



DEPARTMENT OF THE NAVY  
OFFICE OF THE CHIEF OF NAVAL OPERATIONS  
2000 NAVY PENTAGON  
WASHINGTON, DC 20350-2000

5000  
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From: Chief of Chaplains, Director of Religious Ministry

Subj: NAVY CHAPLAIN CORPS READING LIST INRODUCTION

1. In order to be an effective fighting force, our Navy, Marine Corps, and Coast Guard team must foster a culture of continuous learning. Our adversaries are developing new capabilities and seeking innovative ways to defeat us. The greatest asset to counter threats and maintain agility into the future is not an advanced weapons system, but the people who employ and maintain those weapon systems. That is why our leaders have created professional reading programs for the services and smaller communities within the services. When our people are armed with the *why* in addition to the *how*, we are a better and more adaptable force.

2. What is true for the services at large is also true for the Chaplain Corps. It is never enough to take what we learn at the beginning of our time in service and ride it out for a career. In order to serve our people well, we must be knowledgeable of the problems they face, the nature of military operations, and how our leaders evaluate complex problems. When we combine our passion to care for people with a robust knowledge of their world, the religious ministry we provide is better able to meet their needs. To that end, we have created a Chaplain Corps' Reading Program with important works in three key areas: Spiritual Readiness, Operations, and Leadership.

3. This reading program is in no way intended to replace reading and study from your individual faith traditions. For the Chaplain Corps' Reading Program to work as intended, the resources on this list should complement our individual disciplines and help us better tailor our ministry to the Sea Services. I hope that you will engage with the readings on this list, discuss them with your colleagues and mentors, and lean in to create a stronger and more agile Chaplain Corps for our people.

A handwritten signature in black ink, reading "Gregory M. Todd".

G. N. TODD  
Deputy

Distribution:  
NAVY CHAPLAIN CORPS

## Chief of Chaplains' Reading List

*Not all readers are leaders, but all leaders are readers. -Harry S. Truman*

The Chief of Chaplains' Reading List is designed to address *Spiritual Readiness*, *Operations*, and *Leadership* from a uniquely Professional Naval Chaplaincy point of view. It is meant to complement reading lists published by our Service Chiefs, professional development programs, and religious organizations. It is certainly not exhaustive or static, so if any members of our PNC team have personal recommendation, please feel free to submit those to the Director of Religious Ministry staff.

### **Spiritual Readiness**

Foskett, M. E. & Varsogea, C. E., 2020. Character Building Requires Education. *Proceedings*, June, pp. 72-74.

- In order to be effective in a military environment, it is important for RMTs not to operate in a “parallel universe” but to be integrated into the command mission. Chaplains Foskett and Varsogea do a wonderful job as explaining what integration would look like and how it adds to the overall readiness of the command. RMTs build the character of the warrior and warriors of good character add to the effectiveness of command mission.

Horn, D., 2020. The Critical Component to Maneuver Warfare. *Marine Corps Gazette*, Jun, pp. 74-77.

- Chaplain Horn draws out why Spiritual Fitness has operational and strategic significance within the EABO construct. It is important that RMTs be able to articulate why religion, faith, and Spiritual Fitness are important to each individual Marine as well as to the Marine Corps mission.

Stockdale, J., 1995. *Thoughts of a Philosophical Fighter Pilot*. Stanford, California: Hoover Institution Press.

- This book is a series of essays by VADM (ret.) Jim Stockdale, a dynamic Navy leader, former Vietnam-POW, and one-time Vice-Presidential candidate wherein he gives voice to Stoic philosophy and its relevance to the warrior. Given that Stockdale's ideas have become part of the Naval Academy curriculum, influencing the current generation of Naval leaders, it is important for RMTs to have awareness of Stockdale's Stoic influence.

Epictetus, 2004. *Enchiridion*. (T. Crawford, Ed., & G. Long, Trans.) Mineola, New York: Dover.

- Although he was born into slavery and endured a permanent physical disability, Epictetus (ca. 50-ca. 130 AD) maintained that all people are free to control their lives and to live in harmony with nature. We will always be happy, he argued, if we learn to desire that things should be exactly as they are. After attaining his freedom, Epictetus spent his entire career teaching philosophy and advising a daily regimen of self-examination. His pupil Arrianus later collected and published the master's lecture notes, the *Enchiridion*, or *Manual*, is a distillation of Epictetus' teaching and an instructional manual for a tranquil life. Since many military leaders approach spiritual readiness and resiliency from a perspective of Stoic philosophy rather than religion, it is important for RMTs to understand this worldview in order to engage with them.

