



# NAVAL WAR COLLEGE

F O U N D A T I O N



2022  
2027

STRATEGIC PLAN





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# LETTER FROM THE CHAIRMAN

The U.S. Naval War College (USNWC) is a national asset with global impact. Since its founding in 1884, our Navy's leaders have been forged at the USNWC in Newport, Rhode Island – from the inaugural class graduating in historic Luce Hall to the large and accomplished Class of 2022 that graduated this June on Dewey Field overlooking the Narragansett Bay.

The breadth and relevance of the USNWC's educational reach have expanded in the past half-century beyond solely the US Navy. Today, the USNWC educates officers from the joint military forces in all branches of our US military to prepare these outstanding men and women for senior leadership and command responsibilities. In recent years, USNWC graduates have led our US Intelligence Community, State Department, and international partners and allies as heads of their respective naval forces.

The Naval War College Foundation (NWCF) was established over 50 years ago with the sole charter to support the USNWC with philanthropic funding. We are united as Trustees, Emeriti, Members, donors, and a dedicated professional staff to execute this vital mission. We are honored and privileged to serve the institution that educates our Nation's future leaders. We undertake an important responsibility of fiduciary duty and governance as Trustees and senior leaders.

Three years ago, at the mid-century since NWCF's founding, our Board of Trustees and staff set course for a transformational voyage for the next 50 years. We required a strategic plan to chart our journey to a new level of excellence and impact. The NWCF Strategic Plan 2022-2027 has been in formation as we sailed forward thanks to the efforts of our outstanding Board of Trustees and committed staff.

Together, we have made material progress in four strategic objectives:

1

**Professionalization  
of all aspects of  
NWCF operations  
& processes**

2

**Membership  
engagement and  
national relevance**

3

**Financial strength  
through fundraising  
and fiduciary  
management**

4

**Relevance to senior  
leadership of the  
US Navy and US  
national security**

I am grateful to the Trustees, Officers, Emeriti and dedicated NWCF staff who signed on to this voyage and contributed their time, talent, and treasure with generosity and energetic effort. I thank the NWCF Strategic Task Force volunteers for their diligent efforts and experienced insights in formulating our strategic framework for the next decade. Their work has advanced our mission and chartered our course ahead.

I am particularly grateful to our Board of Trustees whose 30 members are among the most accomplished leaders from our country's business, finance, diplomatic corps, and military organizations. Through their service and generous philanthropy, the NWCF Board of Trustees serves as a national model of 501(c)3 stewardship, governance, competence, and commitment worthy of the institution we serve: the US Naval War College.

Our NWCF's greatest responsibility is to support our Nation's security. We must maintain the financial resources, agility, and independence to support this mission. Unlike constrained government entities and the Department of Defense, the NWCF funds impactful initiatives that matter at the speed of relevance.

Had NWCF not acted several years ago to raise the seed capital for the Admiral James R. Hogg Cyber and Innovation Policy Institute (CIPI), the leaders from the Class of 2022 would not have the relevant tools in cybersecurity to address 21<sup>st</sup> century challenges in networked warfare. The NWCF is providing the resources to educate today to secure tomorrow.

The Strategic Plan 2022 – 2027 will allow the NWCF to stay on course with the professionalism, national relevance, and financial strength to support our US Navy leadership and Nation's security. I invite you to sail with us for the next 50 years.



Sincerely,

**MR. PHILIP BILDEN**

*Chairman of the Board of Trustees  
Naval War College Foundation*

# LETTER FROM THE CEO

## TO OUR VALUED MEMBERS, SPONSORS, AND FRIENDS:

We are proud to present the Naval War College Foundation's (NWCF) Strategic Plan 2022 - 2027. Developed by a team of NWCF board members and staff, this plan builds on the success of the NWCF over the past few years. This strategic planning process commenced in spring 2021 with a series of stakeholder interviews, and concluded in summer 2022 with the publication of this report.

The completion of this Strategic Plan marks a significant milestone for the NWCF, as it is the first Strategic Plan the NWCF has articulated and adopted since 2009. The progress and transformation of the NWCF over the past few years has been tremendous, and the NWCF has now evolved to the point to where it can more effectively support the strategic endeavors of the U.S. Naval War College (USNWC).

