



2020-2025 STRATEGIC PLAN

2020-2025 STRATEGIC PLAN

VISION AND MISSION	3
ABOUT THE AWARD	4
OVERVIEW	5
PLAN SUMMARY	6
STAKEHOLDERS	7
STRATEGIC AIMS	8
HOW WE'LL ACHIEVE GROWTH	12
JOIN THE MOVEMENT	13
APPENDIX A: OUR PLANNING PROCESS	14





THE VISION OF THE DUKE OF EDINBURGH'S INTERNATIONAL AWARD USA

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.



VOLUNTARY SERVICE

Give back to communities

PHYSICAL RECREATION

Get active

NEW SKILLS

Develop transferable skills

ADVENTUROUS JOURNEY

Experience adventure and learn to lead

RESIDENTIAL PROJECT

Broaden horizons, meeting others in a new environment (Gold Level Only)



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.

PLAN SUMMARY

At the heart of our plan is smart and strategic growth for Award USA.



GROWTH



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



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



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

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*



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 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



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



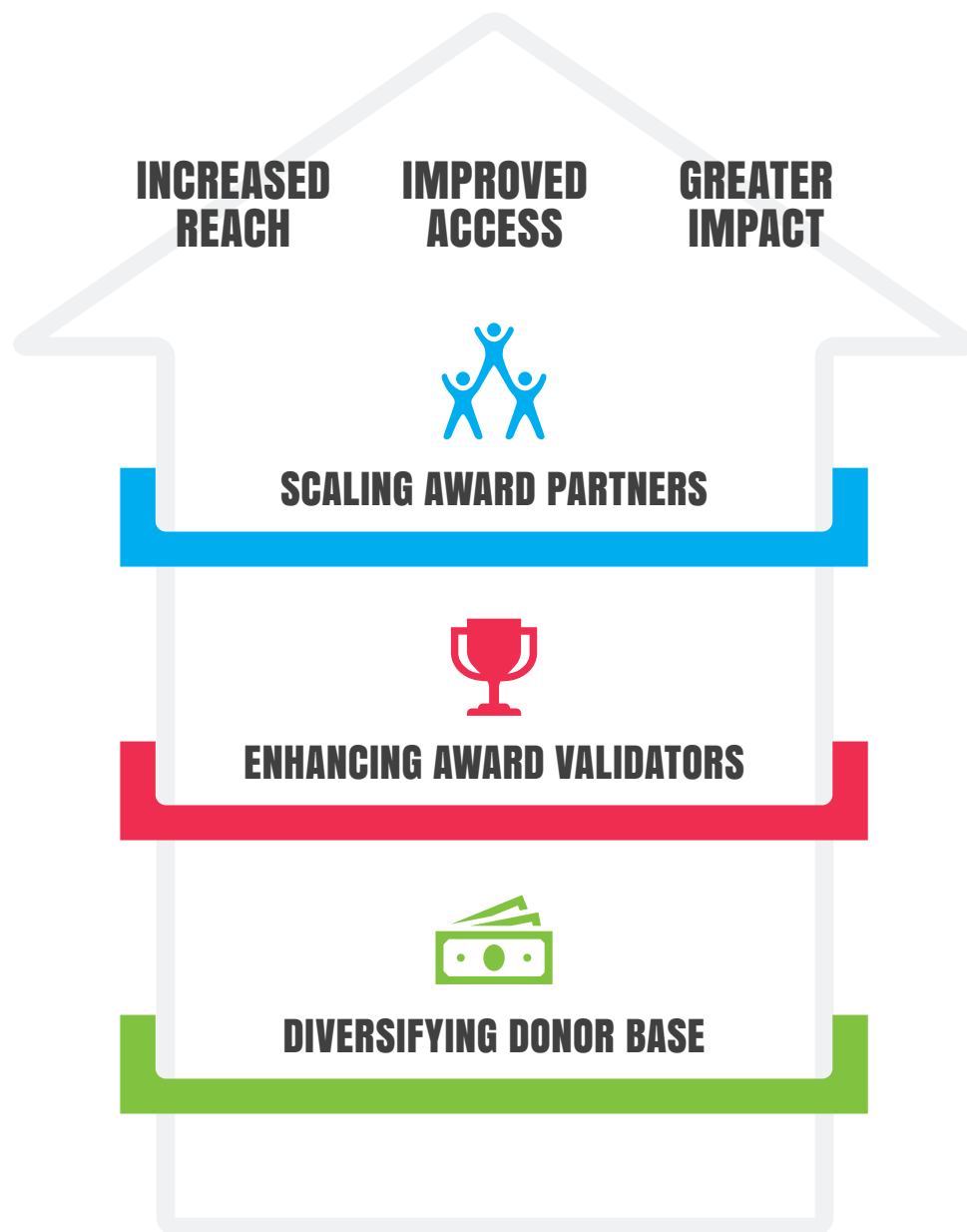
INVESTING IN AWARD USA IS INVESTING IN AMERICAN YOUNG PEOPLE'S POTENTIAL.

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



APPENDIX A: OUR PLANNING PROCESS

2021 GOVERNING BOARD



Nichelle S. Carr



Major David Clarke, CVO



John Danielson



Elizabeth Higgins-Beard



Amber Kennelly



Benjamin Morris



Ryan Ruskin

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.

*2019 Governing Board,
Strategic Planning Retreat,
Additional Members:*

*Melek DeWint
(guest, IAF Director of Impact)*

James DiBiasi

Richard Gulliver

Richard Pinola

Anne Wallestad

**INSPIRE
INFINITE
POTENTIAL**

