



2020 Annual Report



Educate Today. Secure Tomorrow.

THE NAVAL WAR COLLEGE FOUNDATION

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CONTENTS

04	THE YEAR IN REVIEW AND SETTING COURSE FOR 2021	20	HERITAGE SOCIETY
06	THE U.S. NAVAL WAR COLLEGE	22	GIFTS IN ACTION
08	FINANCIAL STATEMENT	24	NAVAL WAR COLLEGE FOUNDATION STORE
10	2020 ANNUAL GIVING	25	TRIBUTE GIFTS
18	CORPORATE AND FOUNDATION GIVING	26	NAVAL WAR COLLEGE FOUNDATION BOARD OF TRUSTEES

THE YEAR IN REVIEW AND SETTING COURSE FOR 2021

CHAIRMAN PHILIP BILDEN AND CEO GEORGE LANG



IT IS WITH GREAT PLEASURE that we present to you this 2020 Annual Report. It is a testament to the exceptional work accomplished by our esteemed Board of Trustees and very talented and capable staff, as well as the unmatched generosity and support of our valued Trustees, Regional Directors, Trustee Emeriti, members, and donors who remain committed to the Naval War College Foundation (NWCF) mission that has guided our organization for more than half a century. Although a global pandemic challenged us in unprecedented ways in 2020, the NWCF, assisted greatly by its individual and corporate benefactors, many of whom are identified in this report, prevailed in an extremely challenging operational environment, and sustained its critical financial support for the U.S. Naval War College (USNWC) to *Educate Today. Secure Tomorrow.*

While 2020 proved to be one of the most challenging years in NWCF history, it was also a year of significant transformational change that not only benefitted the NWCF and its members in 2020, but will continue to provide benefits for many years to come. Long overdue investments in staff and systems last year and the year prior set into motion a reconstructive period and collaborative effort between the Board, staff, and USNWC leadership that took foothold in 2020 to effectively and measurably improve the quality, brand, and performance of our non-profit business.

Our vision for this transformational change was grounded in four key areas, which today shore up a strategic framework and vision for 2021:

- Professionalization of staff, systems, policies, and processes;
- Membership engagement, stewardship, and cultivation;
- Fundraising for financial strength, flexibility, and growth; and
- Strategic impact and relevancy to the USNWC, U.S. Navy, and national security.

This year, the Board and staff are eager to expand upon their success in 2020 and effect further positive change in areas such as:

- Financial performance;
- Reporting;
- Administration;
- Communications;
- Branding & Marketing;
- Fundraising; and
- Donor & Member Development, Cultivation, and Stewardship.

With continued improvements in these critical areas, we are

The Naval War College Foundation, powered by its generous members and donors, provides critical funds needed to support the U.S. Naval War College's unique ability to develop military and civilian leaders who are:

- » Skilled in the strategic and operational challenges of today and tomorrow.
- » Dedicated to preserving national security and a global position of leadership.
- » Adept at navigating the challenges of war and the prevention of war.

optimistic that the NWCF will remain on a trajectory to meet or exceed its 2021 financial goals as it did in 2020 across all revenue-generating categories, including:

- Restricted, Unrestricted, and Planned Giving Contributions;
- Memberships;
- National Events; and
- NWCF Museum Store Retail Operations.

and a culture of lifelong learning at the USNWC. Your continued support will assure success and victory on the battlefield, in the air, at sea, under the sea, in space, and in cyberspace for our military and civilian Joint Force Team charged with the awesome responsibility of preserving our great Nation's national security.

Thank you!

