## MISSION STATEMENT
The National Association of Catholic Chaplains advocates for the profession of spiritual care and educates, certifies, and supports chaplains, clinical pastoral educators and all members who continue the healing ministry of Jesus in the name of the Church.

## MINISTRY FOCUS
The National Association of Catholic Chaplains advances the professional growth and ministerial formation of its members so all people can receive competent and compassionate pastoral and spiritual care. NACC advocates for the spiritual care profession and educates, certifies, and supports its members.

## CORE OPERATIONAL ASSUMPTION
NACC will move from an exclusively membership organization for professional Catholic chaplains (which will remain its core mission) to strengthen Catholic spiritual care ministry in all its forms, becoming a leader and resource for the Catholic pastoral care ministry nationally.

## CORE MARKETING ASSUMPTION
Future board-certified chaplains and all engaged in pastoral care services will be reached mainly though the many Catholics who are already involved in, or affected by some expression of the Church’s ministry. The NACC will support the formation and development of all those desiring to serve in this ministry, inclusive of all settings.
## Goal #1  
**Education and Marketing**

To leverage relations with Strategic Partners for spiritual care to advance the profession, and source and implement a major marketing initiative to increase awareness among Catholics of the vital vocation of chaplaincy.

**Key Outcomes**
- Collaborate with Strategic Partners, including future educational opportunities, conferences, research projects, and potentially shared services and structures. Investigate equity opportunities associated with membership and education fees.
- Foster leadership development for Chaplains.
- Work with Strategic Partners to assess the need for additional specialty certifications such as behavioral health.
- Foster evidence-based practices by implementing learnings from the Center for Health Organization Transformation (CHOT) research study, including more inclusion of different races and ethnicities.

## Goal #2  
**Ministry and the Church**

NACC will become the creator and curator of programs for the development and formation of all who serve in the Church’s pastoral care ministry.

**Key Outcomes:**
- Continue the development of common competencies and pathways for various pastoral care ministries across the country, beginning with ministries in correctional settings. Implement these competency and formation model(s) for the Partners in Pastoral Care.
- Assist Catholic Prison Ministries Coalition (CPMC) as the Steering Committee seeks to develop a sustainability model for the future of the Coalition. Provide clarity to NACC members on NACC’s organizational relationship with CPMC.
- Strengthened collaboration among Catholic organizations and dioceses to promote chaplaincy (as well as all pastoral care ministries) as a vocation.

## Goal #3  
**Structure and Finance**

To ensure that NACC has the structural and personnel capabilities, and financial resources to accomplish the strategic priorities.

**Key Outcomes:**
- Strategic Talent, Physical Resource, and Financial Plans, aligned with overall strategic plan, in place and implemented.
- Revised revenue model based on NACC transition to becoming service, as well as professional membership organization.
- Up-to-date technology platform for supporting member certification application and related services as well as educational programming.

## Goal #4  
**Racial Justice**

NACC will promote racial justice among its members and assess/remedy inequities within the association.

**Key Outcomes:**
- Sponsor webinars showcasing members’ experiences of racial discrimination, including within NACC. Engage members, particularly from the African American and Hispanic Network groups, in the creation of action plans to promote racial justice.
- As part of members’ continuing education, each member will be required to complete at least two hours each year addressing health disparities or cultural diversity or issues of race within the ministry environment (PPS5).
- NACC Board, Certification Commission, Certification Appeals Panel, Ethics Commission, Ethics Appeals Panel, Certification interviewers and ITE’s to complete one hour training on bias awareness as part of their on-boarding process.
- Explore opportunities to partner with the USCCB and Strategic Partners in this racial justice work.