Marcus Aurelius, 2016. *Meditations*. (G. Long, Trans.) Hollywood, FL: Simon & Brown.

- *Meditations* is a series of personal writings by Marcus Aurelius, the Roman Emperor 161-180 CE, setting forth his ideas on Stoic philosophy. Marcus Aurelius wrote the 12 books of the *Meditations* as a source for his own guidance and self-improvement. Many leaders within the Navy and Marine Corps use Stoic philosophy as a tool to govern themselves. (General Mattis is said to have carried a copy of *Meditations* with him during OIF.) RMT conversations about spiritual readiness need a breadth of perspective that goes beyond only religion to address the Stoicism that many of our leaders espouse.

Ramsay, N., & Doehring, C., 2019. *Military Moral Injury and Spiritual Care*. St. Louis, MO: Chalice Press.

- *Military Moral Injury and Spiritual Care* is a compilation of essays that offer compelling stories revealing the complexities of returning home, and captures the dynamics of re-entry into families, relationships, and communities. It offers resources to inform and support practices of spiritual care for veterans and other affected by moral injury incurred in the context of military service.

Marlantes, K., 2011. *What It Is Like To Go To War*. New York, NY: Grove Press.

- Out of his personal Vietnam experience, Marlantes details the inner turmoil associated with combat. This provides helpful perspective to RMTs to understand the spiritual dimension of combat on the warrior and, therefore, how to infuse spiritual readiness into mission preparation. This book is more of thought starter than a "how to" guide for RMTs.

## Operations

Berger, D. H., 2020. The Case for Change. *Marine Corps Gazette*, Jun, pp. 8-12.

- The Marine Corps is undergoing significant organizational change led by the 38th Commandant of the Marine Corps, Gen. David H. Berger. This brief but thoughtful article from the CMC himself, spells out why he, and others, think this change is essential and necessary. If you want to get a vision of the future Marine Corps, this is a good place to start.

Black, E. H. & Couture, J. S., FEB 2020. Dynamic. Distributed. Deadly. *Proceedings*, Volume 146/2/1,404.

- Good after-action report of CSG dynamic force employment (DFE), highlighting both the advantages and challenges of DFE for the commander. Notable in the report is the challenges to support DFE inherent in current training and logistical systems. Confirms the need among RMTs to be agile and familiar with Navy systems in order to provide ministry in a dynamic environment.

Singer, P., 2016. *Ghost Fleet: A Novel of the Next World War*. United States: Eamon Dolan/Mariner Books.

- This novel portrays a possible scenario in which post-Communist China, assisted by Russia, is able to launch a technologically sophisticated attack against the United States in the Pacific, leading to the occupation of the Hawaiian Islands. Drawing on real-life technological challenges, this novel will give RMTs a strategic view of the challenges our military leaders are facing. The CNO likes this book—need we say more?

Singer, P. & Friedman, A., 2014. *Cybersecurity and Cyberwar: What Everyone Needs to Know*. Oxford, England: Oxford University Press.

- *Cybersecurity and Cyberwarfare* addresses the current risks and benefits of the ever-fluid cyber environment. Singer's research provides a significant amount of space to the specific challenges the Department of Defense confronts in keeping pace with the latest technologies and methods for maintaining data security. In this emerging warfighting area where the tools and tactics are constantly changing, the stresses and challenges are just as real and just as deadly as the "real" world. *Cybersecurity and Cyberwarfare* gives RMTs a greater understanding of this domain and the cyber warrior to whom they minister.

Office of the Chief of Naval Operations, 1945. *Amphibious Operations: Capture of Iwo Jima, 16 February to 16 March 1945*. [Online] Available at: <https://usna.contentdm.oclc.org/digital/collection/p16099coll14/id/4260/rec/1> [Accessed Jul 2020].

- A report that was formerly secret, subsequently declassified in accordance with OPNAVINST 5513.16. The report contains information drawn from action reports of amphibious operations on Iwo Jima. This report gives first-hand perspectives of amphibious operations and is often reference by planners in the Navy and Marine Corps as they look to the future of operating in the littorals.

Hotaling, K., 2016. *Go Forward Into the Storm: An Iwo Jima Journal*. Boston: Christopher Matthews Publishing.

- As RMTs look to the future of support EABO in potential island-hopping operations, it is helpful to have knowledge of how that looked in World War II for those who preceded us. Chaplain Hotaling's story reminds us of those challenges and prepares us for them. This is a quick and inspiring read.