Sincerely,

Philip M. Bilden
Chairman, Naval War College Foundation

CAPT George E. Lang, Jr., USN (Ret.)
Chief Executive Officer, Naval War College Foundation

On behalf of the Board of Trustees and staff, we are grateful for your very generous support and philanthropy. We are energized more than ever, and are excited for what the future holds for our NWCF, USNWC, U.S. Navy, and national security. Your steadfast commitment, trust, and confidence in the missions of both the NWCF and USNWC sustain us in our efforts to promote and support an educational environment of strategic critical-thinking

BY THE NUMBERS

Academic Year 2019-2020

524 IN-RESIDENCE STUDENTS

Senior Course: 223 Students

Intermediate Course: 301 Students

U.S. Navy - 28%
 U.S. Marines - 7%
 U.S. Army - 23%
 U.S. Coast Guard - 1%
 U.S. Air Force - 10%
 Civilian - 7%
 International - 23%

5,257 JPME I STUDENTS (CDE)

College of Distance Education,
 Intermediate Level JPME I Enrollment
 Includes Fleet Seminar, Graduate Degree
 Program, NWC at Naval Postgraduate
 School, and Web Enabled

323,679 NAVY PME STUDENTS (VIA E-LEARNING)

136,726 PME GRADUATES



THE U.S. NAVAL WAR COLLEGE

THE U.S. NAVAL WAR COLLEGE (USNWC), the “Home of Thought” for the U.S. Navy, is a fully accredited graduate-level educational institution located on a 27-acre campus in Newport, Rhode Island. The school offers a master’s degree in National Security and Strategic Studies, Defense and Strategic Studies, or a diploma.

More than 500 U.S. and international students participate annually in resident Joint Professional Military Education (JPME) programs at the Naval War College, and hundreds more learn at sea or at remote locations through distance learning.

In March 2020, the USNWC moved all in-residence students to the virtual learning environment in response to COVID-19. Since then, the College’s Threat Working Group has worked diligently to determine how and when students can safely return to campus. As of early 2021, some programs and classes have transitioned back to their classrooms on the College’s historic campus.

Despite the challenges of the year, the faculty and staff of the USNWC continued to deliver meaningful lectures, symposia and events virtually, including the 2020 Newport Arctic Scholars Initiative (NASI), the Future Warfighting Symposium, the 4th Annual Brown University-Naval War College Civilian-Military Humanitarian Response workshop, and the 3rd Annual Genocide Studies Conference. Many of these events, as well as the Issues in National Security Lecture Series and Lectures of Opportunity, are available to watch on the USNWC YouTube page (youtube.com/usnavalwarcollege).

“The War College is a place of original research on all questions relating to war and to statesmanship connected with war, or the prevention of war.

—Rear Admiral Stephen B. Luce

FINANCIAL STATEMENT

“All educational institutions are finding their expansion jeopardized by continuously rising costs. While the government appropriates all necessary funds for the running of the U.S. Naval War College, there are many areas which, in this era of government austerity, the government budget simply cannot cover. These are the reasons why the Naval War College Foundation, Inc. was established.

— Founding NWCF President John Nicholas Brown

THE NAVAL WAR COLLEGE FOUNDATION and the U.S. Naval War College whose work and mission we support are very grateful for the generosity of our members and donors. 2020 was an unprecedented time in our nation's history, indeed, world history due to the COVID-19 pandemic. The pandemic impacted businesses large and small, public and private, for-profit and nonprofit. The Naval War College Foundation was no exception, but thankfully we met the challenges together head on and are stronger for it.

As the impact of the pandemic on the economy and on financial markets became clear, the Foundation took steps to reduce operating expenses and to monitor risk in the investment portfolio. And perhaps most importantly, we reached out to you, our loyal benefactors to partner even more significantly to sustain both the Foundation and the College.

As our 2020 fiscal year closed, our overall revenue which includes funds raised as well as investment returns was up 29% over the previous year. While our investment portfolio sustained losses early in the year due to the economic effects of the pandemic, it rebounded to close at almost \$47M.

Your continued generosity enabled the Foundation to gift \$2.1M the Naval War College in support of our national security to be used for funding priorities such as endowed chairs (43%),

conferences and events (17%), research and scholarship (14%), capital improvements (9%), regional studies programs (9%) and achievement awards for both faculty and students (8%). Several factors contributed to this success, including:

- Membership reached over 4,200 members resulting in a 53% increase in membership income over the prior year;
- New donor acquisition rose 57% over the previous year;
- Unrestricted giving rose 27% over the prior year.

