is to inspire and empower young Americans, from all backgrounds and communities, to discover their purpose, passion and place in the world.

To achieve our goal and transform the lives of young people across the USA, we aim to collaborate with established youth serving organizations and schools, train and deploy dedicated and highly skilled community volunteers and engage individual and corporate supporters.
ABOUT THE AWARD

The Award is a flexible and proven youth development program, founded on a deep belief in the power of young people. The Award focuses on challenging real-world experiences that build resilience, leadership, and connection to community.

Young people ages 14-24 design their own goals with the support of adult mentors in sections giving back to community, getting active, developing transferable skills, and experiencing adventure.

The Award welcomes young people of all race, ethnicities, religions, circumstances, ability status, gender identities, gender expressions, and experiences. Award USA year over year sees an average of 50% of young people identifying as a marginalized race, ethnicity, religion, or ability status, and an average of 18% from economically challenged families.

With your help, we can ensure Award USA’s vision continues to grow and inspire young people for decades to come.

<table>
<thead>
<tr>
<th>VOLUNTARY SERVICE</th>
<th>PHYSICAL RECREATION</th>
<th>NEW SKILLS</th>
<th>ADVENTUROUS JOURNEY</th>
<th>RESIDENTIAL PROJECT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Give back to communities</td>
<td>Get active</td>
<td>Develop transferable skills</td>
<td>Experience adventure and learn to lead</td>
<td>Broaden horizons, meeting others in a new environment (Gold Level Only)</td>
</tr>
</tbody>
</table>
OVERVIEW

Four guiding discoveries lay the groundwork for our strategic plan, which identifies key stakeholders and strategic focus areas.

Experience has taught that the United States market IS A TOUGH ONE TO ESTABLISH with the earliest efforts beginning in 1979.

8,300+ US ALUMNI EXIST SINCE THEN, many of them now well established in their careers, representing an untapped source of growth support.

Early successes since 2016 for Award USA include:

more than 300% growth in participants

more than 600% growth in trained volunteers

GROWING PRESENCE IN THE USA with tens of thousands of hours experiencing nature, learning new skills, serving communities, and physically active.
At the heart of our plan is smart and strategic growth for Award USA.

**PLAN SUMMARY**

**SCALING FOR THE US MARKET**

Metrics utilized will denote stability, relevance, and reasonable scaling for the US market.

**SUSTAINABLE GROWTH**

Growth will be achieved in a sustainable manner, without sacrificing quality.

**10,000 YOUNG PEOPLE**

The goal of this plan is to have 10,000 young people engaged in the Award USA by 2030.

**SELF-GENERATING**

10,000 is a “tipping point,” whereby it is postulated to become self-generating, and more readily able to attract new delivery partners, validators, and donor support.
STAKEHOLDERS

Award USA rallies a community of key, influential stakeholders to help move the mission forward.

US VALIDATORS
Hold the power to shape The Award’s reputation, importance, and gravitas in the US
- Credentialing Bodies
- University Admissions
- Hiring Managers

AWARD USA ALUMNI
Hold the power to share a personal transformation story
- Award Holders from the USA
- Award Holders from abroad living in the USA

AWARD USA
empowers young people to find their purpose, passion, and place in the world

DONORS
Hold the power to supply financial resources necessary to fund program operations
- Individuals
- Corporations
- Grant Foundations
- Trusts

AWARD PARTNERS
Hold the power to provide The Award with critical “last mile” connectivity to program participants and parents
- Schools
- Youth Groups
- Companies
STRATEGIC AIMS

Award USA identifies three focus areas for growth from 2020 to 2025.

