



## **INTER-AMERICAN DEFENSE COLLEGE**

Washington - DC, 18 January 2022.

### **INTER-AMERICAN DEFENSE COLLEGE STRATEGIC PLAN (2022 – 2025)**

#### **I. INTRODUCTION**

The Inter-American Defense College (IADC) is the educational organ of the Inter-American Defense Board (IADB), an international organization. The IADB Council of Delegates proposed the opening of the College in the late 1950s and forwarded the concept for concurrence by the Permanent Council of the Organization of American States (OAS) in 1962. The United States offered to serve as the host nation and agreed to provide facilities at historic Ft Lesley J McNair, a military base in Washington, DC.

Most notably, the IADC is a Defense, Security, and Educational Institution that is integrated to deliver academic excellence in a joint, interagency, intergovernmental, and multinational context. It delivers professionally oriented, accredited degree programs, extension, and original research in Inter-American Defense and Security. This 12-month, multidisciplinary course of study, anchored by a multinational military and civilian cadre, is conducted on a 21<sup>st</sup>-century campus where full-time faculty provide senior military, police, and government officials with a comprehensive understanding of international relations theory and practice. This world-class program includes a systematic global examination of security, defense, and other related issues impacting the western hemisphere. The IADC operates and delivers its core academic program in the four official languages of the OAS: French, English, Portuguese, and Spanish. The only language requirement for students who participate in academic programs is mastery of one of these four OAS languages. However, widespread knowledge of multiple languages among the staff and student body enriches the experience and advances multinational opportunities and initiatives.

Throughout its almost 60-year history, the IADC has adapted its academic program to the changing geopolitical climate. This agile approach enables the fulfillment of the mission to prepare future strategic leaders to analyze, implement, and evaluate national strategic policy in response to the complex problems and the defense and multidimensional security threats of the Western Hemisphere.

The IADC's Strategic Plan seeks to advance the institution's role in the 21st Century as an educational center of excellence to engage themes of interest in hemispheric defense and multidimensional security from the OAS member states. The framework for developing this plan was based on guidelines established by the IADB and the Charter and mandates of the OAS and its member states.

## **1. Methodology**

The Strategic Planning Committee (SPC) began its work in the first half of 2021 through initial meetings with the college leadership and all department heads to develop a work plan and review and assess the prior (2017-2022) Strategic Plan. The SPC, consisting of several working groups responsible for reviewing and developing the component parts of the IADC's Strategic Plan, presented a final Work Plan in mid-June 2021. These working groups reviewed the mission, vision, values, strategic objectives, and associated objectives. A subsequent development phase addressed relevant tasks and assessment indicators related to the new strategic objectives. This resulted in a new plan framework and updated department tasks and assessment indicators, focusing on direct assessment measures. The work continued from July 2021 to February 2022, with IADC staff, faculty, and leadership participation. This new Strategic Plan represents a collaborative product whose development includes all departments of the College.

As part of the process, three institutional documents (in addition to this Strategic Plan) were identified as primary anchor points to help guide the planning, execution, and assessment of administrative and academic processes at the IADC. These are the Assessment and Review Process and Procedures Plan (ARP3), the Business Plan (BP), and the Plan of Studies.

## **2. Institutional Documents**

The IADC Assessment and Review Process and Procedures Plan (ARP3) lays out an assessment plan and describes the gathering of qualitative and quantitative information and the direct and indirect measures used to assess the institution's progress towards achieving its mission, vision, learning outcomes, and objectives. Progress toward attaining the Strategic Objectives (SOs) described in Section III of this Plan, and the Institutional Learning Outcomes (ILOs), outlined in the Studies Plan, is evaluated concurrently by analyzing the results of all the assessment techniques employed at the IADC.

The Business Plan (BP) aims to analyze and align allocated resources to the IADC's vision and mission. The IADC uses a 4-year planning forecast. The BP describes the planning and programming of resources, financial transparency, and sustainability to enable continuous operational excellence for the College. It reflects the resource planning of routine activities and any new initiatives or changes. The resources are divided into four categories: Personnel, Finance, Infrastructure, and Material. The BP includes the IADC Information Technology (IT) Plan to ensure the functionality and modernization of this critical enabling capability.

