

THE FALCON FOUNDATION

STRATEGIC PLAN

2020-2025

Version 4.0

May 1, 2020

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APPROVALS

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May 2020
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DOCUMENT REVISION HISTORY

Version	Summary of Changes	Date Approved
0.92 16 Apr 2003	Final Draft – Added new Goal 1 and reordered remaining goals. Deleted old Goal 4, Objective 3.4, and Objective 5.4 as they were incorporated into new Goal 1. Reordered lists throughout to be consistent with order of goals. Added short history in Chapter 2.1. Provided for Marketing Plan if required. Added this Document Revisions History page. Improved formatting.	Draft Only
0.93 21 Apr 2003	Corrected parallel structure in “Planning Assumptions” listing.	Draft Only
1.00 6 Jun 2003	Eliminated individual’s names and updated dates in the activity plans. Approved by Trustees at Spring meeting.	2 May 2003
1.10	Added Initiative 1.2.2 for Chaney King Bike Ride and Run. Added Initiative 6.1.2 to develop refined criteria for selection of Falcon Scholars and Initiative 6.1.3 to evaluate annual performance measures of Preparatory Schools.	6 May 2005
2.00 12 May 2006	Changed title of plan to Strategic and Operations Plan. Added comment to Initiative 1.1.1 specifying a Point of Contact Trustee to monitor Association of Graduates/Falcon Foundation Capital Fund Campaign Memorandum of Understanding. Moved Initiative 1.2.2 to Initiative 1.1.3 as it deals with scholarships. Added Initiative 6.1.4 selection of Falcon Scholars based on Character and Leadership potential and development of a method to assess Falcon Scholar candidates. Eliminated Individual names in Initiatives 6.1.2 and 6.1.3. Moved Objective 6.4 and its Initiatives to Objective 1.3 and reordered Objective 6.5 with its Initiatives to Objective 6.4	5 May 2006
2.10 2 May 2008	Biennial Review Coordinated Chapters 1 and 3 for consistency. Added Objective 2.4 and Initiative 2.4.1, 4.1.2, 5.3.2 and 7.2.2. Added a new Objective 6.1 with the old Initiative 6.4.1 becoming the new Initiative 6.1.1 and renumbered the remaining Objectives and Initiatives accordingly. Eliminated Initiative 1.1.3. Several editorial word and phrase changes were also made.	2 May 2008
2.20 7 May 2010	Biennial Review implemented organizational changes of replacing the Executive Committee with the Governing Trustees, the Strategic Planning Committee with the Strategic Planning and Operations Committee and the Nominating Committee with the Nominating and Governance Committee.	Draft Only
3.00 1 Jun 2011	Incorporated all Version 2.20 changes for approval by Board of Trustees. Strategic Goals revised to be more strategic. Incorporated the requirement for an Annual Operations Plan in place of the "Activities" originally in this plan. Updated Bylaws references to the Nov 2009 version of Bylaws.	
3.10 11 October 2011	Corrected formatting errors and incorporated changes to Paragraph 2 of Section 1.3 adding "limited funds" and the Trustees as a resource. Deleted "liaison" as a service in Paragraph 3 of the same section. Clarified objectives 1.3, 1.4 and 1.7. Updated numbers in first paragraph of Section 2.1	
1.0	Changed name to "Draft Operating Strategic Plan" as approved by the Board of Trustees on 4 Nov 2011. Added explanation in Section 3.1 for name change and changed name throughout the document.	4 Nov 2011