This new Strategic Plan will help cement the NWCF's role and partnership with the USNWC to educate today, secure tomorrow. Undoubtedly, security challenges and emerging threats will continue to threaten our national interests and democratic way of life. In this dynamic security environment, it is incumbent upon the NWCF to ensure that the USNWC has the resources it needs to provide today's decision makers and tomorrow's leaders with the tools required to outthink and out strategize those who threaten our interests and those of our international partners and allies. Chinese and Russian expansion, terrorism, artificial intelligence and quantum computing, cyber, autonomous, and unmanned systems, weapons of mass destruction and hypersonic advancements, infectious disease and climate change all present significant challenges in the future, and our military and civilian leaders must have the education and preparation to think strategically in order to create the maneuver space required to either strengthen the foundations of peace or win decisively in battle.

We would like to extend our appreciation to the Strategic Planning Task Force (SPTF) for their time and efforts. With their keen insights and wise counsel, we created an ambitious, proactive plan that will communicate the guiding principles of the NWCF and ensure our positive impact on the USNWC and its mission to deliver excellence in military education, research, and wargaming for years to come.



Sincerely,

**CAPT GEORGE  
E. LANG, JR.,  
USN (RET)**

*Chief Executive Officer*  
Naval War College  
Foundation

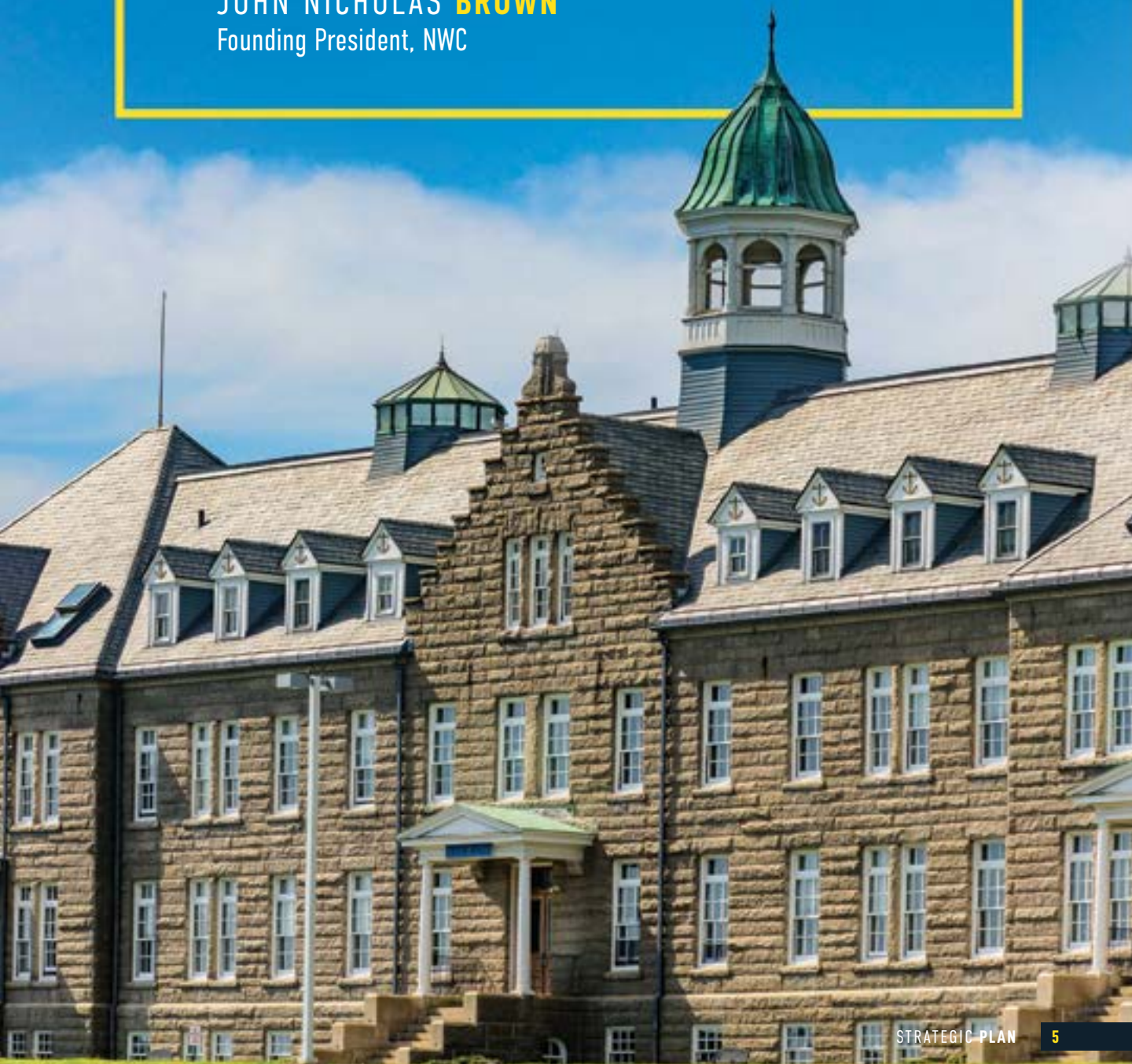