The Plan of Studies is a guiding document that reflects the IADC's educational mission and evolving strategic priorities of the IADB member nations regarding overall academic goals and learning outcomes. It is updated every four years by the IADC and submitted to the IADB Council of Delegates for approval to ensure that core curriculum themes and teaching methodologies reflect the OAS member nations' latest multidisciplinary research and high-level interests. The result is a current and relevant academic program for all IADC students.

## **II. REGULATORY FRAMEWORK**

### **1. IADB Organization Strategic Plan**

The IADB Organizational Strategic Plan, approved by the IADB Council of Delegates (IADB COD), guides the IADC. Progress towards achieving the IADB COD strategies is reported to the Council of Delegates in the Annual Report following their established measures of performance and measures of effectiveness:

- (a) Advance academic knowledge on defense and security issues through master's and doctoral programs, extension programs, and research and publications;
- (b) Offer educational services per OAS mandates through postgraduate academic programs duly certified, by obtaining licenses and accreditations issued by qualified educational authorities, in-person delivery, and through the implementation of extension programs; as well as to participate in the analysis of proposals for defense and security matters from entities outside the IADB;
- (c) Enter into agreements with Military Education, Universities and Civilian Institutes on the military, defense, and security issues and generate current products of hemispheric interest;
- (d) Prepare for the future through the continuous development of the internal workforce of the IADB through programs that meet current and future needs.

### **2. Methodology**

The IADC's SPC used the IADB COD's four strategies as foundational and operational guidelines to inform the IADC Strategic Plan. Each of these strategies contains underlying specific goals and objectives, which constitute the basis for the Director's monthly report to the IADB COD regarding work at the IADC. This monthly report is considered formal external reporting based on standards established by the IADB COD and associated committees in the OAS.

To successfully achieve the guidelines of the IADB COD, the SPC shifted the timeline of its strategic planning cycle from five years to four years, bringing the two plans into greater alignment. The SPC, comprised of multinational and interagency personnel, constructed a framework and then refined the IADC's four Strategic Objectives (SO) and Associated Objectives (AO). They then developed tasks, measures of performance (MOP), and measures of effectiveness (MOE). These tasks, MOPs, MOEs were developed in coordination with each Department Chief, and progress on their execution is monitored by the SPC. The entire strategic system guides assigned personnel's planning and execution efforts to achieve educational and institutional success, continuous improvement, and organizational excellence, thus complying with the IADB COD's guidance in their four strategies.

### 3. IADC Vision

The College vision is:

***“To sustain our recognition as the premier joint, interagency, intergovernmental, and multinational academic institution in defense and multidimensional security studies of the hemisphere. “La Mejor”***

The member states of the OAS formally recognized the IADC as the hemispheric standard for joint, interagency, intergovernmental, and multinational security and defense education in AG/RES.1 (XXXII-E / 06) on March 15<sup>th</sup>, 2006. We must sustain that status and set the standard to which the countries of the hemisphere can look for an example of what “right” looks like in the area of Inter-American defense and security.

A well-defined vision of the future focuses the efforts of IADC personnel in a common direction, enables a coherent organization, guides the prioritization of resources, allows the alignment of objectives, goals, and strategies, and serves as a benchmark to assess the performance of the College.

### 4. IADC Values

The College’s values filter all our institutional decisions and actions before implementation. They are the guiding principles driving the institution’s processes, building towards achieving our vision of sustaining our status as “*La Mejor*.” These values serve as the staff and faculty’s guideposts to execute their responsibilities.

3.1. Academic Rigor – as demonstrated by the accredited and licensed graduate curriculum.

3.2. Academic Freedom – represented by the freedom to think creatively and develop innovative ideas to pursue lines of research and the free expression of ideas by students, professors, and staff in all IADC institutional and academic activities.

3.3. Academic Integrity – defined “as a commitment, even in the face of adversity, to five fundamental values: honesty, trust, fairness, respect, and responsibility.”<sup>1</sup> Moral values and ethical behavior are fundamental elements to human development, and the IADC adopts, promotes, and demands academic integrity.

3.4. Mutual Respect – defined as the respectfully and harmoniously way people treat each other in all interactions at the IADC. Professionalism is paramount.

