

# **Army War College Foundation Strategic Plan**

**August 1, 2021 – July 31, 2026**

## **Introduction**

The upcoming five-year period between August 1, 2021 and July 31, 2026 (FY 22-FY 26) will be a very significant one in the history of the U.S. Army War College and the Army War College Foundation. This period will produce a new state-of-the-art academic facility, advances in educational methodology, relocation of the Foundation and transitions in leadership, and an evolving focus on global strategic challenges that enable exploration, senior leader research and development, and expertise in finding innovative and compelling ways to manage complex problems of national security and international relations.

## **The U.S. Army War College**

The U.S. Army War College is moving toward “Talent-Based Strategic Education for the Mid-21<sup>st</sup> Century,” striving to be “assessment-informed and tailorable to individuals.” Starting in Academic Year 2022, dramatic changes and experimental models are being implemented that should represent the forward edge of the learning curve, pursuing the evolution of curriculum changes and educational methodologies to meet the needs of the nation.

**Mission:** The U.S. Army War College enhances national and global security by developing ideas and educating U.S. and international leaders to serve and lead at the strategic enterprise level.

**Vision:** A premier institution for developing invaluable strategic leaders and influential ideas.

## **The Army War College Foundation**

The Foundation provides first class support to the U.S. Army War College with focused funding for high priority programs in a wide variety of educational and outreach endeavors that lack government funding for full success. Foundation support enables the College to innovate and develop more engaged and inspired cohorts of strategic leaders.

**Mission:** The Army War College Foundation provides the “Margin of Excellence” that supports the U.S. Army War College mission in the preparation of outstanding senior leaders by:

**ENRICHING** the academic environment; **ENHANCING** outreach and events; and **ENCOURAGING** alumni connections.

**Vision:** The Foundation’s support to the College will continue to be a decisive factor in providing a world-class educational experience producing strategic leaders and influential ideas.

### **Key Strategic Priorities**

1. Expand support to meet compelling College program needs that facilitate academic advancement, faculty recruitment and development, reputation building, and overall success.
  - a. Focus Development on increasing opportunities to showcase support for named Faculty Chairs and Programs and endowed professorships. Promote naming opportunities in accordance with government guidelines.
  - b. Promote the College’s and the Foundation’s transitions to the new facility with upgrades in flexibility and utility of all spaces, systems, and methodologies.
  - c. Promote the College’s and the Foundation’s partnerships in Program Support across the College and within academia.
  - d. Identify and support innovative College educational and outreach programs.

2. In conjunction with the new College Alumni Affairs Office, expand alumni outreach and lifelong learning.

a. Communicate with graduates and using new technologies, expand programs that enable alumni to maintain communications with their peers and families, mentors, subordinates, leaders, and the institution.

b. Increase social media interaction with alumni and provide feedback. Increase alumni interaction and networking on the website and social media platforms.

c. Increase alumni awareness of the importance of their Foundation support.

d. Explore new categories of alumni and course attendees for outreach purposes.

Expand connections to post-doctoral fellows and other faculty members as they complete their tours with the College and move on to continue their academic careers at institutions of higher learning across America and beyond. Focus on their contributions as the result of their service at the College, highlighting their roles as valued USAWC ambassadors.

e. Maintain a special relationship and communications with key stakeholders and Foundation Board trustee alumni.

3. Strengthen collaborative development relationships locally and globally.

a. Provide dedicated focus in the magazine and in other external communications on College entrepreneurial and collaborative relationships, particularly those within the interagency and with allies.

b. Strengthen communications with major donors and develop new opportunities for strategic partners to engage with students and alumni and to support College programs.

Many highly value their NSS experience and would value the opportunity to experience

that association again, even at an abbreviated event, or NSS alumni-focused webinars and seminars of a varied nature.

c. Develop enhanced opportunities for academic, leadership, and strategic studies institutions to interact with the College.

4. Strengthen the AWC Foundation Brand.

a. Expand existing Foundation communications venues (web, social media, magazine) and continue to showcase the USAWC's competitive advantage through the educational opportunities offered by its new state-of-the-art academic facility and evolving USAWC teaching methodologies.

b. Highlight the College's highly-successful and innovative methods of education to the national and global higher education community as a whole and to the interagency. Promote, particularly, the educational support provided by the Foundation that focuses on innovative solutions to complex, unstructured problems where government support is not available.

c. Include Foundation Trustee alumni in Foundation news, outreach, and development support activities.

### **Key Threats and Opportunities**

1. Opportunities.

a. The Foundation's greatest strengths are tied to its relationships. Its reputation is that of a values-based organization that operates in an ethical manner, maintaining positive relationships with the College Staff, Faculty, students, alumni, supporters, and with like organizations that support other senior service colleges. A priority is to maintain the hard-earned reputation of being the "#1 model Foundation supporting a

government educational institution,” providing invaluable support to the College and its graduates not available from any other source.

b. The Foundation should expand efforts to foster excellence in other peer organizations with shared missions, challenges, and opportunities. The Foundation enjoys a well-established track record of success in providing support to the College, proven ability to raise funds to provide that support, and to make smart choices in investments. These are much-needed qualities and characteristics that are under-developed in many peer organizations. Public/private partnerships involve many exceptional opportunities but also exceptional threats and boundaries that must be fully understood and respected.