Version	Summary of Changes	Date Approved
2.2 2013-2018	<p>Changed name to "Strategic Plan for 2013-2018." Changed Vision and Mission statements from "aerospace" in each to current USAF mission wording of "air, space, and cyberspace." Removed "...mentoring our Falcon Scholars.." from the Mission statement. Changed number of scholarships awarded from "approximately" to "up to" to be more accurate and in the same paragraph changed "selected each year from the Superintendent's List" to "in support of the Academy." Deleted the sixth and seventh bullets in the list of services. Removed "Investigate ways to" from Objective 1.3. Deleted Objective 1.4 as duplicative of Objective 2.1. Clarified Objective 1.5 to reflect the limited tracking of Falcon Scholars success in the USAF. Deleted old Chapter 2- ORGANIZATIONAL SUMMARY as redundant to the Falcon Foundation History and other documents. In new Chapter 2, Sec 2.4: Added "Individual preparatory school performance and costs are not equal" as a Strength, deleted "Failure to use the "clout" inherent in the Board of Trustees and the Foundation" from Weaknesses, changed the second bullet and deleted "Use Board of Trustees to raise funds.." under Opportunities. Removed "Operational" from the title of the Plan throughout the document.</p>	5 Oct 2012
3.0 2016-2021	<p>In conjunction with the Board of Trustees 2015-2016 Self-Assessment, the Falcon Foundation Strategic Plan revision efforts were briefed to trustees. Recommendations resulted in an approved effort to review mission and vision as well as key process changes. We incorporated the 2016 Survey results. In 2017, the Board of Trustees made a decision for us to take a "strategic pause" on our strategic planning efforts. This teed up limited strategic planning efforts from 2017-2019. Chairman, General Gene Renuart and the GTs did charge a Working Group "to take a look at our Mission and Vision to determine if they are current and clearly identify our way ahead." This Working Group, led by Chuck Heflebower with Natalie Crawford, Barbara Westgate, and General Jack Catton proposed our now approved new vision and mission statements. Chair of the Governance and Strategy Committee, Lieutenant General Terry Gabreski then appointed Brigadier General Dana Born, Burt Fields and Barbara Westgate supported by Generals Ed Rice and Kevin Chilton to prepare a "cleaned-up" version of the 2016-2021 DRAFT Strategic Plan to be now 2020-2025 for review at the Fall 2019 meeting. Next, after approval of our Strategic Plan 2020-2025 by the GTs and BoT Strategic Plan will be to work on long range goals.</p>	6 May 2016
1.0 2020-2025	<p>Initial DRAFT 1.0 commenced in August 2019 for review in Fall 2019 GT/BoT Meeting 31 Oct – 1 Nov 2019. This version incorporates the new Falcon Foundation Vision and Mission approved during the Fall 2018 GT/BoTs meeting.</p>	

<p>4.0 2020-2025</p>	<p>Throughout the plan, several administrative edits were made - changing: “Cadet Candidate” to “Falcon Scholar” “admission” to “entry” “Strategic Planning and Operations” to “Governance and Strategy” and adding reference to “US Space Force” Section 1.4 Strategic Goals: US Space Force was added to goal 1. Goal 2 which read “Continue to pursue expanded roles for the Falcon Foundation to best use the Foundation’s financial and human resources to further the mission of the USAF Academy” was removed and goal number 3 was moved to goal number 2. Section 1.5 Plan Objectives Goal 1 Objective 1.4 change from: “Measure the success of our Falcon Scholars throughout their USAFA careers. Use available data to measure the success of our Falcon Scholars on active duty in the USAF.” Change to: “Measure the success, as defined by the USAFA Institutional Effectiveness Board, of our Falcon Scholars throughout their USAFA careers. Use available data to measure the success, as defined by the USAFA Institutional Effectiveness Board, on active duty in the USAF and US Space Force.” Section 2.4 Planning Considerations - Internal and External Change from “<u>WEAKNESSES</u>”</p> <ul style="list-style-type: none"> • Lack of visibility to potential Cadet Candidates and USAFA Liaison Officers • No proactive fundraising activity • Individual preparatory school performance and costs are not equal • Financial condition tied to the dynamics of the United States economy” <p>Change to “<u>WEAKNESSES</u>”</p> <ul style="list-style-type: none"> • Lack of visibility to potential Falcon Scholars and USAFA Liaison Officers • Limited proactive fundraising activity • Financial condition tied to the dynamics of the United States economy” 	<p>Proposed changes pending approval 1 May 2020</p>
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CHAPTER 1 – OVERVIEW

1.1 Executive Summary

The purpose of this Strategic Plan is to provide a stable framework to guide the activities of the Falcon Foundation. By providing a cohesive, well-understood Strategic Plan, the Board of Trustees and the committees of the Falcon Foundation will be able to work more effectively and efficiently to achieve the Foundation's vision and mission. Starting with the Foundation's vision and mission statements, this plan develops goals, which if met will ensure mission accomplishment. Likewise, the goals will be met if the objectives contained in this plan are achieved. Therefore, great care was taken to ensure the Trustees could measure the achievement of the objectives; thus ensuring the goals are met and the mission accomplished. The objectives of this plan strive to focus the Foundation on activities that will move it forward. The Annual Operations Plan assigns implementation responsibilities to the Foundation's Office of the President and to the various committees. The Annual Operations Plan will contain measures of success to assist the Trustees in measuring progress. Finally, this plan creates a process for review so that the Strategic Plan itself adapts to the changing needs of the young men and women chosen to be Falcon Scholars, the Board of Trustees, and the United States Air Force Academy.

