COMP	CA249		xx

Chaplain Assigned	MLO Assigned
1	1
4	4
5	5
TOTAL	
CDT	8
COMP	10
SR	2

Chaplain Assigned	MLO Assigned
8	8
10	13
10	2
TOTAL	28
CDT	8
COMP	10
SR	2

TOTAL
Ch (Lt Col) Paul Ward

UNIT	CHARTER	Chaplain Assigned	MLO Assigned
3 HQ	CA205		
5 - SR	CA337	x	
11 - COMP	CA435	x	x
20 - CDT	CA437		
26 - SR	CA150	x	
29 - CDT	CA423		
31 - CDT	CA123		xx
46 - COMP	CA007	x	xx
59 - COMP	CA259	x	
120 - COMP	CA333		
8750 - COMP	CA454		x

Chaplain Assigned	MLO Assigned
2	2
2	2
3	3
TOTAL	
CDT	8
COMP	10
SR	2

UNIT	CHARTER	Chaplain Assigned	MLO Assigned
7 HQ	CA205	x	
40 - SR	CA434	x	
47 - COMP	CA234	x	
55 - COMP	CA215	x	
57 - SR	CA255		
65 - COMP	CA384		x
67 - SR	CA405		
144 - COMP	CA441		
150 - SR	CA342		
153 - CDT	CA344		x
201 - CDT	CA473	x	x

Chaplain Assigned	MLO Assigned
2	2
2	2
3	3
TOTAL	
CDT	8
COMP	10
SR	2

UNIT	CHARTER	Chaplain Assigned	MLO Assigned
4 HQ	CA273		
61 - COMP	CA204	x	
101 - COMP	CA198	x	x
133 - COMP	CA195	x	
135 - CDT	CA215		
1688 - COMP	CA445		

Chaplain Assigned	MLO Assigned
2	2
1	1
3	3
TOTAL	
CDT	8
COMP	10
SR	2

This form is used to track the number of Chaplains and Character Development Instructors as well as where they were assigned.

Squadron Form 34 Report

This was used to track the number of Chaplains and Character Development Instructors as well as where they were assigned.