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All educational institutions are finding their expansion jeopardized by continuously rising costs. While the government appropriates all necessary funds for the running of the Naval War College, there are many areas which, in this era of government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

JOHN NICHOLAS **BROWN**

Founding President, NWC





# WELCOME TO THE NWCF

The Naval War College Foundation (NWCF) was created in 1969 by forward-looking, community-minded individuals whose goals were to contribute to the educational excellence of the U.S. Naval War College (USNWC). Driven by patriotism and philanthropy, the founding members made a commitment to enhance and enrich the educational excellence of the USNWC by providing crucial financial support. As Founding President John Nicholas Brown wrote in 1969.



# OUR MISSION

The NWCF, powered by its generous members and donors, provides critical funds needed to support the USNWC'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; and
- ▶ Adept at navigating the challenges of war and the prevention of war.

The USNWC is uniquely positioned to further a proud tradition of strong military leadership through a curriculum based in military preparedness, leader development, and statesmanship.

The NWCF supports that tradition by investing in the College, focusing on funding priorities such as:

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

The investment by the NWCF in the USNWC helps to protect our leaders' abilities to navigate conflict and negotiate for peace. It is an investment in a nation and a world that is safer and more enriching for everyone.

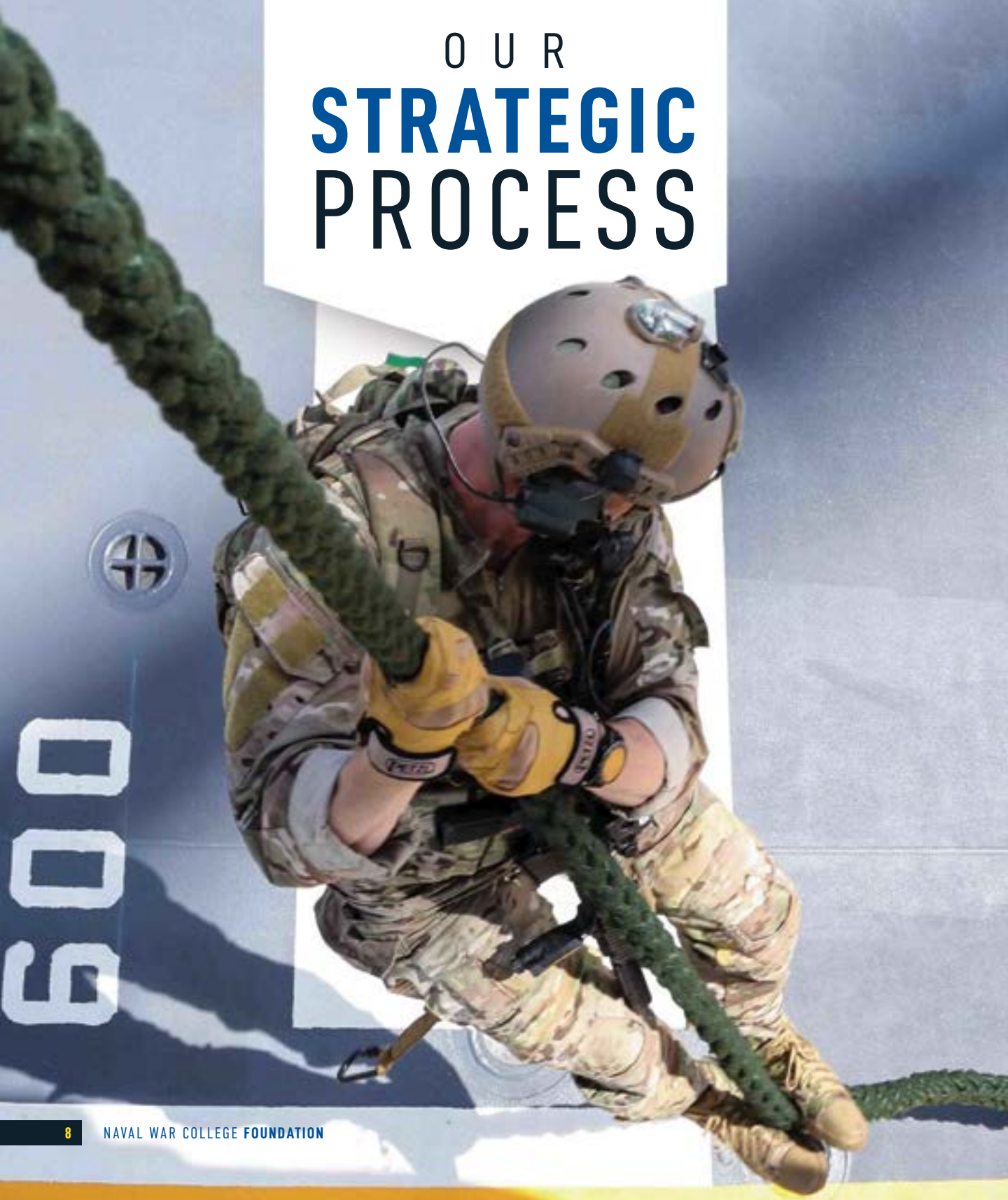
This memorial commemorates American naval commander, Commodore Oliver Hazard Perry (1785-1819).