## 2. Threats.

a. As was experienced beginning in March 2020 with the outbreak of the COVID-19 pandemic, “remote operations” can bring in-person events to a halt, such as the National Security Seminar, summer Distance Education Courses, normal Gift Shop operations, and membership drives, etc. resulting in an immediate decrease of business and income. The College’s renowned Staff Ride Program (and related leadership seminar events) ceased abruptly due to the COVID-19 outbreak, and groups were no longer available for voluntary relationships with the Foundation. The Foundation needs to be attuned to future conditions which might warrant development of uniquely and distinctive privately-funded leadership programs that do not rely on College participation. Disruptions such as COVID-19 serve as a forcing function to develop alternatives that leverage technology and alternative methodologies for providing a meaningful **experiences** to students, guests, civilian organizations, and others.

b. While the groundbreaking for the new academic facility took place in June 2020, participation by current staff, faculty, students, and alumni was severely limited due to Pennsylvania state restrictions on large gatherings and practicing social distancing. Again, as restrictions continue, this “threat” affecting events and outreach provides the continued opportunity for the Foundation to explore and increase proficiency with live streaming, remote reporting, and other ways to enhance virtual participation.

c. Another reality that presents itself as a “threat” involves the increasing number of boundaries placed by the government on private organizations like the Foundation. Access to students, contact information, schedules, meetings, etc. enables the Foundation to appropriately serve the institution, whereas limits on access restrict or prevent it.

### **Strategic Opportunities**

1. Cultivate individuals occupying key Foundation supported programs, Chairs and Fellowships, in order to build new networks of support and collaboration.
2. Highlight academic achievements and support to real-world missions made possible through the new academic facility and its innovation hubs and centers.
3. Consider exhibits that reinforce the Foundation mission in the new academic facility.
4. Transfer photos, videos, and descriptions of existing Foundation exhibits that were on display in Root Hall to the website so they may be experienced virtually.
5. Find ways to encourage graduates, supporters, and classes to support future needs.
6. Consider hiring a marketing staff member (or intern) to develop creative outreach opportunities, new promotions, and technology transitions.
7. Support College initiatives to better connect to NSS/CNSP attendees.
8. Continue to build corporate fundraising capabilities and expand corporate partnerships.

9. Institutionalize communications with Foundation Board trustee alumni to encourage long-term support and fundraising.

### **Personnel**

1. Prepare for trustee and key staff vacancies using a minimum two-year planning and recruitment calendar. Plan well ahead for the retirement of the President and CEO to be effective following successful relocation of the Foundation into new facilities. Develop critical benchmarks for succession planning for the positions of Chair, Vice Chair, and Committee Chairs and implement with the concurrence of the Executive Committee. Update annually.

2. Recruit and retain trustees who are enthusiastic, networked, and influential in their communities, and develop them to be dedicated, involved, and committed to the Board mission.

3. Recruit and retain high-performing staff personnel in all positions.

4. Design and develop internship opportunities for college students to work in Development at the Foundation (or remotely) for a semester or year during advanced or graduate study.

Coordinate internship development with Indiana University of Pennsylvania's (IUP) School of Philanthropy.

### **Feedback and Evaluation**

Metrics for Foundation effectiveness in meeting strategic priorities should be defined by each committee and approved by the Executive Committee and provided to the full Board annually. These include but will not be limited to:

1. Establishing fundraising goals (Development Committee)

2. Developing Outreach Activities for USAWC and NSS/CNSP alumni, to include ways to increase Foundation memberships (Alumni Affairs Committee).

3. Creating a General Officer (GO) level alumni program focused on graduates of the Army's Strategic Education Program courses at the USAWC (Alumni Affairs Committee).
4. Creating innovative programs to provide leadership programs to businesses in search of experiences that may no longer be possible in a post-COVID virus world. (Development Committee).
5. Developing a deep bench of potential NSS/CNSP attendees and GO graduates of the USAWC to serve as potential future trustees. Prepare a two-year program of projected vacancies and potential programmed fills (Nominating Committee).
6. Setting investment goals and strategies to protect short and long-term investments in a volatile economy and uncertain stock market. (Investment Committee, Finance and Audit Committee).
7. Assessing prior year support to the College to determine that funds provided the *margin of excellence* that resulted in a positive return on investment, fully supported College mission needs, and were executed in a timely manner (Full Board).
8. Preparing an annual report (3-5 pages) for major donors, stakeholders, trustee alumni, and potential major donors, that highlights successful Foundation programs and focuses on how both individual and organizational support is making a difference producing the *margin of excellence* to the College.

### **Conclusion**

The Foundation Strategic Plan is designed to serve as a dynamic tool to guide and support the strategic development of the Foundation's program of support to the College. The plan also outlines goals for internal operations and the establishment of metrics, processes, and procedures in line with our mission and vision to maintain the *margin of excellence* in every endeavor.