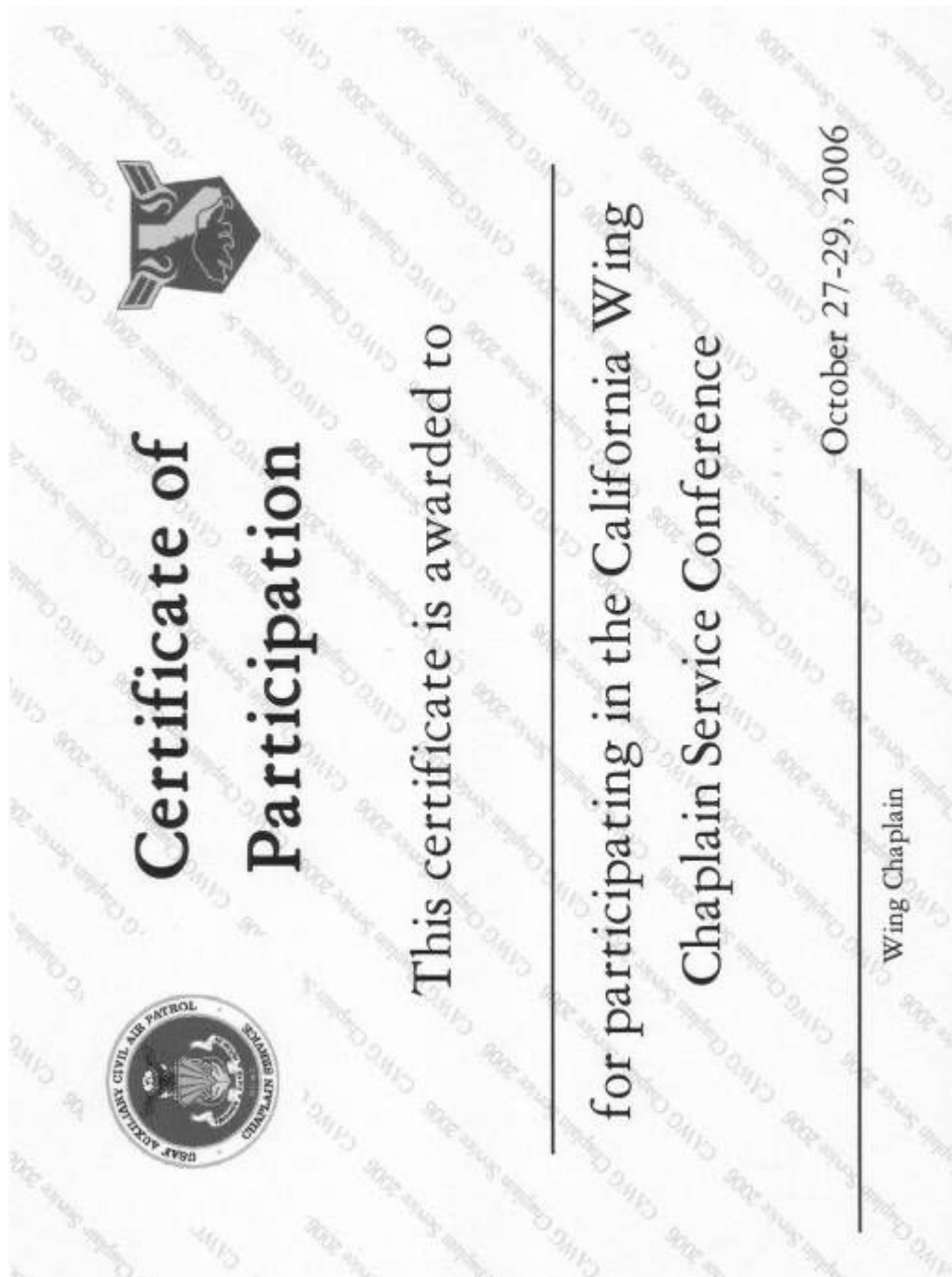
Squadron Form 34 Report

APPENDIX D – EXAMPLE OF JUSTIFICATION FOR AWARDS

<p>6. JUSTIFICATION: (Description of the act, achievement, or service, including specific dates, places, and facts. If additional space is required, continue on plain bond paper.)</p> <p>In addition to serving as the CAWG Director of Plans and Programs, Pat has served continuously as the Administration Officer for the CAWG Chaplain Service for the past 5 1/2 years (21-Mar-01 through 29 Oct-06).</p> <p>It has been my observation that many awards and promotions have been slow in coming because chaplains did not know how to proceed with the paperwork and that often squadron/group commanders did not know exactly what to do with the chaplain since there were different appointment processes and certain waivers granted to chaplains in their training. Pat has been instrumental in instructing members of the CAWG Chaplain Service how to proceed with their paperwork and guiding that paperwork through the Wing channels so that members of the CAWG Chaplain Service receive their recognition in a timely manner.</p> <p>The regulations require that each member of the CAP Chaplain Service (Chaplain and MLO alike) submit a bi-annual report to the Wing Chaplain. Upon compiling the Form 34s and submitting the Form 34a to Wing/Region/National, the Form 34s are given to Pat. She has created a file folder for each member of the CAWG Chaplain Service in which she files the Form 34. In addition, as the Wing Chaplain receives other paperwork on members of the CAWG Chaplain Service, Pat files this in their personal folder.</p> <p>While preparing for the Compliance Inspection for the CAWG in 2003, Pat came across a treasure trove of items filed away at Wing HQ. National HQ through the chaplain service provides the curriculum for Character Development (Moral Leadership). It was an oft repeated request from Chaplains and MLOs for material to use since the curriculum was published every 1-2 years. Pat found several years of back issues of "Values for Living" which she handed over to me. I was able scan them and make them available – not only to the members of the CAWG Chaplain Service, but they are available to all members of the CAP Chaplain Service on the NHQ Chaplain Service web-site. Thanks to Pat's recognition and preservation of these "old" pamphlets, a new generation of Chaplain Service personnel as well as cadets have benefited from archived lessons. Time and time again I have received e-mail from chaplain service personnel throughout CAP, expressing appreciation for having this material made available to them.</p>	
<p>TYPED NAME, GRADE, AND TITLE OF INDIVIDUAL INITIATING RECOMMENDATION CH (LT. COL.) PAUL WARD Lt Col CAWG HC</p>	<p>SIGNATURE</p>
<p>Be sure to attach a sample citation to accompany the Silver Medal of Valor, the Bronze Medal of Valor, and Distinguished Service Medal.</p>	