These are just some of the reasons why the Naval War College Foundation can count 2020 among one of its most challenging but successful years in its 51-year history. There are many more reasons. Chief among them are the Foundation's strong and vibrant partnership with the College and you, our generous donors. You have helped to ensure that no pandemic, no economic downturn, and no challenge is too great for us to overcome. We have accomplished all these remarkable achievements together. We thank you and look forward to continuing our partnership in 2021 as we *educate today; secure tomorrow.*

Sincerely,

Daniel E. Holland III
Vice Chairman & Treasurer, Naval War College Foundation

NWCF FUNDING PRIORITIES

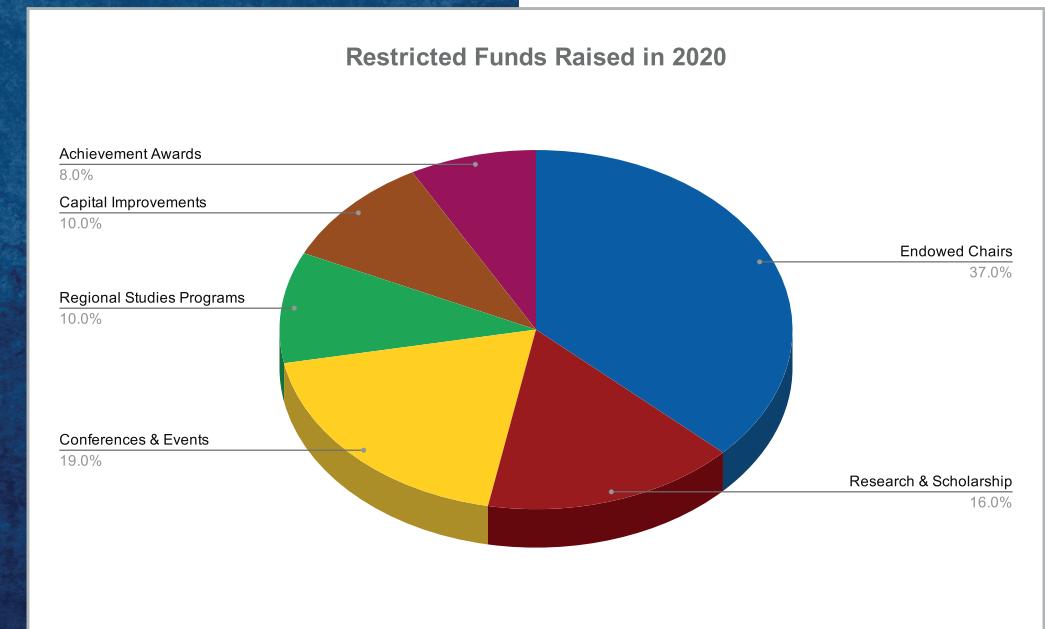
- » Research & Scholarship Support
- » Endowed Chairs
- » Curriculum & Instruction
- » Regional Studies Programs
- » Achievement Awards
- » Conferences & Events
- » Capital Improvements
- » Public Awareness

GROWING AN ENDOWMENT THAT SERVES THE U.S. NAVAL WAR COLLEGE

57
ENDOWED FUNDS

FUNDS INCLUDE:

\$17.4M	designated for Chairs, Professorships & Instruction
\$10M	designated for Cyber Security
\$5M	designated for Programs & Awards
\$1.4M	designated for Research & Scholarship



2020 ANNUAL GIVING

The Naval War College Foundation is grateful for the support and philanthropy of the members and donors who gave so generously in 2020.

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– CAPT Leonard DiLorenzo, USNR (Ret.)

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The generous gifts made to the Naval War College Foundation are used to directly impact the U.S. Naval War College's ability to educate and develop our nation's military and civilian leaders and to conduct the research and analysis that allows our joint military forces to remain on the cutting edge of the latest in maritime security, warfighting and technology.

