



DEFENSE SECURITY COOPERATION AGENCY

Security Through Global Partnerships

STRATEGIC PLAN 2025

APRIL 2021

“ To be prepared for war is
one of the most effectual
means of preserving peace.”

— George Washington
First Annual Address to Congress, January 8, 1790





MESSAGE FROM THE DIRECTOR

In this era of renewed strategic competition, our adversaries will not be operating in singular land, air, or sea domains. They will be operating in multi-domain environments including cyber and space. To meet the demands of our mission, the Defense Security Cooperation Agency (DSCA) must lead a new age of transformation and innovation for the Security Cooperation (SC) enterprise.

DSCA directly supports our National Security and Defense Strategies by executing Security Cooperation programs and initiatives that develop specific partner capabilities, build alliances and partnerships, and facilitate U.S. access. This DSCA 5-Year Strategic Plan is a call to action that reflects our diverse mission within the Department of Defense, which not only includes arms sales and transfers, but a full-spectrum approach to building our allies' and partners' capabilities. This approach includes programs that encompass institutional capacity building, international education and training, humanitarian assistance and disaster response, and much more.

My intent for this Strategic Plan is to focus our Security Cooperation efforts on this full-spectrum,

whole-of-nation approach with our partners, while simultaneously strengthening a diverse, certified, adaptable, and resilient SC workforce. This plan outlines my vision for DSCA, which is comprised of three complementary efforts that we plan to achieve by 2025. First, expand DSCA's positive impact on the world; second, improve our stakeholders' experience; and third, enhance our internal operations, including the culture we promote from within. Strengthening our PARTNER culture will amplify our capabilities and stakeholder interactions by inspiring a workforce that is **Proactive, Accountable, Respectful, Transparent, Networked, Empowered, and Representative**.

In order to accomplish our Strategic Goals, we will need to continue to build relationships with our allies and partners and with our many partners and stakeholders in the federal government, Congress, U.S. defense industry, non-governmental organizations, academia, think tanks, the media, and press. Deepening these relationships and enhancing our cross-stakeholder collaboration will be imperative to achieving our mission.

I am particularly proud to lead the implementation of this strategy and continue DSCA's legacy as Security Cooperation is recognized throughout the national security arena as a tool of first resort for the U.S. to remain the global partner of choice. This is a testament to the exceptional work of our DSCA team and the entire Security Cooperation community, more than 20,000 strong!

As we celebrate DSCA's 50th anniversary in 2021, I am excited to shepherd DSCA into a future of continuous improvement that will directly contribute to a more safe, secure, and prosperous world.

Yours in strategic partnership,

Heidi H. Grant
Director
Defense Security Cooperation Agency (DSCA)

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1. PURPOSE AND SCOPE

The DSCA Strategic Plan 2025 provides a roadmap to synchronize and unify the Security Cooperation workforce under a shared mission, vision, and values. The Strategic Plan aligns priorities, enhances and develops processes, and makes strides to improve stakeholder relationships across the SC community in accordance with the National Security Strategy (NSS), the National Defense Strategy (NDS), and other related guidance. The SC community conducts Security Cooperation in order to build full-spectrum partner nation capabilities so those partners can fulfill mutually supportive roles consistent with U.S. defense and foreign policy objectives. DSCA will lead the SC community through the details outlined in this plan to ensure that all SC stakeholders fully understand the scope of Security Cooperation tools at their disposal, and how these tools can be used to achieve the goals outlined in our national defense policy and strategy.

This Strategic Plan was created to outline a path for DSCA to accomplish targeted Strategic Goals and advance its enduring mission. The plan integrates DSCA's mission, vision, values, workforce, and culture by weaving each component into the Strategic Goals so the Agency is constantly improving on every aspect of its operation. DSCA will work collaboratively with its stakeholders to achieve these Goals, with an understanding that we must listen to one another and work together to achieve ultimate success. Each Goal has a five-year lifespan, while each subordinate Objective and Sub-Objective is aimed to be accomplished within the current fiscal year.

DSCA leadership will review the Objectives and Sub-Objectives associated with this Strategic Plan quarterly and update them annually to sustain continuous improvement, foster innovation, and remain adaptive to a dynamic Security Cooperation environment. Most of the Objectives and Sub-Objectives are cross-cutting throughout DSCA, some rely on specific directorates, divisions, or branches, and a few depend on specific groups or individuals.