CAP Form 120, July 1998 Reverse

APPENDIX E – CERTIFICATE OF PARTICIPATION
CHAPLAIN CORPS WING CONFERENCE



APPENDIX F – CHAPLAIN CORPS WING CONFERENCE PLANNING AND EXAMPLE OF SCHEDULE

*THE FOLLOWING SECTION IS ADAPTED FROM THE CAPP 265-4
“THE CHAPLAIN SERVICE HANDBOOK” (1994 – now obsolete) and
augments the CAPP 221B “Chaplains Helping Chaplains”*

WING CHAPLAIN CONFERENCES (A Planning Guide)

INTRODUCTION

This guide offers ideas and suggestions to those who have the responsibility of conducting and hosting a Wing Chaplain Conference. A conference may take many different forms and its subject matter may vary according to the desires and capabilities of the sponsor. The core requirement is that the conference provides for the professional development of CAP chaplains in specific areas of orientation and training.

PLANNING A WING CHAPLAIN CONFERENCE

Preliminary planning should include conference site, dates, tentative program, schedules, and outside assistance that will be needed. CAPR 265-1 *THE CIVIL AIR PATROL CHAPLAIN CORPS* (Section C, paragraph 14, sub-paragraph a) recommends that these meetings be held in conjunction with scheduled annual wing conferences. Conducting the Wing Chaplain Corps Conference in this manner can prove to be beneficial because: 1) obtaining billeting is not a problem; 2) “*ministry of presence*” takes place on a grander scale; 3) Chaplain Corps personnel have the opportunity to interact with members of the Wing and attend workshops in other areas of interest

Developing a Schedule. A sample schedule based on a Wing Conference spanning two days. Using this as a guide, the Wing Chaplain should easily develop an appropriate and effective agenda for almost any Wing Chaplain conference. The first day should focus on the Wing Chaplain Corps. The second day, one workshop/seminar can be planned for the Chaplain Corps personnel or one that would benefit the entire Wing membership (i.e. suicide intervention, critical stress management, implementing Character Development curriculum, ethics, core values, etc.). Members of the Chaplain Corps should be encouraged to attend other workshops/seminars offered by other programs within the Wing (i.e. Cadet Programs, Professional Development, Emergency Services, Public Affairs, etc.).

Publicity. Advertising should begin as soon as the Wing Conference dates are announced. At a minimum, all members of the CAP Chaplain Corps within the conference area, the National Chief of the Chaplain Corps, and the region chaplain, should receive advance publicity. The Wing Chaplain’s close cooperation and coordination with the project officer for the Wing Conference will ensure a successful conference publicity campaign.

PHYSICAL FACILITIES REQUIRED

Meeting Room. When the Wing Chaplain Corps Conference is conducted in conjunction with the Wing Conference let the project officer for the conference know what room capacity you need and how the room should be set up. The project officer will also need to know what times will be scheduled for meetings during the Wing Conference.

INSTRUCTIONAL MATERIALS AND EQUIPMENT

The Wing Chaplain should take the initiative to determine what instructional materials and audiovisual support equipment the conference instructors and guest speakers require. They should task one person to ensure all requested copies and equipment are on hand and functional BEFORE the start of the conference. One planning consideration is the cost of producing copies of handouts and the possible rental of audiovisual equipment.

SAMPLE AGENDA FOR WING CHAPLAIN CONFERENCES (To be adapted to local needs).

DAY ONE

1300-1315

- Welcome
- Review Conference Schedule
- Memorial Corps

1315-1400 National Chaplain Corps Briefing

1400-1445 Region Chaplain Briefing

1445-1500 BREAK

1500-1545 Wing Chaplain Briefing

- Certificates of Appreciation to Staff
- Certificates of Participation

1545-1600 BREAK

1600-1700 Training Session

DAY TWO (Based on a two day Wing Conference)

0800-1000 General Session

1015-1200 Workshops/Seminars

1300-1700 Workshops/Seminars

1800-1900 No Host Reception

1900-2200 Banquet



**CAWG CHAPLAIN SERVICE
CONFERENCE**
Friday - October 27, 2006



LOCATION: Ballroom/Kern River

1300-1315

- Welcome
- Review Conference Schedule
- Memorial Service

1315-1400 National Briefing – Chaplain (Col.) Charles Sharp

1400-1445 Region Briefing – Chaplain (Lt. Col.) Whit Woodard

1445-1500 BREAK

1500-1545 Wing Briefing – Chaplain (Lt. Col.) Paul Ward

Q&A for presenters - Chaplains Sharp, Woodard and Ward

1545-1600 BREAK

1600-1700 – PRESENTATIONS

- Certificates of Appreciation to Staff
- Certificates of Participation
- Chaplain Sammy Campos and MLO Bruce Joyner Ministry of Excellence Awards
- Honoring John Berger