## III. IADC STRATEGIC FRAMEWORK

---

<sup>1</sup> Center for Academic Integrity, “Fundamental Values of Academic Integrity”, October 2009, p. 4.

## 1. IADC Roadmap

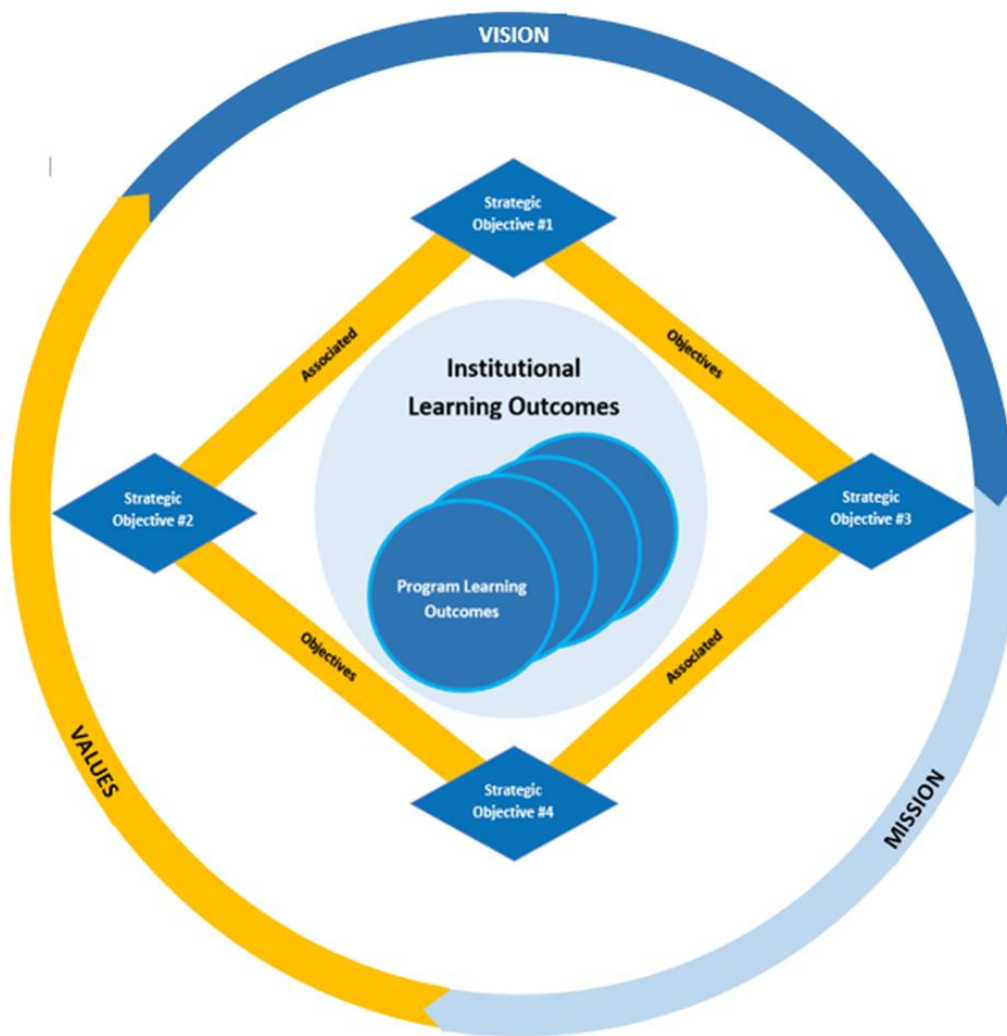


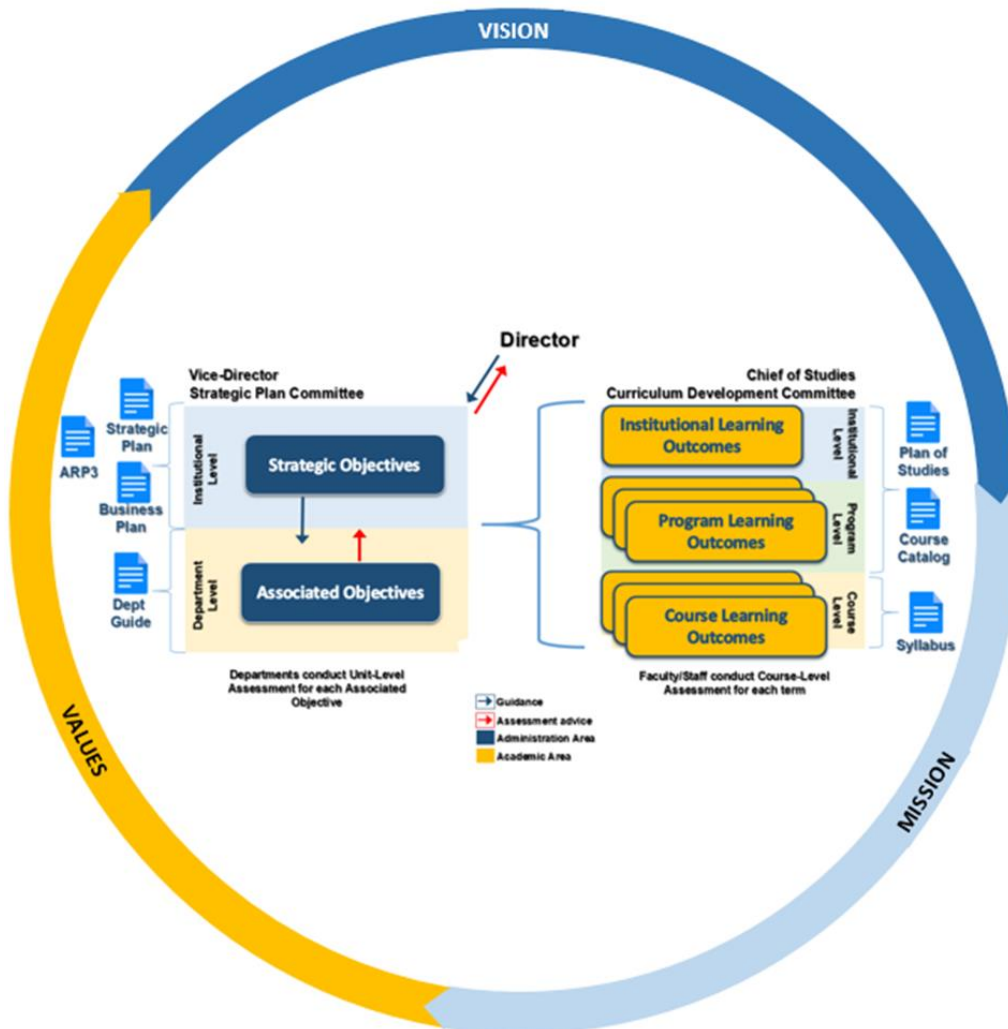
Figure 1 IADC Roadmap

Figure 1 offers a visual overview of the IADC roadmap. The strategic vision drives the institutional mission and will be accomplished via the updated Strategic Objectives and the connective tissue of Associated Objectives. Learning Outcomes, of course, need to stay at the center of our processes, and values undergird everything done here at the IADC.

This Strategic Plan draws on lessons learned from previous and ongoing planning processes and feedback from diverse stakeholders. The IADC seeks to improve how College actors conceptualize, communicate, and assess our strategic priorities. This should ensure even greater unity of effort in achieving our Vision and Mission, accomplishing Strategic Objectives, fulfilling Institutional Learning Outcomes, and following our guiding Values. Understanding these priorities is absolutely essential at the IADC given our unique operating environment, which features significant international and inter-agency collaboration, a high regional profile, consistent staff turnover, multilingual requirements, and relevant resource constraints.

## 2. IADC Framework

Figure 2 – IADC Framework



With simplicity and elegance, The IADC Strategic Framework (figure 2) informs integration between the administrative (dark blue) and academic (gold) activities at the IADC. Circling the whole figure are the College’s Vision and Mission, which together drive all of the other elements.

The left side of the framework highlights critical feedback between Strategic and Associated Objectives. It also shares a brief list of regulatory documents that support the planning and assessment of our administrative processes and helps track the associated resourcing mechanisms. Key documents include the Strategic Plan, Business Plan, Assessment Plan (known as ARP3), and Department Guides.

