



Strategic Plan: 2022-2027

The Institute of World Politics is a graduate school of national security, intelligence, and international affairs, dedicated to developing leaders with a sound understanding of international realities and the ethical conduct of statecraft, based on knowledge and appreciation of the founding principles of the American political economy and the Western moral tradition. The Institute seeks to improve the conduct of statecraft for the defense of the nation, of Western civilization, of decent civilization worldwide, and peace with freedom and justice. It seeks to do this by becoming the leading source of principled and morally grounded leaders in the arts of statecraft and integrated strategy who can serve in government agencies, armed forces, relevant non-governmental organizations, and the private sector.

The purpose of the Strategic Plan is to identify the Institute's most important goals, the intermediate steps needed to achieve those goals, and the department or departments responsible for achieving these goals. The objectives identified in this plan also represent the bases for each department's annual Strategic Operational Plan.

The Strategic Plan contains a series of ambitious, yet realistic, goals. Department leads are expected to take ownership of their assigned objectives and ensure proper implementation and follow-through. At the beginning of each fiscal year, the President will conduct a thorough review of the Institute's progress in achieving the Strategic Plan and report the results to the Board of Trustees within 30 days. At the end of each fiscal year, the Plan shall be reassessed to make any adjustments deemed appropriate by the Board.

For the 2022-2027 timeframe, The Institute of World Politics will pursue the following strategic goals:

1. Increase Enrollment

Lead Department: Graduate Recruiting

Supporting Departments: Academic Affairs, Alumni Affairs, Career Services, Professional Affiliations

Without sacrificing its academic standards, the Institute will increase its enrollment.

To reach these enrollment goals, IWP will pursue the following objectives:

- Deepen its relationship with existing MOU partners by conducting a combination of one-on-one meetings at the senior level; conducting onsite/online graduate fairs; hosting IWP site visits; conducting IWP faculty guest lectures at partner schools.
- Increase the percentage of mid-career professionals in the student body from the current level of approximately 50% to 60% by 2027. To achieve this, IWP will develop

relationships with defense contractors; government organizations such as the Department of Justice, FBI, DEA and USAID; and veterans' organizations.

- Develop and implement an outreach program to Historically Black Colleges and Universities, tribal universities, and other disadvantaged communities.
- Maintain a job placement rate of at least 90% of graduates getting a job in a related field within 12 months of graduation.
- Increase participation in alumni networking program by 10% by 2027.
- Develop short educational programs like enhanced internships and Strategic Fellows Program for U.S. government agencies, friendly governments, private companies, and nonprofit organizations; build out the Cyber Intelligence Initiative by establishing new MOU partnerships.

2. Increase Fundraising and Broaden Donor Base

Lead Department: Institutional Advancement

Supporting Department: Alumni Affairs, Events and Communications

IWP needs to ensure its long-term ability to provide students with a one-of-a-kind education in statecraft and international affairs by increasing its endowment and broadening its donor base.

While some donors will insist on making restricted gifts, the Institute will prioritize the cultivation of unrestricted gifts or restricted gifts which fund existing programs.

To reach these fundraising goals, IWP will pursue the following objectives:

- Members of the Institutional Advancement staff will conduct at least 12 fundraising trips each year.
- Increase the number of regional Chancellor's Council chapters from four (Bay Area, Greensboro, Palm Beach, Vero Beach) to at least eight and grow their total membership.
- Increase the percentage of alumni who donate annually to IWP to 15 percent.
- Double the total support IWP receives from foundations and corporations.
- Increase the participation of IWP Trustees and Advisory Board members in annual giving and recruitment of new donors.
- Increase the number of participants in the IWP Planned Giving program by 50%.
- Launch a direct mail fundraising campaign to expand the donor base.
- Support other departments by helping to raise the financial resources they need to enhance the student experience.

3. Increase IWP's Visibility

Lead Department: Executive Vice President

Supporting Departments: Academic Affairs, Communications, Events, Graduate Recruiting, Institutional Advancement, Professional Affiliations

Improving IWP's reputation is not only crucial to increasing enrollment and fundraising, but also important to placing its students in high-impact jobs after graduation. Doing so will also improve

the Institute's ability to attract and retain high-quality faculty and to influence the direction of U.S. foreign policy in the coming years.

To reach this goal, IWP will pursue the following objectives:

- Expand its advertising and marketing efforts nationwide.
- Encourage faculty members to participate in academic conferences, publish in well-regarded, credible academic or mass media outlets, and appear in relevant media products, such as podcasts.
- Encourage faculty to seek grants that can sponsor research, seminars, conferences, and the activities of IWP programs.

4. Enhance IWP's Curriculum

Lead Department: Academic Affairs

Supporting Departments: Graduate Recruiting

The Institute produces graduates who are well-prepared to advance the interests of the United States, its friends, and its allies.

To achieve this goal, IWP will pursue the following objectives:

- Prioritize the near-term addition of new courses focusing on Asia, cyber, and economics issues.
- Create and implement an Asia Program as part of the regular curriculum that also sponsors lectures, conferences, and expert analysis on the growing challenges of security in Asia. The targeted startup date is 2023.
- Find innovative and cost-effective ways to increase the quality and production values of the distance learning courses.
- Gradually increase the number of courses taught in the online program to between 35 and 40.
- Add at least three new full-time faculty members and more adjunct professors by 2027, enrollment and financial resources permitting.
- Explore the creation of a certificate program and an M.A. degree specialization in law enforcement and national security.

5. Improve Facilities

Lead Department: Executive Vice President

IWP recognizes the high value that students, faculty, supporters, lecture attendees, and visitors place on the ambiance of the D.C. campus, as well as the need to improve the student experience. Keeping the campus safe, comfortable, and well-functioning also improves faculty and staff morale and productivity.

To this end, IWP will pursue the following objectives:

- Engage professional management to develop and maintain a campus Master Reserve Study for facility renovation and maintenance, prioritizing upgrades to enhance the student experience and ensure a safe and vibrant work environment for faculty and staff. This will include:
 - Identifying the life spans of engineering system and materials and establishing values for short-term and long-term (five-year) budgeting.
 - Project sequencing and assigned priorities.
 - Preservation, restoration, and replacement proposals.
 - Expanded cleaning services and landscape management.
- Expand and enhance the library, to include purchasing access to additional databases and increasing shelving space to accommodate current and future stacks.
- Obtain a cost estimate for converting the storage space above the garage into professional office or classroom space.