APPENDIX G – CHAPLAIN CORPS REGION STAFF COLLEGE
CERTIFICATE OF APPRECIATION



**Certificate
of
Appreciation**



Presented to

Ch, Capt David Sarmiento

**in recognition of your
outstanding support of the**

**Pacific Region Chaplain Corps Staff College
MARCH AIR RESERVE BASE, CA**

8-11 April 2013

Ch, Lt Col Paul Wand - Region Chaplain
Director of PRCCSC

APPENDIX H – CHAPLAIN CORPS REGION STAFF COLLEGE SCHEDULE



Pacific Region Chaplain Corps Region Staff College

8-11 April, 2013 March Air Reserve Base

Theme: "Complete – Adaptable – Purpose"



Schedule of Events

Monday, 8 April 2013		
Uniform of the Day: Civilian Dress		
<i>Time</i>	<i>Presentation/Topic</i>	<i>Presenter</i>
1500-1715	Registration/Billeting	Staff
1715-1815	Fellowship, mingle, meal	
1815-1845	Wing Chaplains' Time	
1845-1900	Safety Briefing	Col Ken Parris
1900-1930	Protocol	Ch, Maj Deb Prosser
1930-2000	Professional Development	Ch, Lt Col Paul Ward
2000-2030	Briefing from National Chief of Chaplain Corps	Ch, Col Whit Woodard
2030-2100	Remarks from the Pacific Region Chaplain	Ch, Lt Col Paul Ward
Tuesday, 9 April 2013		
Uniform of the Day: USAF-style Basic Service or CAP White Shirt, Grey Pants		
0730-0800	Devotions (<i>Optional</i>)	
0800-0830	Inspection Greetings from 163 ^d Recon Wing Chaplain Memorial Service	Ch, Maj Deb Prosser Ch, Capt David Sarmiento, CA ANG Ch, Lt Col Paul Ward
0830-0845	Fellowship Break	
0845-1000	Psychological First Aid	Ch, Capt Michael Morison
1000-1015	Fellowship Break	
1015-1145	Psychological First Aid	Ch, Capt Michael Morison
1145-1245	Lunch	
1245-1345	Psychological First Aid	Ch, Capt Michael Morison
1345-1400	Fellowship Break/Travel	
1400-1600	Tour	Predator tour
1600-1615	Fellowship Break/Travel	
1615-1715	Character Development Presentations	CDIs
1900-2100	Bowling (<i>Optional</i>)	

Wednesday 10 April 2013

Uniform of the Day: USAF-style Basic Service or CAP White Shirt, Grey Pants

0730-0800	Devotions <i>(Optional)</i>	
0800-0830	Opening remarks/briefings	Ch, Lt Col Paul Ward; Col Ken Parris; Ch, Maj Deb Prosser; Senior Staff
	Appointments/Promotions	
0830-0930	Spiritual First Aid	Ch, Capt Michael Morison
0930-0945	Fellowship Break	
0945-1100	Spiritual First Aid	Ch, Capt Michael Morison
1100-1115	Fellowship Break	
1115-1200	Best Practices	
1200-1300	Lunch	
1300-1430	Tour	F-16 tour
1430-1500	Fellowship Break	
1500-1600	Active Shooter	Col Ken Parris
1600-1615	Fellowship Break	
1615-1715	IACE	Ch, Lt Col Charlie Sattgast

Thursday 11 April 2013

Uniform of the Day: USAF-style Service Dress or CAP Blazer Combo or Business Dress

0700-0730	Check out of billeting	
0730-0800	Devotions <i>(Optional)</i>	
0800-0915	"Lessons Learned"	Ch, Lt Col Paul Ward
0915-0930	Fellowship Break – Preparation for Recognition Ceremony	
0930-1015	Recognition Ceremony	
1015-1030	Fellowship Break	
1030-1145	CAP 101	Col Larry Myrick
1145-1200	Clean up Area	
1200-1400	Luncheon	
1430	Shuttles leave for airport	



WING CHAPLAINS



Alaska.....Ch, Lt Col Blair Rorabaugh
California.....Ch, Lt Col Richard Nelson
Hawaii.....Ch, Maj James Merritt
Nevada.....Ch, Maj Ralph Camp
Oregon.....Ch, Lt Col Charlie Sattgast
Washington.....Ch, Maj Dave Franklin