1.2 Falcon Foundation Vision and Mission

The vision and mission statements were developed concurrently during 2001. A Strategic Planning Group comprised of members of the Board of Trustees and selected faculty of the Academy's Department of Management developed initial drafts based on the themes of the various purpose statements found in the Foundation's literature. These drafts were refined by the then Strategic Planning Committee and presented to the Foundation's Executive Committee on the first of November 2001, just prior to the Fall Board of Trustees meeting. After a lively discussion, the Executive Committee tasked the then Strategic Planning Committee to incorporate their suggestions. The Executive Committee approved the revised versions shown below in early 2002. The Board of Trustees approved an update on 5 October 2012 to reflect the change in the USAF mission from "aerospace" to "air, space, and cyberspace."

Vision

To further the development of tomorrow's Air Force leaders of character through scholarship support to exceptional, young men and women seeking to enter the United States Air Force Academy.

Mission

The mission of the Falcon Foundation is to further the opportunity for highly motivated, exceptional, young men and women to attend the United States Air Force Academy through the award of Falcon Foundation Scholarships at junior college and preparatory schools, enabling them to pursue a career in the United States Air Force and Space Force.

These vision and mission statements continue to guide the Falcon Foundation and the development of this Strategic Plan.

1.3 Key Customers, Products, and Services

The Falcon Foundation has many stakeholders who have a vested interest in fulfilling our vision and mission. The Trustees are the fundamental stakeholders who make up the organization and direct its activities toward accomplishing the mission. The Falcon Scholars are stakeholders who receive the organization's scholarships to prepare themselves for admission to the United States Air Force Academy. The Falcon Foundation Cadets, also referred to as Falcon Scholars, are stakeholders who receive additional Falcon Foundation services during their four years of undergraduate

education and training at the United States Air Force Academy. The United States Air Force Academy is a stakeholder as a recipient of both in-coming Falcon Scholars, and support for special projects, and other services by the Falcon Foundation Trustees as requested by the Academy. Finally, the Association of Graduates is a stakeholder as the office space donor to the Falcon Foundation.

The Falcon Foundation provides up to 100 scholarships each year to deserving young men and women for them to attend a junior college or preparatory school with the goal of gaining entry to the United States Air Force Academy the following year. In addition, the Falcon Foundation provides the United States Air Force Academy with limited annual funding for cadet activities and special projects in support of the Academy. Most importantly, the Falcon Foundation supports Academy requirements that the Trustees' skills, talents, and experience can meet.

The services provided by the Falcon Foundation are:

- To support the Academy by identifying, evaluating, and engaging with preparatory schools for Falcon Scholars.
- To oversee the financial management of the Falcon Foundation Endowment.
- To organize the general meetings of the Board of Trustees each year.
- To guide and assess the performance of the junior colleges and preparatory schools in preparing Falcon Scholars for entry to the United States Air Force Academy.
- To inform the Trustees of the major issues and concerns in accomplishing the organization's mission.

1.4 Strategic Goals

The initial Strategic Plan, approved in 2002, had as its primary concern the efficient use of the Foundation's limited resources to accomplish its mission. Three stakeholders were the initial focus. The first stakeholder was "Cadet Candidates" to ensure scholarship funding was adequate; and, to ensure the junior colleges and preparatory schools were performing at their highest level to enable Falcon Scholars' admission to the United States Air Force Academy. Next, review the internal organization to determine how to more effectively oversee the financial managers of the endowment and modernize office operations by utilizing technology. Third, investigate options to enhance the success of Falcon Foundation Cadets during their four years at the United States Air Force Academy by providing meaningful interaction with the Falcon Foundation Trustees. Finally acknowledge the narrow ethnic, gender and racial mix of the Trustees. We wanted to encourage greater diversity in the Board of Trustees while preserving the sense of traditions and purpose that has always made the organization unique. These aspirations led to the formulation of the initial set of eight strategic goals.

As the Falcon Foundation further matured and the Board of Trustees regularly held forums to discuss the purpose of the Foundation, the need for this Strategic Plan to establish truly strategic goals became clear. To implement this change to a truly strategic plan, this revision of the plan moves the prescribed activities to accomplish the objectives supporting each goal to an Annual Operations Plan intended to guide the annual work of the President and his staff as well as the various committees. Finally, the eight strategic goals were refined to three to reflect the strategic direction the Board of Trustees desired the Foundation follow. Listed below are the two strategic goals in order of their priority.