*Newport, Rhode Island*



NAVAL WAR COLLEGE  
FOUNDATION

# OUR STRATEGIC PROCESS





# STRATEGIC PROCESS

The USNWC and the NWCF share more than just a name. The Foundation and the College are inextricably linked by mission, dedication to students, faculty, and staff, and a determination to prepare our leaders for the threats they face on the battlefield, on the high seas, and in space.

The NWCF undertook the important process of assessing the Foundation's strengths, challenges, opportunities, and goals for the next five years. Acknowledging the synergistic relationship of our respective entities ensures that the Foundation's strategic plan supports the College's strategic plan as much as possible.

The strategic planning process was initiated in spring 2021 by the NWCF Strategic Planning Task Force (SPTF) comprised of both staff and trustee leadership. The process was conducted with dedicated collaboration between the Foundation staff and a dedicated group of Foundation trustees and facilitated by a trusted consultant familiar with the history and unique opportunities of the NWCF.

This process examined the primary functions of the NWCF and assessed how it can strategically support the USNWC. The NWCF works closely with the USNWC to develop and execute complementary marketing and communications strategies; engages students, faculty, staff, alumni, and community

members in events and educational offerings; keeps abreast of and enforces fiduciary and regulatory responsibilities related to philanthropy; and plans events to further the missions of both the USNWC and NWCF. Above all else, the NWCF's chief function is the cultivation and application of philanthropy to ensure sufficient funds are raised annually to support the unfunded requirements of the USNWC.

While assessing strengths, our strategic planning process also recognized our Foundation's challenges. One of the single greatest challenges is raising unrestricted funds that support faculty and staff development, community engagement, and strategic academic and leadership development programs at the USNWC.

The SPTF focused its analysis to address the critical relationship between the Foundation and College, operations and staffing, communications, community engagement, and funding and fundraising priorities.

# STRATEGIC PROCESS

## DEVELOPING STRATEGIC AREAS OF FOCUS

The SPTF identified the following key focus areas to enable the Foundation to assess and highlight strengths, define and address challenges, identify and build support for strategic opportunities, and set forth clear goals.