HRP Research Strengthened with Gift from The Widgeon Foundation

IN A YEAR DOMINATED by a global pandemic, the importance of the need to analyze and improve our institutions' ability to respond to humanitarian crises has never been greater. Working with the NWCF, The Widgeon Foundation recognized this need and responded with a generous gift in support of the U.S. Naval War College's Civilian-Military Humanitarian Response Program (HRP).

On September 18, 2020, the Fourth Annual Civilian-Military Humanitarian Response Workshop was held in collaboration with Brown University's Center for Human and Humanitarian Studies (CHRHS). The Workshop focused on three critical issues facing humanitarians and militaries in conflict and/or crisis settings: aid worker security, humanitarian access, and protection of civilians.

Currently, five research efforts are being pursued as a result of the 2020 Workshop. Research teams have been set up to conduct the work over the next seven to twelve months with reports due prior to next year's workshop. Funding from The Widgeon Foundation is helping to underwrite this research and will support not only the compilation of the 2020 research findings, but also those of past years.



The Pew Charitable Trusts Funds Study of Maritime Governance

FUNDING FROM A GRANT from The Pew Charitable Trusts will be used to develop a handbook that addresses the most vexing challenges of maritime governance. The handbook will be produced from a series of case study review workshops hosted at the U.S. Naval War College (USNWC) and will support tabletop exercises that help USNWC students understand the complex factors that impact their maritime domain, learn how to plan and execute appropriate naval responses, and appreciate the importance that international law, interagency coordination, and regional cooperation play in their success.

The workshops will be facilitated by Vice Admiral Robert Parker, a USNWC graduate who retired after serving for 39 years with the United States Coast Guard (USCG). Under the guidance of VADM Parker, selected Subject Matter Experts (SMEs) in maritime affairs will gather at two, 2-day workshops to review real-world case studies on the most challenging maritime threats facing developing countries such as illegal, unreported, and unregulated (IUU) fishing, human smuggling, narco-trafficking, and piracy. Other maritime threats might include port security, consequence management, and humanitarian assistance/disaster relief operations. From these workshops, up to eight cases will be selected for further development and inclusion in the handbook, which will be used to support the maritime governance curriculum at the USNWC.

TCSass Endowed Chair Established

THE NWCF SECURED THE SUPPORT for a sixth Endowed Chair at the Naval War College — the U.S. Naval War College TCSass Chair in Maritime Irregular Warfare and Maritime Special Operations. Established in honor of Navy SEAL CAPT Thomas Sass, USN (Ret.), this Chair will be yet another opportunity to recognize the contributions of senior-level faculty at the College and provide funding to support their research and scholarly collaborations with experts around the world.

Dedicated to the interdisciplinary study of the challenges presented by irregular warfare and non-state actors (armed groups), the TCSass Chair will focus on the operating forces and related special operations activities and other instruments of power across the spectrum of conflict.

Income from the Chair's endowment will support efforts that will inform and shape national strategies, operational recommendations, and policies that will guide this dynamic field, including, but not limited to:

- Support research and teaching of irregular warfare, armed groups, and special operations.
- Facilitating interaction and collaboration between professional military education institutions, civilian academics, and battlefield operators.
- Disseminating cutting edge analyses via symposia and workshops to provide a forum for dialogue at the College between U.S. and international practitioners and scholars.



THE NAVAL WAR COLLEGE FOUNDATION STORE

Profits from the Naval War College Foundation Store provide support for the historic Naval War College Museum, one of the ten official museums operated by the United States Navy, under the direction of the Naval History and Heritage Command and in cooperation with the Naval War College.



Naval War College imagery courtesy of USNWC media staff. The appearance of U.S. Department of Defense (DoD) visual information does not imply or constitute DoD endorsement.



2020: The Year of the Online Sale

While the Naval War College Museum and NWCF Store have been closed to the public since March 2020, the Store has continued to accept orders online and even expanded its inventory to include NWC and NWCF face masks and gifts of NWCF membership. Thanks to an upgraded ecommerce platform that launched with the new NWCF website in February 2020, the Store has continued to raise funds for the Museum through a steady stream of online sales.

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