The DSCA Strategic Plan seeks to inspire, guide, and develop the DSCA workforce. Every member of DSCA must understand that their individual output is integral to achieving the full potential of this plan. DSCA employees at all levels will use the plan as a reference to help guide their work, prioritize their efforts, make decisions, and focus their energies. While everything we do to build partner nation capabilities is important, the DSCA Strategic Plan goes beyond day-to-day activities to focus on advancing our ability to accomplish our overarching mission. Together, our Goals, Objectives, and Sub-Objectives will guide the dedicated DSCA workforce with an ultimate outcome of ensuring that our allies and partners are prepared to support or fight alongside our U.S. warfighters to address mutual security threats.

2. ORGANIZATION HISTORY

The Defense Security Cooperation Agency was first established on September 1, 1971 as the Defense Security Assistance Agency (DSAA). The Department of Defense established DSAA under the Office of the Secretary of Defense for Policy (OSD-P) to direct, administer, and supervise security assistance programs including Foreign Military Sales (FMS) and the International Military Education and Training (IMET) Program. DSAA was delegated its authority from OSD-P and implemented its activities pursuant to the Foreign Assistance Act of 1961 and Foreign Military Sales Act of 1968 (amended as the Arms Export Control Act of 1976).

DoD re-designated DSAA as the Defense Security Cooperation Agency on October 1, 1998 after adding a variety of DoD-funded Security Cooperation programs to the Agency's mission set under the Defense Reform Initiative. These Security Cooperation programs considerably expanded the Agency's portfolio and focused DSCA toward relationship-based partnerships with foreign governments. The updated mission-set diversified the Agency's stakeholders, thus forging an essential rapport with many other federal agencies across the U.S. Government and the private sector.

Celebrating its 50th anniversary in 2021, DSCA now leads a Security Cooperation enterprise of more than 20,000 personnel, and provides policy, legal, financial, legislative, programmatic, and weapons system expertise to stakeholders across the U.S. interagency. DSCA ensures the United States remains the global partner of choice in an increasingly competitive environment by prioritizing DSCA's values-based approach to partnerships and continuously emphasizing Security Cooperation as a national security tool of first resort.



“ We will reinvigorate and modernize our alliances and partnerships around the world [and] double down on building partnerships throughout the world, because our strength is multiplied when we combine efforts to address common challenges, share costs, and widen the circle of cooperation.”

—Interim National Security Strategic Guidance, 2021

3. STRATEGIC DIRECTION: MISSION AND VISION

MISSION

DSCA's mission is to advance U.S. defense and foreign policy interests by building the capacity of foreign partners in order to encourage and enable allies and partners to respond to shared challenges.

DSCA leads the broader U.S. Security Cooperation enterprise in its efforts to train, educate, advise, and equip foreign partners.

DSCA oversees and administers Security Cooperation programs that support U.S. policy interests and objectives identified by the Executive Office of the President, Department of Defense (DoD), and Department of State. These objectives include developing specific partner capabilities, building alliances and partnerships, and facilitating U.S. access. DSCA applies a whole-of-nation approach to the planning, design, and execution oversight of Security Cooperation programs by partnering with industry, non-government institutions, and various organizations and agencies within and outside the federal government.

DSCA uses a full-spectrum approach to develop partner capabilities. The full-spectrum approach is defined as everything an ally or partner may need to successfully perform a security role with established capabilities, to include:

Understand requirements, develop forces, and purchase or obtain articles and services required to advance, employ, and sustain the capability

Effectively and responsibly employ those capabilities in the pursuit of common objectives between the U.S. and the partner

Successfully absorb and integrate fully developed capabilities into their security forces

Adequately staff, sustain, and maintain those capabilities throughout their lifecycle and eventually retire them when appropriate

A full-spectrum approach looks beyond materiel and associated training solutions and incorporates the necessary policies, legal authorities, strategic frameworks, oversight and governance, management processes and systems, doctrine, operational concepts, command and control processes, human and logistical resources, financial support, and associated infrastructure to enable a partner to successfully perform a particular role.

DSCA integrates the Department's entire portfolio of Security Cooperation programs in support of a full-spectrum, whole-of-nation approach, and provides guidance to DoD Implementing Agencies executing those programs in pursuit of a partner's full-spectrum capabilities. Finally, the foundation of our approach is cooperation, underpinned by listening to our international partners and other SC stakeholders to identify solutions that meet our common goals and take into account the needs of all stakeholders.

VISION

DSCA's vision is to lead the Security Cooperation enterprise in delivering effective, enduring, and timely solutions, and serve as the source for SC expertise and innovation for our defense and foreign policy stakeholders to ensure the United States remains the global partner of choice.

