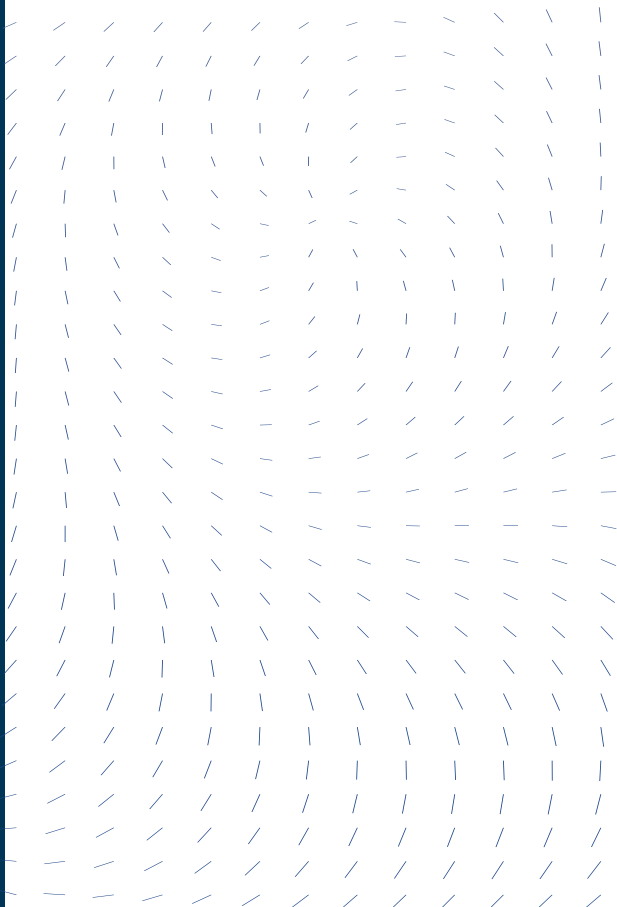


# JOINT STRATEGIC PLAN

Mid-course Update • 2025-2028



## Vision

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To be an Association and Foundation of influence and impact, supporting the Academy's enduring mission of developing leaders of character for the nation and providing a lifetime of service to the Long Blue Line.

## Mission

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Together, we support the Academy, serve our graduates and preserve the heritage of the institution.



# ENGAGEMENT

Cultivate lifelong relationships and provide valued service to the Academy and our graduates

## I. Create and foster lifelong connections between the Long Blue Line and the Academy

### A. Grow membership across the entire Long Blue Line

- *Metric: Achieve 85% membership of all graduates by 2028 – **OPR Alumni Relations***
- *Metric: Achieve 25% participation in the 2027 AOG election – **OPR Engagement***
- *Metric: Increase the breadth of Class Advisory Senate participation – **OPR Alumni Relations***

### B. Revitalize and reinvest in graduate chapters and affinity programming

- *Metric: Host a chapter leadership conference and recraft chapter support program in 2026 – **OPR Alumni Relations***
- *Metric: Conduct CEO review and report to board on chapter program enhancements by early 2026 – **OPR CEO/President***

### C. Inform and engage cadet parents and families

- *Metric: Increase Family Plan Memberships to 2,500 families by 2028 – **OPR Alumni Relations***
- *Metric: Increase the visibility of directed support for cadet programs – **OPR Alumni Relations***
- *Metric: Create an AOG satellite location in Arnold Hall by 2028 – **OPR Alumni Relations/Development***
- *Metric: Conduct a cadet/parent/family survey in 2027 – **OPR Engagement***

### D. Reconnect disengaged graduates and activate NextGen participation

- *Metric: Capitalize on the Class of 1970 Reunion Endowment, focused on expanding the impact of the 10- and 20-year reunions – **OPR Alumni Relations***
- *Metric: Begin an 18-month reunion planning schedule – **OPR Alumni Relations***
- *Metric: Bring all reunion webpages into the new website by 2027 – **OPR Communications***
- *Metric: In 2026, host at least two NextGen engagements and develop a NextGen activation plan – **OPR Engagement***

## II. Serve our graduates and families at critical moments throughout their lifetime

### A. Provide support during firstie transition and first assignments

- *Metric: Continue to enhance cadet engagements and the Firstie Departure program – **OPR Alumni Relations***
- *Metric: Capture 85% of contact information prior to graduation for increased communication with and improved support of new second lieutenants – **OPR Alumni Relations***