The focus areas below, in addition to the mission and vision of the Foundation, served as the drivers for the SPTF discussion and debate over several months of work:



**Elevate and expand our partnership with the USNWC and senior Navy Leadership.**



**Promote and Advance the USNWC impact on National Security.**



**Provide resources to the USNWC to maintain its competitive advantage in a challenging national security environment.**



**Attract Alumni to join the NWCF by enhancing and enriching programs and activities that will appeal to them.**







NAVAL WAR COLLEGE  
FOUNDATION

# OUR **STRATEGIC** PRIORITIES







# STRATEGIC 1 PRIORITY

Elevate and expand our  
partnership with the USNWC  
and senior Navy leadership



# OBJECTIVES

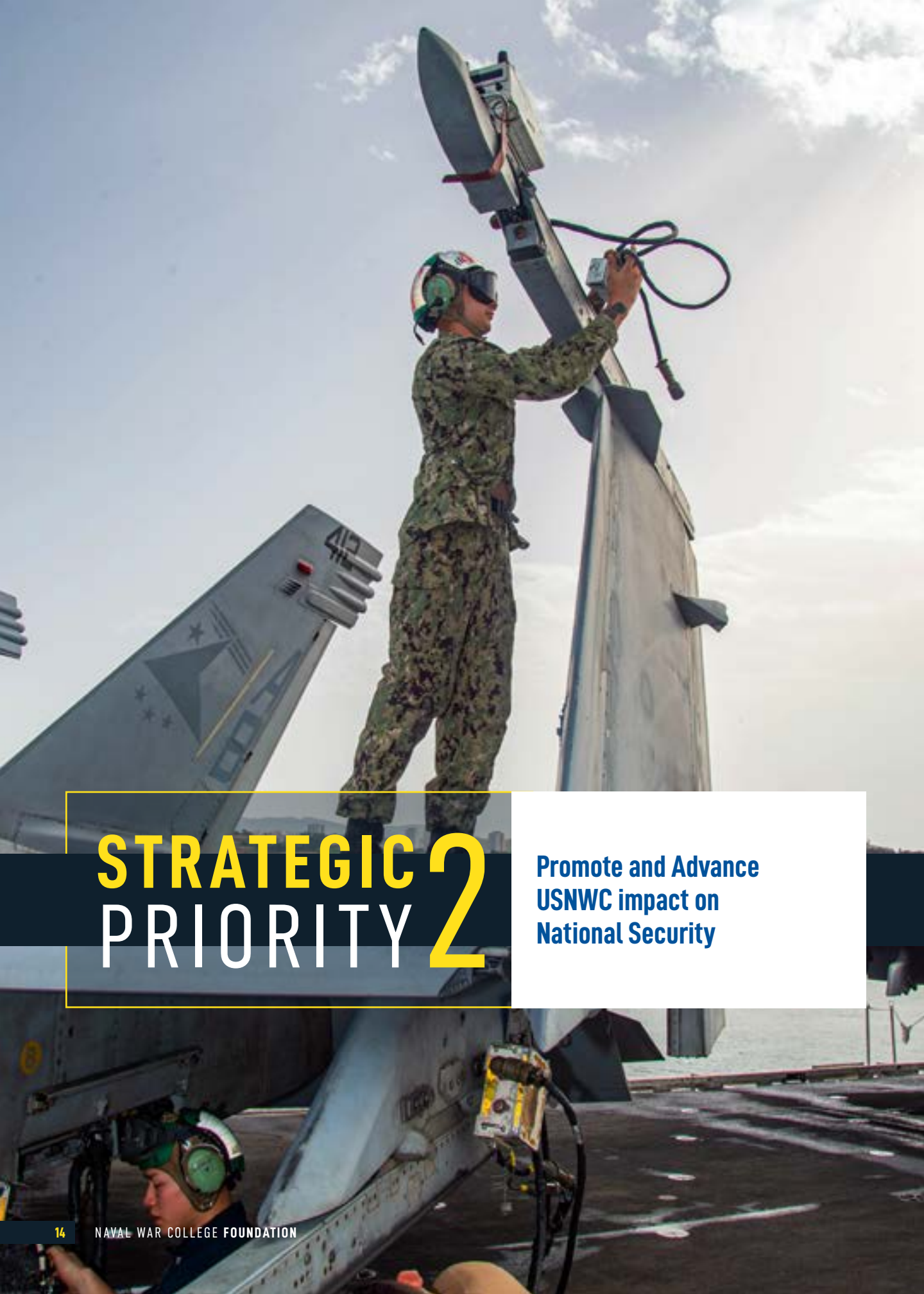
- A. FOSTER AND BROADEN A STRATEGIC NETWORK** of NWCF Trustees, Trustee Emeriti, Regional Directors, Strategic Advisory Committee members and alumni to increase engagement in the civilian and military sectors at all levels, e.g., Senate Armed Services Committee, House Armed Services Committee; Chairman, Joint Chiefs of Staff; Secretary of the Navy; Chief of Naval Operations; Commandant of the Marine Corps; and others.
- B. INCREASE BOARD RECRUITMENT** of retired senior level members of the military, including USNWC alumni and civilian leaders in the defense industry.
- C. CREATE A STRUCTURE OF REGULAR MEETINGS** in addition to the President of the Naval War College and Provost, and broaden NWCF staff access with senior College leadership, Resource Board, Deans and Department Heads, Judge Advocate General/Office of General Counsel, and NWCF C-Suite and senior staff, and make appropriate updates in the next revision of the USNWC-NWCF Memorandum of Understanding.
- D. CREATE AN AMBASSADOR NETWORK** in which members individually reach out to federal, state, and local area elected officials to advocate for increased funding to the USNWC and broader maritime forces.