Holmes, J., 2019. *Could The U.S. Navy's War Plan Orange (For Fighting Japan) Be Used Against China?* [Online] Available at: <https://nationalinterest.org/blog/buzz/could-us-navys-war-plan-orange-fighting-japan-be-used-against-china-53362> [Accessed Jul 2020].

- Holmes' article looks into archives of the War Plan Orange, the United States strategy to defeat Japan forty years prior to World War II, to see if there is any correlation in the way the U.S. should fight China. The article gives a realistic vision of what a war might look like with China, and sheds light on the Commandant's Planning Guidance (CPG) to integrate naval forces for a potential amphibious war. To achieve agility in delivering religious ministry, it is important for RMTs to understand the context in which we'll be operating.

Bolia, R. S., 2004. The Falklands War: The Bluff Cove Disaster. *Military Review*, November-December 2004. [Online] Available at: <http://cgsc.contentdm.oclc.org/cdm/singleitem/collection/p124201coll1/id/231/rec/6> [Accessed Jul 2020].

- The Falklands War contained many successful joint operations by the British task force; however, Bolia's article describes one of the less successful "joint," amphibious landings of the Welsh Guards on 8 June 1982 at Fitzroy, in which failures in jointness were in part responsible for the ensuing disaster. The Commandants Planning Guidance (CPG) focuses on naval integration and making preparations for future battles to include amphibious landings. Although the last major amphibious landing for the Marine Corps was at Inchon, Bolia's article is a reminder that a successful amphibious landing requires successful naval integration.

Beall, T. R., 2020. A Guide to Reading Fleet Tactics. *Proceedings*, May, pp. 32-34.

- As RMTs seek to contribute to maritime operational planning, we may find ourselves awash in a confusing vocabulary of fleet tactics. This brief article introduces us to the book on *Fleet Tactics* and is a quick primer on how to read it.

Claypool, J. V., 1944. *God On a Battlewagon*. Philadelphia: The John C. Winston Company.

- Written by a chaplain serving as the sole chaplain on a surface ship during WWII, Claypool's narrative has a certain timelessness in terms of his daily duties and interaction with the wardroom and crew. His story provides us with the historical perspective that the challenges we face are not always new, a somewhat comforting thought, and we can gain wisdom from those who have gone before. This is a difficult book to find so if you run across a copy in the used bookstore, buy it.

Forester, C., 2018. *The Good Shepherd*. Reissue ed. London: Penguin Books.

- This book is the basis for the movie, *Greyhound*, but goes into much more depth as to the inner thoughts and struggles of the escort commander, CDR Krause. For those RMTs working with Surface Warfare Officers (SWOs), this story can provide some insight and conversational topics for the wardroom. Especially recommended for those chaplains assigned on destroyers.

Morley, F. & Bowdren, S., 2020. We Must Win the Competition for Maritime Partners. *Proceedings*, Mar, pp. 24-28.

- As RMTs find themselves, either spontaneously or command directed, involved in Religious Key Leader Engagement (RKLE), it is important to understand the strategic context of these engagements and their connection to the National Defense Strategy. We need to align not only within the Combatant Command, but also other elements of government like the State Department. This is a complex issue and this article introduces RMTs to the complexities of building partnerships.

## **Leadership**

Mattis, J., 2019. *Call Sign Chaos: Learning to Lead*. New York: Random House.

- An account of General Mattis's storied career, from wide-ranging leadership roles in three wars to ultimately commanding a quarter of a million troops across the Middle East. Mattis recounts his foundational experience as a leader, extracting lessons he learned about warfighting and peacekeeping, the importance of allies, and the strategic dilemmas now facing our nation. This will give RMTs insight of what their commanders are thinking about and challenge us to align our mission with the commander. Mattis teaches RMTs what good leaders should be thinking about.

Phillips, D. T. & Loy, J. M., 2003. *Character in Action: The U.S. Coast Guard on Leadership*. Annapolis, Maryland: Naval Institute Press.

- The character of leaders has been a critical element of the Coast Guard since Alexander Hamilton sent his first guidance to Revenue Cutter commanders. Written by the author of *Lincoln on Leadership* and the 21st Commandant of the Coast Guard, this quick and easy read does a good job at connecting character traits to their impact on mission. Great to help RMTs articulate why spiritual readiness is not simply good for the warrior but it is good for the unit and the mission.

Stavridis, J., 2019. *Sailing True North: Ten Admirals and the Voyage of Character*. London: Penguin Press.