### B. Offer meaningful career services and career transition support

- *Metric: Establish a career ombudsman office by 2028 – **OPR Alumni Relations***
- *Metric: Create a program to help graduates transitioning to Guard or Reserve status by 2027 – **OPR Alumni Relations***

### C. Serve graduates and their families with funeral support

- *Metric: Continue raising an endowment for Next of Kin office – \$3 million by 2028 – **OPR Development***
- *Metric: Enhance the reach and distribution of Here's A Toast in 2026 and beyond, working to endow all or a portion of a print issue for every graduate by 2028 – **OPR Communications/Development***

## III. Preserve and celebrate the Academy's heritage and the accomplishments of the Long Blue Line

### A. Promote awards programs, while preserving their prestige and impact

- *Metric: Expand the depth of nominations for all awards – **OPR CEO/President***
- *Metric: Complete Distinguished Graduate Memorial in 2026 – **OPR Finance***

### B. Expand and activate heritage archives

- *Metric: Add a full-time heritage officer to increase support for maintaining the AOG collection by 2028 – **OPR Alumni Relations***
- *Metric: Begin planning for a graduate museum as part of renovating Doolittle Hall – **OPR Development***

### C. Develop and promote the renovated Doolittle Hall and the Heritage Trail

- *Metric: Complete the design of Doolittle Hall and raise initial gifts by 2027 – **OPR Development***
- *Metric: Add major nodes to the Heritage Trail through class giving by 2030 – **OPR Development***

## PHILANTHROPY

Enhance financial strength and stability to advance the Academy and sustain our mission

### I. Prepare for a comprehensive campaign to launch in 2028

- A. Raise support for key Academy priorities and map priorities for future campaign
  - *Metric: Erdle Field (baseball stadium), DeBerry Endowment, Tuskegee Memorial and other established and future priorities – **OPR Development***
  - *Metric: Conduct a feasibility study in 2027 – **OPR Development***

- B. Increase awareness, engagement and participation among all constituents
  - *Metric: Increase annual participation to 20% by 2028 – **OPR Development***

### II. Grow resources available to sustainably fund ongoing operations

- A. Increase funding to cover a greater share of operating costs
  - *Metric: Increase Founding Director Fund to \$35 million by 2028 – **OPR Development***
  - *Metric: Increase annual fund revenue to \$3.25 million by 2028 – **OPR Development***
  - *Metric: Increase sponsorship revenue to \$1 million by 2028 – **OPR Development***
- B. Establish restricted endowments for specific operating activities
  - *Metric: Meet a goal of \$10 million by 2028 (Next of Kin, Checkpoints, tailgates and reunions) – **OPR Development***

### III. Expand support from successive generations of donors

- A. Activate the NextGen Advisory Council to initiate new philanthropic relationships
  - *Metric: Host a series of strategic events engaging and building philanthropic support from the next generation – **OPR Engagement***
  - *Metric: Increase the number of Sabre Society donors in NextGen by 50% by 2028 – **OPR Development***
  - *Metric: Support Academy entrepreneurs programs – **OPR Alumni Relations***
- B. Strengthen and expand class giving
  - *Metric: Create a structured plan for life cycle of giving by class year – **OPR Development***
  - *Metric: Deploy class connections to raise annual participation rates – **OPR Development***
- C. Build breadth and impact of volunteers in support of the entire mission of the Association & Foundation and the Academy
  - *Metric: Establish a volunteer support office by 2027 – **OPR Alumni Relations***

## STEWARDSHIP

Responsibly manage gifted time, talent, treasure and relationships

### I. Accept, invest and steward gifts precisely as donors intend

- A. Provide accurate and timely reporting on all gifts annually
  - *Metric: Send all stewardship reports by April 1 and all gift receipts and acknowledgments within 48 hours of gift receipt – **OPR Development***
- B. Improve the Academy gift request, acceptance and reporting process
  - *Metric: Require proper use of gifts/distributions within one year of transfer to Academy – **OPR Finance***
  - *Metric: Require annual reporting on the use and impact of gifts – **OPR Development***

### II. Invest all human and financial resources smartly to maximize return and impact

- A. Maintain strong financial and management controls
  - *Metric: Achieve clean annual audit and filing 990 for both organizations, published annually – **OPR Finance***
  - *Metric: Implement an enterprise-wide risk assessment and management program by 2027 – **OPR Finance***