“

This lead Strategic Priority and each of its four objectives, both ambitious and admirable, will be realized by the development and nourishment of meaningful long term relationships across regulatory lines of authority. And these will only be achieved by addressing and overcoming ethical questions and legal conflicts of interest that currently impede their development. Put simply, a statutory framework of relationships is needed, strengthened by rigorous legal review and endorsed by SECNAV. This is especially important with respect to the third objective: *‘Create a structure of regular meetings among Foundation staff members and USNWC leaders at all levels of both organizations.’*”

**ADMIRAL JAMES R. HOGG, USN (Ret.)**

Former U.S. Military Representative to the NATO Military Committee and commander, U.S. Seventh Fleet



# STRATEGIC PRIORITY 2

Promote and Advance  
USNWC impact on  
National Security

## OBJECTIVES

- A. EXPLORE OPPORTUNITIES AND PARTNERSHIPS** with colleges and universities working in the field of national security.
- B. FOSTER A COLLABORATIVE AND ENGAGED MILITARY AND CIVILIAN COMMUNITY** by partnering with veterans' groups, defense industry agencies, and local community groups (Navy League of the U.S.; Military Officers of America Association (MOAA); Surface Navy Association; National Veterans Foundation; Business Executives for National Security (BENS); etc.).
- C. MARKET, PROMOTE, AND HIGHLIGHT THE WORK** of USNWC faculty and students regarding national security teaching, research, service, and publications.
- D. PROMOTE THE WORK AND VISIBILITY** of NWCF Trustees, Regional Directors, Trustee Emeriti, and Strategic Advisory Committee members who work in areas of national security.

“

The Naval War College Foundation helps amplify the voices of the thought leaders behind specialized research taking place at the U.S. Naval War College. This critical work helps make possible their visionary scholarship and data-driven analysis that informs military and civilian policy-makers at the highest level of operations and diplomacy.”

**ADMIRAL JAMES G. STAVRIDIS, USN (Ret.)**

Former Commander, U.S. Southern Command, U.S. European Command,  
and NATO Supreme Allied Commander Europe





# STRATEGIC PRIORITY 3

Provide resources to the USNWC to maintain its competitive advantage in a challenging national security environment

# OBJECTIVES

- A. **INCREASE THE RESOURCES** for the College's unfunded needs
- B. **ASSESS THE FEASIBILITY AND TIMING** of a capital campaign
  - ▶ Retain a capital campaign consultant to conduct a feasibility study.
  - ▶ Assess results of a feasibility study and determine if a campaign is desired and warranted.
  - ▶ Assess the economic impact of the USNWC on the state of Rhode Island and the nation.
- C. **OPTIMIZE NWCF OPERATIONAL EFFECTIVENESS**, financial independence, and sustainability
  - ▶ Grow the endowment to increase impact on the College's unfunded requirements and scarce resources.
  - ▶ Enhance the fiscal autonomy of the NWCF by establishing static channels of unrestricted revenue.
  - ▶ Strengthen Operational effectiveness:
    1. *Retain, recruit, and develop mission-oriented, high-performing staff.*
    2. *Ensure facilities and technology are appropriate for staff to be efficient, effective, and innovative.*
    3. *Use data and data analytics tools to drive organizational strategies and ensure efficiency.*