DSCA's Vision is comprised of three distinct but complementary efforts that each serve a major role in achieving the Goals outlined in the Strategic Plan by 2025

1

Expand DSCA's positive impact on the world

2

Improve DSCA's stakeholders' experiences

3

Enhance DSCA's business operations and culture

2025

First, by 2025, DSCA aims to have an expanded positive impact on the world, which enables the United States to be the partner of choice for national defense capability and capacity building as opposed to our strategic competitors. U.S. warfighters will have increased and enhanced access in all warfighting domains. Further, our foreign partners will be well-prepared to protect, secure, and control their own borders, ensure domestic stability for their populations, provide humanitarian assistance, and capably join U.S.-led coalitions to respond to disasters or conflicts. Because of DSCA's partnerships around the globe, our industry partners will be more competitive on the world stage. A stronger U.S. industrial base supports the homeland and our ability to remain the most lethal military in the world, while simultaneously supporting our interests for greater interoperability with all of our allies and partners.

Second, by 2025, we expect our stakeholders to recognize DSCA as the lead and the model for Security Cooperation within the U.S. Government, and will routinely look to DSCA for advice and expertise in the myriad of SC functional areas. Our partners will seek DSCA out to solve problems and deliver results. They will know

the Agency as the premier organization to help them develop and sustain defense solutions that address shared security challenges. They will view DSCA as a timely, responsive, and cost-effective organization that helps them develop tailored, innovative, and sustainable capabilities.

Finally, by 2025, DSCA's enhanced business operations and culture will enable the SC community to operate powerfully together, executing our shared mission under improved SC-related laws and policies that support efforts government-wide. The SC community will be strategic and intentional in our engagements, and will effectively define the right, full-spectrum solutions (capacity and capability) with each partner. DSCA will remain committed to a culture of continuous improvement and adapt internal processes to keep up with changing national security demands. The DSCA staff, at all levels, will embrace a PARTNER culture where they will honor a diversity of thinking, experiences, and backgrounds. DSCA will be sought as a desirable destination for SC professionals and those who want to work in the SC domain, from entry-level personnel to seasoned practitioners, and staff will be proud to work there in support of U.S. national security objectives.

4. DOD SECURITY COOPERATION OUTCOMES: MEASURING SUCCESS

The purpose of Security Cooperation is to encourage and enable ally and partner actions that support mutual security goals consistent with U.S. national security objectives. Those actions, or security roles, directly prevent, deter, degrade, or defeat threats to the U.S. and its interests or directly support U.S. forces. Ultimately, we measure success by the extent to which our allies and partners act in our mutual interests today, or demonstrate the capability and will to act in our mutual interest during a future contingency.

Partner roles that support our mutual interests include:

1

Political actions
or strategic communications

2

Direct support or benefit to
the U.S. or denial of support
to adversaries

3

Readiness to employ capabilities
and capacity in support of U.S.
objectives consistent with the
law of armed conflict and
Respect for human rights

Providing support or benefit to the U.S. and/or denying support or benefit to adversaries can include supporting international norms of human rights and the rule of law. It may also include choosing to invest in U.S. defense solutions over those of our adversaries or providing operational support to U.S. forces such as access to basing, overflight, and intelligence sharing.

5. DSCA 2025 STRATEGIC GOALS

DSCA's Strategic Plan aligns key tenets of National Security Strategy and National Defense Strategy with the Agency's strategic Goals. This enables a direct linkage between national security guidance and DSCA measurable objectives and action. This demonstrates DSCA's critical role in implementing national security and defense strategy.

In service of, and in alignment with, enduring

national defense strategic goals, DSCA developed five-year Goals consistent with our three complementary efforts outlined in Section 3.2. The five strategic Goals begin with a focus on external SC stakeholders to enable decision-making that is mutually beneficial for the U.S., the Department, and the partner nation.