- B. Manage investment portfolios responsibly and uphold priorities for best use of available resources
  - *Metric: Uphold the FMIP of both organizations – **OPR Finance***
  - *Metric: Create a process with the Academy and boards for quarterly grantmaking and notification – **OPR CEO/President***

### III. Nurture strong relationships with the Academy and partner organizations

- A. Deepen operating partnerships with the Academy and supporting organizations
  - *Metric: Conclude a comprehensive MOU with the Falcon Foundation and AFAAC by 2026 – **OPR CEO/President***
  - *Metric: Create and launch a USAFA Roadshow with Academy partners – **OPR Finance***
- B. Secure and maintain enhanced special status as supporting organizations
  - *Metric: Secure enhanced special status in 2027 NDAA – **OPR CEO/President***

## COMMUNICATION

Tell the story of our Academy, our graduates and our mission with our words and actions

### I. Enhance and safeguard the brand and reputation of the AOG and Foundation

- A. Ensure the brand is relevant and consistent in look, feel and voice
  - *Metric: Drive the ongoing rebranding of AOG and Foundation to enhance and strengthen organizational identity and impact – **OPR Communications***
  - *Metric: Develop and implement new usafa.org website features – **OPR Communications***
- B. Conduct a mission-focused merchandise strategy and provide world-class customer service to all constituents, including at events and engagements
  - *Metric: Maintain the operating margin/increase the quality of products – **OPR Alumni Relations***
  - *Metric: Create a constituent relations front office that is the main source of information and enhance constituent response – **OPR Alumni Relations***

### II. Share the story of the Academy and our graduates in varied and effective ways

- A. Create engagement and instill pride through compelling stories about graduates and the Academy across all platforms
  - *Metric: Develop tailored communication strategies for seven decades of graduates – **OPR Communications***
  - *Metric: Enhance legacy class programming and events – **OPR Alumni Relations***
  - *Metric: Develop and fully implement a comprehensive program to track and announce promotions, appointments, confirmations and achievements by end of 2026 – **OPR Communications***
  - *Metric: Elevate production, content and audience strategy toward a sponsorship plan for the Long Blue Leadership podcast by 2027 – **OPR Communications***
  - *Metric: Increase measurable social media engagement through data-informed content and messaging, platform-specific strategies and two-way communication that strengthens our brand – **OPR Communications***
- B. Tell stories about USAFA's rich history and heritage
  - *Metric: Ensure the usafa.org website has dedicated pages for all awards, with profiles of award recipients, and graduate accomplishments in 2026 – **OPR Communications***
  - *Metric: Create the capability to record and host online class oral histories for all classes by 2028 – **OPR Communications***
  - *Metric: Deliver immersive history and heritage stories in Checkpoints (at least one per issue) and Heritage Minute videos and podcasts – **OPR Communications***

### III. Maintain readiness for successfully navigating crises and adverse developments

- A. Establish and maintain a crisis communications plan
  - *Metric: Review and update crisis and issues management communications plan in 2026 – **OPR Communications***
- B. Carry out proper succession planning for key leadership roles
  - *Metric: Prepare a formal succession plan for review by both boards in 2026 – **OPR CEO/President***

# ORGANIZATIONAL EXCELLENCE

Recruit, retain and develop top-level talent

## I. Continually compete to retain talent

- A. Support competitive pay and benefits and meaningful recognition programs
  - *Metric: Conduct an updated compensation survey in 2027 – **OPR Finance***
  - *Metric: Enhance employee recognition programs and support with Flight Crew – **OPR Finance***
- B. Provide ongoing training and professional development for staff and supervisors
  - *Metric: Build a professional development training series for employees of all levels by 2027 – **OPR Finance***

## II. Foster a culture of professionalism and high performance and an environment of innovation

- A. Strengthen staff and board composition with leading talent and experience
  - *Metric: Boards and staff represent the best capabilities of the Long Blue Line and the nonprofit profession – **OPR CEO/President***
  - *Metric: Conduct biannual board self-evaluations – **OPR CEO/President***
- B. Actively seek feedback through staff evaluations and periodic surveys
  - *Metric: Conduct an employee survey in 2026 – **OPR Finance***

## III. Exhibit our core values in everything we do

- A. Provide comprehensive onboarding for new employees, including introduction to senior leadership
  - *Metric: Roll out a new onboarding plan that educates employees on the organization and the Academy by 2026 – **OPR Finance***
- B. Encourage and reward demonstration of core values and incorporate them in the annual evaluation process