“

It's up to the Foundation, working in collaboration with the College's leadership, to mobilize the power of private philanthropy to do what the Pentagon can't – fund critical priorities identified by the U.S. Navy and the president of the U.S. Naval War College that are not included in the defense budget. These priorities are not optional. Neither is the commitment of the Foundation to finding the resources necessary to educate and develop future leaders to better adapt and operate in a rapidly changing and complex world.”

**VICE ADMIRAL WALTER “TED” CARTER, JR., USN (Ret.)**

Former Superintendent, U.S. Naval Academy;  
Former President, U.S. Naval War College; and  
Former Commander, Carrier Strike Group Twelve / ENTERPRISE Carrier Strike Group




# STRATEGIC PRIORITY 4

Attract Alumni to join the NWCF by enhancing and enriching programs and activities that will appeal to them.



# OBJECTIVES

- 
- A. **CREATE AN ALUMNI AWARDS PROGRAM** that recognizes Distinguished Alum; Distinguished Alum Service; and Alumni Achievement, etc.
  - B. **DEVELOP AN ALUMNI ANNUAL PROGRAM** of events and activities, including:
    - ▶ Corporate alumni events;
    - ▶ Regional alumni club events;
    - ▶ Class Reunions; and
    - ▶ Programming for current students and their families.
  - C. **REVIEW THE USNWC'S ALUMNI AFFAIRS PROGRAM** and identify opportunities to expand membership benefits, including:
    - ▶ Career mentoring programs; and
    - ▶ Affinity programs and benefits.
  - D. **INCREASE THE NWCF VISIBILITY** within the College footprint, and engage and incentivize current students to become Alumni members.
    - ▶ Host social events and club activities for students and their families;
    - ▶ Convene mentoring opportunities on campus; and
    - ▶ Coordinate community engagement and volunteer opportunities to build awareness and goodwill in the local area.

“

This is exactly why I continue to support the NWCF. While financial support is a critical enabler for the NWCF mission of support to the NWC, my personal support for the Foundation is born from a debt of gratitude for the Foundation, not in what to think about the application of naval power, but how to think about its application. The foundational financial strength of the Foundation provides the element of added speed to the NWC mission. The direct participation of current students, professors, and alumni gives that speed a vector toward excellence, creating velocity only possible through the combined efforts of the NWC and NWCF.”

**ADMIRAL SCOTT H. SWIFT, USN (Ret.)**

Former Commander, U.S. Pacific Fleet and Director, Navy Staff



# LOOKING AHEAD

This Strategic Plan was developed based upon the current circumstances and opportunities of the Naval War College Foundation at the time it was written, and provides projections and priorities of focus for the next five years. We will continue to assess the progress of these initiatives over the next five years annually, and make appropriate adjustments according to the needs of the U.S. Naval War College, the broader Navy, and the Nation. We acknowledge that the work we do exists in a fluid, changing environment. As such, we are a nimble, responsive, and flexible organization.

We look forward to the progress and opportunities ahead, and our impactful partnership with the U.S. Naval War College.



# ACKNOWLEDGEMENTS

The important work outlined in this plan was made possible by the dedication and diligence of the Strategic Planning Task Force. The members of this committee are listed below:

**Mr. Duncan Cocroft**

*Trustee*

**Mr. Dominic Dannessa**

*Trustee*

**Mr. Byron Marchant**

*Trustee*

**Mr. Douglas Newhouse**

*Trustee*

**Mrs. Barbara Schoenfeld**

*Trustee*

**CAPT George E. Lang, Jr., USN (Ret.)**

*Chief Executive Officer*

**Carla Knorowski, Ph.D.**

*President & Chief Development Officer*

**Mr. Victor Stanesco**

*Chief Financial Officer &  
Executive Director of Development*

**Ms. Michaela Walker**

*Director of Membership and Annual Fund*

**Mrs. Meredith Terrian**

*Consultant, Allied Development Consulting*

**THANK YOU**  
for your continued support of  
our programs and the USNWC.



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