FALCON FOUNDATION STRATEGIC GOALS

1. *Provide enhanced scholarship opportunities for young men and women that will better motivate and prepare them to pursue appointment to the USAF Academy and successful careers in the USAF and US Space Force.*
2. *Continue to organize and execute the Falcon Foundation's activities so the Foundation remains the USAF Academy's premier source of preparatory scholarships and support.*

1.5 Plan Objectives

Each goal has its own objectives, which if met, guarantee attainment of the goal and; hence, success of the Strategic Plan. Listed below for each of the Strategic Goals, are specific, attainable, and measurable objectives.

Goal 1: *Provide enhanced scholarship opportunities for young men and women that will better motivate and prepare them to pursue appointment to the USAF Academy and successful careers in the USAF and US Space Force.*

Objective 1.1: Determine the optimum level of financial support for Falcon Scholars.

Objective 1.2: Establish and document procedures to provide additional financial assistance to those individual Falcon Scholars that need additional help.

Objective 1.3: Increase the pool of qualified young men and women with an interest in attending the USAF Academy. Focus this effort to support recruiting goals defined by the USAF Academy Admissions Office; especially those increasing diversity within the Cadet Wing. Maximize use of collaborating opportunities.

Objective 1.4: Measure the success, as defined by the USAFA Institutional Effectiveness Board of our Falcon Scholars throughout their USAFA careers. Use available data to measure the success of our Falcon Scholars on active duty in the USAF and US Space Force.

Objective 1.5: Measure preparatory school performance and provide feedback to the participating schools to help improve our scholar's experience. Ensure the participating preparatory schools best meet our scholars' needs.

Objective 1.6: Investigate, prototype, and evaluate appropriate motivational programs (such as flight simulators, Academy visits, etc.) Extend to other schools if effective and desired.

Goal 2: *Continue to organize and execute the Falcon Foundation’s activities so the Foundation remains the USAF Academy’s premier source of preparatory scholarships and support*

Objective 2.1: Continually focus Falcon Foundation resources on attaining our strategic goals and objectives with efficacy.

Objective 2.2: Assess and manage the Foundation Endowment; growing it as required to support Foundation goals and objectives.

Objective 2.3: Maintain a Strategic Plan and an Annual Operations Plan supporting our Falcon Foundation Vision and Mission.

Objective 2.4: Improve self-evaluation methods for Foundation governance activities.

Objective 2.5: Improve orientation for newly elected Trustees.

Objective 2.6: Initiate an accounting system that details the demographics of trustee membership categorized by gender, ethnicity and commissioning source. Establish benchmarks that will align trustee diversity with USAF and US Space Force demographics.

Objective 2.7: Preserve the traditions of the Falcon Foundation.

CHAPTER 2 – STRATEGY AND IMPLEMENTATION SUMMARY

2.1 Planning to Plan

The purpose of the Falcon Foundation Strategic Plan 2020-2025 is to establish long-term goals and to offer consistent direction toward achieving those goals. When developing the Strategic Plan, the strategic planning team focused their attention on the vision and mission of the Foundation, the Air Force Academy, and the Air Force. Every effort was made to ensure that the vision, mission, goals, and objectives of the Foundation support and complement those of the Academy and Air Force. Guided discussions among the Board of Trustees were held several times at regular meetings, most recently on 5 October 2018 regarding focus on future directions for the Foundation. These discussions provided significant input. The Foundation has been operating under a 2012 approved "Draft Operating Strategic Plan." This remained through self-assessment work 2014-2016 that resulted in direction for a “strategic pause” 2016-2018 on revising the plan further. On 5 October 2018, the Board of Trustees approved revised vision and mission statements and made a decision to press ahead on a “cleaned-up” version of previous DRAFT Operating Strategic Plan. Discussion and edits resulted in this revised Falcon Foundation Strategic Plan 2020-2025.

2.2 Strategic Planning Assumptions

To begin the revision process, the Chairman and President conducted several strategic planning sessions with the Board of Trustees during the semi-annual meetings. These discussions offered opportunities for the Trustees to examine in some depth alternative directions the Falcon Foundation might take in fulfilling its vision. From these discussions, the strategic planning team agreed upon a set of assumptions that served as the basic framework for this revision of the Strategic Plan.

BASIC PLANNING ASSUMPTIONS

- *The major activities of the Foundation will remain the offering of scholarships, support of USAFA cadet programs, and semi-annual meetings.*
- *The administrative structure of the Foundation will remain as presently constituted with officers and committees as defined in the Bylaws.*
- *There is interest among the Board of Trustees to enhance scholarship opportunities and motivation for Air Force and Space Force careers, pursue expanded roles for the Falcon Foundation to best use the Foundation financial and human resources, and ensure the efficient and effective operation of the Foundation.*

2.3 Developing the Plan

With a clear understanding of the current state of the Foundation and the views of the Board of Trustees, the team proceeded with a rigorous examination of the desired future state as well as the barriers and the means to achieve that state. This series of exercises resulted in validating the vision and mission statements for the Foundation as well as major revisions to present clearly articulated goals and objectives.

