

IWP Strategic Plan Progress Report

April 2021

In June 2018, members of the IWP senior staff and several members of the Board of Trustees met to finalize the current IWP Strategic Plan. The Plan has been the basis for the major initiatives that the Institute has pursued over the past several years. This progress report is intended to inform the IWP community on the progress that has been made over the past several years. It will begin by highlighting the items in the strategic plan that have either been fully implemented or will be in the near future. It will then discuss, in general terms, the items in which IWP has made meaningful improvements but has not yet achieved. Finally, this report will note those initiatives on which no major progress has been made.

Completed Initiatives

Of the thirteen primary initiatives in the current Strategic Plan, six are essentially complete. In most cases, there are some specific sub-tasks that remain incomplete, but the primary objectives are, in essence, done.

Augment Curriculum

Since the approval of the plan in 2017, IWP has substantially expanded its curriculum. It now has certificates in Cyber Statecraft and Corporate Statecraft and has created regional specializations in the Middle East, Asia, and Europe. Several new courses have been created to support these specializations and more will be added as enrollment increases. As directed in the Strategic Plan, IWP has launched the Cyber Intelligence Initiative and will continue to seek ways of better incorporating cyber intelligence into the IWP curriculum. It has also obtained approval from the DC Higher Education Licensure Commission and from the Middle States Commission on Higher Education to offer two online degree programs and an online certificate program, beginning this fall.

Develop Doctoral Program

The Doctorate in Statecraft and National Security is now more than three years old and continues to attract high-quality students. We currently have thirteen doctoral candidates and expect several more to enroll this fall.

IWP Charter

To ensure that the Institute remains true to its founding principles, the Board of Trustees approved the IWP Charter on February 20, 2019. While the document itself is not publicly

available, it does commit the Institute to teaching its students about the realities of the international system, the uses of national power, the stimulation of an informed patriotism, and a moral philosophy that guides moral leadership.

Enhance Marketing and Visibility

The Institute has understood the need for a more robust public presence for a long time. Recently, the funding became available to launch a sustained and well-organized digital marketing campaign, a campaign which has already yielded results. The Institute has created numerous partnerships with undergraduate institutions as well as federal agencies, most recently launching a fellowship program with the State Department. IWP will continue to pursue relationship with select undergraduate institutions and encourage faculty members to engage more fully with the media and academia. The Institute has also begun planning for a nationwide strategic branding and marketing campaign.

Expand Career Counseling and Placement

For many years, IWP has had an excellent record of placing our graduates in relevant positions in the U.S. government, non-governmental organizations, and the private sector. Over 94% of the Class of 2019 had obtained jobs in a related field within six months of graduating. The Career Services department has expanded the number and quality of recruiting events and implemented innovating networking opportunities for current students to meet and obtain career advice from IWP graduates.

Enhance Outreach to Alumni

The Institute is very proud of the success its alumni are having throughout the federal government and the private sector and is committed to remaining in close touch with our graduates. Alumni play an active role in the life of the Institute, most recently creating an Alumni Scholarship. IWP will continue to maintain and strengthen this relationship in the future.

Substantial Progress

While IWP has made serious progress on the five goals discussed in this section, there remain numerous key sub-tasks that have not been achieved.

Increase Enrollment

Although enrollment at the Institute has increased substantially since the creation of the Strategic Plan, IWP has not reached its enrollment goal. Recent efforts, such as the creation of

the Reston Campus, the expansion in the number of partner institutions, and the pending launch of the online degree programs, will increase enrollment and enable IWP to fund more of its day-to-day operations with tuition revenue. In addition, the Institute anticipates that the recent decline in enrollment resulting from the COVID pandemic will reverse itself once restrictions are lifted.

Augment the Faculty

Since the Fall of 2018, IWP has added ten new members of the adjunct faculty (one of whom returned to the Institute after living out of the area for several years). While, in some cases these individuals replaced previous faculty members, many of these professors are new positions and have created new courses that have greatly strengthened the IWP curriculum. IWP has not, however, achieved the goals it set for itself on the hiring of new full-time faculty.

Expand Entrepreneurial Opportunities

IWP had begun exploring a number of these activities prior to the COVID pandemic, which necessarily halted many of these efforts. The Institute has restarted the Strategic Fellows Program and hopes to hold the first class this summer. While the Institute has attracted paying customers for its ongoing Cyber Intelligence Initiative seminars, it has not yet raised the revenues IWP had hoped for. As pandemic-based restrictions begin to loosen, the Institute intends to pursue more actively additional entrepreneurial opportunities.

Enhance Fundraising Efforts

The Institute has had good success in raising the funds necessary to sustain the institution. In recent years, IWP has created a planned giving program, expanded and strengthened regional Chancellor's Councils, launched the Great Statesmen Scholarship Program, and started an Alumni Scholarship program. Despite these important successes, IWP has not reached its targets for either the expansion of its endowment, the creation of new faculty chairs, or the renovation of the campus. IWP will continue to cultivate relationships with new and existing donors and broaden the members of the IWP community involved in fundraising.

Enhance Campus Facilities

While the Institute has significantly upgraded its technology infrastructure in the past three years, there remains a need to improve the physical facilities in both the Marlatt Mansion and Bently Hall. Considerable cosmetic improvements to the internal spaces of both buildings have been made while these buildings were closed due to COVID, and IWP is in the process of replacing aged HVAC systems in both buildings. Additional renovations will be made as the funding becomes available.

No Significant Progress

The remaining two goals involve the expansion of IWP academic programs into new areas. Per the Strategic Plan, achieving these goals was understood to be contingent on obtaining the necessary funding. While the Institute remains committed to eventually pursuing these goals, they remain aspirational at this time, with no expectation that they will be achieved in the near future.