Meanwhile, the right side focuses attention on the nested Learning Outcomes, which are clearly linked at Institutional, Program, and Course levels. Complementary planning documents - like the Plan of Studies, Course Catalog, and Course Syllabi - support IADC academic endeavors alongside formative (building) and summative (cumulative) assessment

processes.

### 3. IADC Mission

The IADC's governing body approved the following mission:

***“To prepare military, national police, and civilian government officials from the member states of the OAS to assume senior strategic-level positions within their governments, through graduate and advanced level academic programs in defense, security, and related disciplines focused on the hemisphere.”***

### 4. IADC Strategic Objectives

The College's Strategic Objectives (SO) are inspired by the IADC Mission and achieved through Associated Objectives (AO). They establish the necessary guidance to complete our mission, achieving the ILOs, PLOs, and student's ability to achieve their course learning outcomes (CLOs). They apply to current and future programs and underpin our success in achieving our Vision as “La Mejor” Defense and Multidimensional Security Academic Institution of the hemisphere.

The Strategic Objectives are as follows:

(SO1) Sustain academic excellence in developing strategic leaders while strengthening teaching and research capabilities.

(SO2) Enhance the strategic value of institutional partnerships and value alumni relationships.

(SO3) Prioritize the diversity and breadth of institutional participation and influences.

(SO4) Improve sustainability of institutional processes and mission-driven alignment of resources.

### 5. IADC Associated Objectives

#### **1. SO1 Sustain academic excellence in developing strategic leaders while also strengthening teaching and research capabilities**

Teaching and learning are the core of every institution of higher education. At the IADC, preparing students as future strategic leaders requires sustained institutional commitment to academic excellence. This includes maintaining a qualified cadre of faculty and staff, with opportunities for professional development and academic innovations. Expanding teaching and research capabilities at the IADC is also a strategic priority, requiring additional human/financial resources to support relevant mandates and growth initiatives.

Linkages: This SO links to strategies (a), (b), and (d) of the IADB COD Strategic Plan (outlined previously in Section II) and offers continuity with the Institutional Objectives and

Lines of Effort that were tracked for the previous IADC Strategic Plan (2017-2022).

This SO is divided into the following associated objectives:

1.1. Expand the knowledge on hemispheric defense and security issues through a relevant and resourced postgraduate education.

1.2 Uphold an environment of freedom, integrity, rigor, and coexistence of diverse perspectives in all academic activities.

1.3. Maintain a faculty of high academic level, with all permanent members holding Ph.D. or other terminal degrees in their field.

1.4 Develop critical and innovative thinking, exchange ideas, and encourage teamwork.

1.5. Promote the generation of new, high-level knowledge on hemispheric defense and security through properly vetted and resourced research opportunities and a resourced doctoral degree program.

1.6. Enrich academic debate; enhance social networks and professional development opportunities.

## **2. SO2 Enhance the strategic value of institutional partnerships and value alumni relationships.**

The life of any organization, especially in academia, thrives through the engagement of strategic partnerships. The IADC is focused on prioritizing and strengthening institutional relationships that foster mutual benefit, support the educational mission of the College, and reinforce its academic capabilities and reputation. Additionally, the IADC seeks to enhance alumni ties, leverage strategic networks, and facilitate opportunities for the continued professional growth of its graduates.

Linkages: This SO links to strategies (a), (b), and (c) of the IADB COD Strategic Plan and offers continuity with the Institutional Objectives and Lines of Effort of the prior IADC Strategic Plan.

This SO is divided into the following associated objectives:

2.1. Strengthen existing institutional agreements and develop new ones with other Universities/Academic Institutions by enacting new contractual agreements when in the best interest of the IADC.

2.2 Prioritize strategic educational partnerships focused on mutual benefits of collaboration, support for core missional requirements, and cost-effective expansion of teaching, research, and extension capabilities.

2.3 Prioritize alumni engagement through diverse activities, including ongoing institutional contact and access to professional development services after graduation.

2.4 Improve coordination with OAS/IADB Member States and related governing authorities to guarantee support levels for IADC that are sufficient for desired expansion in extension service offerings.

### **3. SO3 Prioritize the diversity and breadth of institutional participation and influences**

Given the expansive scope of the IADC's mission and vision, its broad set of international stakeholders, and the multidimensional nature of defense and security challenges in the Western Hemisphere, the College's increasing prioritization of diversity should come as no surprise. The IADC seeks to engage and embrace a commitment to diversity across genders, languages, nationalities, targeted agencies/sectors, academic disciplines, learning modalities, and resource streams.