- The former four-star commander of NATO looks down through history at ten famous (or infamous) admirals who were notable leaders in their time and looks at what character traits made them effective leaders. Only half of these are American admirals, so we get to see how the different settings in history and culture contrasted alongside these leaders' character. While all effective, these leaders are not perfect so the discussion of character accounts for both positive and negative aspects of their character. For RMTs ministering in the Sea Services, with the mission of leading warriors in the development of their character, this book gives many relevant discussion starters and opportunities for reflection.

Sinek, S., 2011. *Start with Why: How Great Leaders Inspire Everyone to Take Action*. New York: Penguin.

- Why do you do what you do? Why are some people and organizations more innovative, more influential, and more profitable than others? People like Martin Luther King Jr., Steve Jobs, and the Wright Brothers might have little in common, but they all "started with why." Sinek discovered that they all think, act, and communicate in the exact same way -- and it's the complete opposite of what everyone else does. Sinek calls this powerful idea The Golden Circle, and it provides a framework upon which organizations can be built, movements can be lead, and people can be inspired. And it all starts with WHY. If you don't have time to read the whole book, Sinek's Ted Talk gives you much of what you need: [https://youtu.be/u4ZoJKF\\_VuA](https://youtu.be/u4ZoJKF_VuA)

Drazin, I., & Currey, C. B., 1995. *For God and Country: The History of a Constitutional Challenge to the Army Chaplaincy*. Hoboken, NJ: KTAV Publishing House.

- This work is the definitive history of the *Katcoff v. Marsh* litigation, which attempted to legally challenge the Constitutionality of a military chaplaincy in the 1980's. As religious liberty issues continue to come to the fore, it is important for RMTs to be acquainted with these issues and our responsibility to lead the Command Religious Program in a Constitutionally sound manner.

Han, B.-C., 2017. *In The Swarm: Digital Prospects*. Cambridge, Massachusetts: The MIT Press.

- While society is quickly driving toward digital communication and social media, Han cautions that digital communication itself is shaping our worldview and damaging meaningful social discourse. Han does not address religion per se but simply public discourse, yet he does imply a significant challenge to our mission: In this new age of communication, how can chaplains introduce to this generation contemplative reflection on religion, philosophy, and spirituality? This is a short but challenging book yet well-worth your time.

DiAngelo, R., 2011. White Fragility. *International Journal of Critical Pedagogy*, 3(3), pp. 54-70.

- DiAngelo writes that white people in North America live in a social environment that protects and insulates them from race-based stress. This insulated environment of racial protection builds white expectations for racial comfort while at the same time lowering the ability to tolerate racial stress, leading to what she refers to as White Fragility. White Fragility is a state in which even a minimum amount of racial stress becomes intolerable, triggering a range of defensive moves. These moves include the outward display of emotions such as anger, fear, and guilt, and behaviors such as argumentation, silence, and leaving the stress-inducing situation. These behaviors, in turn, function to reinstate white racial equilibrium. DiAngelo's ideas are getting a lot of interest and adherents. If RMTs are to provide leadership in the current racial conversation, it is important to be familiar with DiAngelo's work.

Hofstede, G. (1991). *Cultures and Organizations: Software of the Mind*. London: McGraw-Hill.

- While somewhat dated, this study of cultural differences across several nations worldwide provides an approach to cultural evaluation that gives RMTs a technique to evaluate the cultural distinctions in the military. The five lenses applied are: (1) the degree of integration of individuals within groups, (2) differences in the social roles of women versus men, (3) ways of dealing with inequality, (4) the degree of tolerance for the unknown, and (5) the trade-off between long-term and short-term gratification of needs. An academic and dense read, the pay-off is an understanding of how to impact the culture of an institution like our Sea Services.



Scarbro, G., 2019. My Journey Back to Mental Resilience. *Proceedings*, Dec, pp. 58-61.

- By studies and experience, chaplains have been shown to be a great resource for the military in overcoming stigma and onboarding warriors into therapeutic efforts. This article tells one warrior's story and illustrates how the chaplain helped him get the help he needed. It is a great illustration of why RMTs need to be accessible and have good professional connections with other helping professionals.

Mathwick, L. E., 2020. Choice: Articulating your approach to leadership. *Marine Corps Gazette*, July, pp. 57-59.

- Here, once again, we see an example of an interest in Stoic philosophy among military leaders. This is not to advocate Stoic philosophy over and against religious thought, but to sensitize RMTs that the discussion of Spiritual Fitness is not limited to simply religious discussions. Many military leaders come at Spiritual Fitness from a philosophical perspective which, if we are conversant, allows us a robust dialogue with them resulting in an opportunity to share our own religious perspective on Spiritual Fitness (cf. Acts 17:22-31, *New Testament*).