SCALING AWARD PARTNERS
Partnering with like-minded organizations while expanding footprint with larger authorities and solutions for participants without centers

ENHANCING AWARD VALIDATORS
Raising brand awareness and proving the Award in high schools, Universities/Colleges, Employers, and through deployment of Award Alumni

DIVERSIFYING DONOR BASE
Offering convincing impact data, communicating the story effectively to diversify portfolio and expand support, and enhancing engagement opportunities
STRATEGIC AIMS

SCALING AWARD PARTNERS

GOAL

*Sustainably increase both the number of Centers, and the number of young people within each Center, to cement the Award’s footprint in the US and grow*

PRINCIPLES FOR SUSTAINABLE GROWTH

Maintain quality of program while scaling, recognizing Award requirements and completion as key metrics

Streamline barriers to enrollment process for Centers and larger national partners

Create experiential learning opportunity offering for Award participants and Partners

Expand support of diverse Award Centers and availability of financial aid

Seek partnerships which have high participant enrollments and/or national scope

"I wholeheartedly encourage you to engage with the Duke of Edinburgh’s International Award. It will allow your children, students, friends to experience something that they might not otherwise experience. They are encouraged to step out of their comfort zone. They are encouraged to do something they might not otherwise do all inside a non-competitive environment."

Alan Howie
Head of Upper School, Viewpoint School CA

IF YOU ARE A SCHOOL, A UNIVERSITY, A YOUTH GROUP,

"..."
ENHANCING AWARD VALIDATORS

GOAL

Substantially increase brand awareness and gravitas in the US market

PRINCIPLES FOR VALIDATION

Focus on those “validators” with the highest profile

List the Award USA as a valued qualification on the Common, Universal, and Coalition college applications, and note as a key credential among hiring employers

Prioritize alumni engagement – those closest to the organization are contacted first

Focus on the uniqueness of the US market

It taught me that with consistency, you can develop personal and professional growth, and this Award has really helped me develop into adulthood.”

Kristina Ayanian
Award Alumni; Bronze, Silver, and Gold Award Holder

IT TRULY DID CHANGE MY LIFE... I GAINED SO MANY FRIENDSHIPS AND PERSPECTIVES ON LIFE.

It taught me that with consistency, you can develop personal and professional growth, and this Award has really helped me develop into adulthood.”

Kristina Ayanian
Award Alumni; Bronze, Silver, and Gold Award Holder
STRATEGIC AIMS

DIVERSIFYING DONOR BASE

GOAL

Establish a diverse portfolio of revenue sources, including grants, sponsorship, individual donations, and licensing fees, enabling a self-sustainable Award USA organization.

PRINCIPLES FOR DIVERSIFICATION

Practice ongoing engagement of donors

Deepen engagement of donors with youth development, the Award mission, and impact

Focus on larger grant opportunities

Clarify role of regional fundraising hubs and lines of authority

Carefully consider time and costs required to host events

INVESTING IN AWARD USA IS INVESTING IN AMERICAN YOUNG PEOPLE’S POTENTIAL.

This series of activities is for youth of all backgrounds. It shows grit and well roundedness to finish a Bronze, Silver, or Gold; these are the kind of people I want to hire. My gifts and yours help establish broader US awareness of the Award, enable better access to the Award, and directly benefit young people’s leadership development.”

James Dicke II
Benefactor
HOW WE’LL ACHIEVE GROWTH

Applying tactics focused on each of the plan’s three strategic aims will increase the Award’s reach, access, and impact.
JOIN THE MOVEMENT

**CHAMPION INFINITE POTENTIAL**
- Highlight the role of non-formal (out of classroom) learning and education
- Join Award USA’s alumni network if an Award Holder
- Serve as an Ambassador for the organization

**INVEST IN INFINITE POTENTIAL**
- Expand equity enhancing financial aid availability
- Seed funding for deeper regional outreach and targeted marketing
- Support Award USA building robust evaluation methods
- Persuade companies and grant making foundations to help more young people be world ready

**INSPIRE INFINITE POTENTIAL**
- Increase interest in registering participants and Award Centers locally
- Prompt action through roles on Award USA’s Boards
- Attract new supporters for events and gatherings
To deepen growth in the USA, align with the IAA 2018-2023 Strategic Aims, and determine business needs for 2020-2025, a strategic planning process was undertaken July through October of 2019.

Twenty stakeholders consisting of staff, Board members, IAF Staff, US Fellows, donors, and key volunteers were interviewed. A Board retreat followed at which a new strategic plan began to take shape. Consultation has followed. The Award USA Board approved this plan on January 14, 2020. Its release March 2020 was delayed by the pandemic and the plan reaffirmed October 2021.