Linkages: This SO links to strategies (a), (b), and (d) of the IADB COD Strategic Plan and offers continuity with the Institutional Objectives and Lines of Effort of the prior IADC Strategic Plan.

This SO is divided into the following associated objectives:

3.1 Value diversity in the students, staff, faculty, and leadership selected for participation/employment at IADC; specifically focus new outreach efforts on those countries, institutions, specialties, and genders with historically limited participation at the College.

3.2 Enhance the diversity of sources and partnerships that contribute the human/financial resources necessary to sustain educational activities at IADC.

3.3 Promote diversity in educational exchanges with the broader academic and professional community to enrich the academic debate, broaden the scope of cultural influences, and engage alternative perspectives and approaches on themes of interest.

### **4. SO4 Improve sustainability of institutional processes and mission-driven alignment of resources.**

Robust institutions, academic or otherwise, require the mission alignment of their core activities, a commitment to sustainable processes, predictable mechanisms for funding/resourcing, and feedback to planning based on systematic assessment. Given the high levels of staff rotation experienced annually at the IADC, establishing clear, mission-driven, resourced, and data-focused processes will help drive organizational improvement and reduce the loss of historical memory during transitions.

Linkages: This SO links to strategies (b), (c), and (d) of the IADB COD Strategic Plan and offers continuity with the Institutional Objectives and Lines of Effort of the prior IADC Strategic Plan.

This SO is divided into the following associated objectives:

4.1 Increase the predictability of funding mechanisms and transparency of budget processes to inform processes for institutional decision-making.

4.2 Follow established IADC institutional processes and revise as necessary, to enhance collaboration, coordination, and better align resources with educational priorities.

4.3 Mainstream greater understanding among IADC stakeholders of core educational priorities, to balance efforts for programmatic expansion and continuous improvement with concerns of resource limitations, the institutionalization of processes and assessment, and the long-term sustainability of proposed reforms.

4.4 Maintain the excellence of IADC graduate courses through the recognition of licensure and accreditation agencies and exemplary compliance with all affiliation standards.

4.5 Integrate assessment mechanisms to track organizational effectiveness and performance.

## **IV. IADC ASSESSMENT**

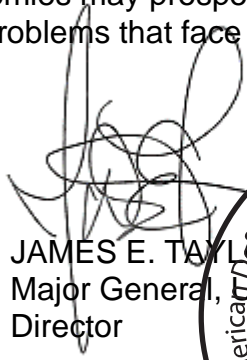
Assessment is an organizational imperative, given that data-driven feedback informs the College's leadership and academic decision-making bodies the degree of commitment of all tasks and measures of performance (MOP) and measures of effectiveness (MOE) with the Associated Objectives, and the accomplishment of Strategic Objectives. Additionally, the culture of assessment permits effective apportioning of limited resources. The IADC will employ both direct and indirect assessment measures to ensure continuous quality improvement in our mission to provide hemispheric security and defense education. The IADC's Academic and Institutional assessment methodology and plans are thoroughly described in the Assessment and Review Process and Procedures Plan (ARP3).

## **V. CLOSING**

The IADC Strategic Plan and its associated assessment processes have matured since the last iteration, four years ago. Merging both the creative and collaborative collegial nature of academic culture with the disciplined practices of a military organization has contributed to the continued pursuit of excellence in this unique institution based on clear-eyed assessment processes. The culture of mutual respect that unites IADC scholars, defense, security, diplomatic personnel, and civilians contributes significantly to advancing the success of the Strategic Plan and, ultimately, the institution.

In closing, and as noted by working groups during the development of this Strategic Plan, continued institutional excellence and future growth or program expansion are proportional to the commitment of resources from a broad range of stakeholders across member nations.

This Strategic Plan was published during the sixtieth anniversary year of the IADC and the eightieth anniversary year of the IADB. The legacy of these international organizations is a secure and peaceful environment where economies may prosper, humanity can thrive, and leaders can collaborate to solve the complex problems that face the nations of our hemisphere.



JAMES E. TAYLOR  
Major General, U.S. Army  
Director