2.4 Planning Considerations - Internal and External

The Foundation conducted internal and external analyses of its environment to determine the internal *Strengths* and *Weaknesses* and external *Opportunities* and *Threats* (SWOT). This SWOT analysis allowed the Foundation to identify the areas upon which to capitalize in building the desired “future state” of the Foundation and areas that may be barriers to success in implementing this Strategic Plan. The major themes identified as a result of the SWOT analysis are detailed in the following:

INTERNAL ENVIRONMENT

STRENGTHS

- Extensive USAF experience of the Board of Trustees, availability to offer advice
- Strong Falcon Foundation heritage
- Willingness to assess current Foundation mission and measure its achievement
- Financially healthy with scholarships established in perpetuity
- Individual preparatory school performance and costs are not equal

WEAKNESSES

- Lack of visibility to potential Falcon Scholars and USAFA Liaison Officers
- Limited fundraising activity
- Individual preparatory school performance and costs are not equal
- Financial condition tied to the dynamics of the United States economy

EXTERNAL ENVIRONMENT

OPPORTUNITIES

- Take advantage of faculty/staff relationships at USAFA
- Publicize the opportunities the Falcon Foundation provides to assist in preparation for entry to the Academy
- Grow Foundation Endowment to better assist Falcon Scholars on a need basis
- Set long-term financial goals to better address rising Falcon Scholar costs and other opportunities to serve USAFA needs
- Examine and potentially refocus Foundation's primary goals
- Evaluate performance of preparatory schools, work with existing schools to improve their performance, and consider bringing on new qualified schools

THREATS

- A long-term economic downturn
- Aging of the Board of Trustees
- Potential downturn in Academy applicant interest
- Failure of the Board of Trustees and the Foundation to adapt to a changing environment

2.5 Sharing the Plan

Throughout the course of developing, writing, and approving this major revision of the plan, Foundation personnel at all levels were consulted to ensure buy-in from inception. The intent of this involvement was for the Foundation President and Governance and Strategy Committee to lead and inspire the remainder of the Foundation to help achieve the Foundation's vision of the future. Without grass roots support, no plan, strategic or not, can succeed.

Sharing the plan involved developing the revised plan in the Governance and Strategy Committee and then sharing the revised plan with the other committees, and ultimately, the Board of Trustees to educate them on the overall purpose of the Strategic Plan and their part in its success.

2.6 Implementing and Overseeing the Plan

Implementation is the most critical phase of the strategic planning cycle. The Falcon Foundation is committed to comprehensive oversight and review of this plan throughout the implementation process.

Successful implementation of the Strategic Plan will involve aggressive oversight by Falcon Foundation leadership. Rigorous review cycles are critical to check the progress of the Foundation toward accomplishing the initiatives. Monitoring and reporting on the progress of the Annual Operations Plan that supports the Strategic Plan will help maintain the focus required for success. As such, the Foundation at least semi-annually will review the status of all initiatives as detailed in the Operations Plan. These reviews will help identify initiatives either which are falling behind schedule or which are no longer valid for reasons of changes within the Foundation. The Governing Trustees

will measure and monitor all initiatives within the context of the Foundation vision, mission, goals, and objectives as well as within the context of external customer requirements.

We recognize that events may occur demanding immediate attention inside the decision cycle of semi-annual meetings. The following process is available: The Chairman will appoint an ad hoc committee of three trustees who will study the issue and within 90 days report to the Governing Trustees with possible courses of action (COA) and from those COAs recommend one. The Governing Trustees will then decide to act or not. Furthermore, this Strategic Plan establishes tripwires that should generate the Chairman and GTs to activate the above ad hoc committee process. Tripwires:

- A significant change in the Foundation's financial status
- A significant change in the Foundation's financial opportunities
- Changes in USAFA admissions policies or requirements
- Change in USAFA's mission
- A significant decline in Foundation membership
- Others as the Chairman deems appropriate

It is our firm belief that periodic biennial reviews and modifications, as needed, of this Strategic Plan will ensure it remains a vital, living document and properly guide the actions of the Foundation as it achieves a high quality future that attains its vision and mission in a manner that will make all Trustees proud.