DSCA's values-based approach, including transparency, human rights, rule of law, civilian

harm mitigation, and women, peace, and security initiatives, is what distinguishes the United States from our strategic competitors. DSCA will continue to identify and implement SC enterprise improvements with an emphasis on cost, schedule, and performance. DSCA will ensure that authorities and policies are implemented and updated to facilitate all aspects of Security Cooperation. Finally, DSCA will empower the SC workforce by ensuring they have the training and tools to excel as Security Cooperation professionals. Specifically, DSCA will:

- GOAL 1** Align and integrate department SC activities to influence partner capability development and acquisition decisions to mutual benefit;
- GOAL 2** Standardize and lead SC program planning such that activities and resources are prioritized, aligned, and executed within a structured, full-spectrum approach focused on developing capabilities;
- GOAL 3** Improve the effectiveness and efficiency of the SC enterprise's business operations;
- GOAL 4** Improve our ability to strengthen alliances and attract new partners by obtaining and refining authorities and policies;
- GOAL 5** Develop a diverse, certified, adaptable, and resilient SC workforce to meet shared U.S. and international security challenges.

In order to realize these five-year strategic Goals, each fiscal year the organization will develop annual Objectives and Sub-Objectives that will advance the Agency's ability to bolster its Mission and Vision. The Objectives and Sub-Objectives will serve as a foundation for measuring success at each organizational level in DSCA and will guide our annual targets as individuals. In this way, each member of the Agency will individually contribute to the combined vision and share in ownership of the DSCA's collective success.

The 2025 Strategy Framework on page 7 is an all-encompassing view of the multiple tenets of the Strategic Plan – its purpose, audience, intent, and guiding principles. Under the umbrella of a new Mission and Vision, the Framework outlines WHO our key stakeholders are, HOW the Agency will implement the plan, WHAT Goals it aims to accomplish, and WHY the Agency is doing so. Then, underlying everything the Strategic Plan aims to achieve, the Framework's foundation is embedded in the Agency's PARTNER Culture, the bedrock of how DSCA conducts business and the common sentiment that all Agency personnel use to champion success across the SC community.

DSCA

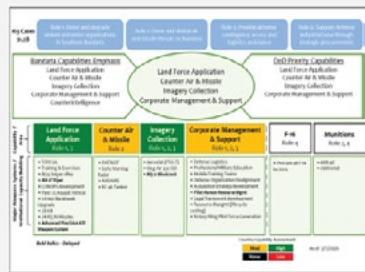
Strategy Framework

| VISION | | MISSION | |
|---|--|---|--|
|  <p>DSCA's vision is to lead the Security Cooperation (SC) enterprise in delivering effective, enduring, and timely solutions, and serve as the source for SC expertise and innovation for our defense and foreign policy stakeholders to ensure the United States remains the global partner of choice.</p> | |  <p>DSCA's mission is to advance U.S. defense and foreign policy/interests by building the capacity of foreign partners in order to encourage and enable allies and partners to respond to shared challenges.</p> | |
| WHO | HOW | WHAT | WHY |
| SC COMMUNITY: Department of Defense U.S. Government/Interagency U.S. Congress U.S. Industry Foreign Partners Non-Governmental Organizations U.S. Academia and Think Tanks U.S. General Public Media/Press | EMPLOYING DIVERSE TOOLS: Defense/Military Engagements Training and Education Equipping Exercises Advising Information and Intelligence Sharing International Armaments Cooperation Enhance Coordination Facilitate Planning Improve Efficiency and Effectiveness of Administration and Execution Manage Programs | GOAL 1: Align and Integrate SC Activities GOAL 2: Standardize and Lead SC Program Planning GOAL 3: Improve the Effectiveness and Efficiency of SC Enterprise GOAL 4: Improve Our Ability to Strengthen Alliances and Attract New Partners GOAL 5: Develop a Diverse, Certified, Adaptable, and Resilient SC Workforce | DOD Security Cooperation Purpose Encourage and enable partner nations to employ capabilities and capacity, provide access, and/or support US interests. |
| DSCA: Trained and certified workforce exemplifying the PARTNER culture | | 1. EXPAND OUR IMPACT ON THE WORLD The U.S. is the partner of choice for national defense capability and capacity building. 2. IMPROVE OUR STAKEHOLDERS' EXPERIENCES DSCA is recognized as the lead and model for SC, and routinely look to us for advice and expertise in the myriad of SC functional areas. Our partners seek us out to solve problems and deliver results. | 3. ENHANCE OUR BUSINESS OPERATIONS AND CULTURE The SC community is strategic and intentional in our engagements and effectively define the right, full-spectrum solutions (capacity & capability) for each partner. DSCA embraces a PARTNER culture, where we honor a diversity of thinking, experiences, and backgrounds. |
| DSCA Partner Culture | | PROACTIVE ACCOUNTABLE RESPECTFUL TRANSPARENT NETWORKED EMPOWERED REPRESENTATIVE | |

LEVEL 1

Strategic Framework

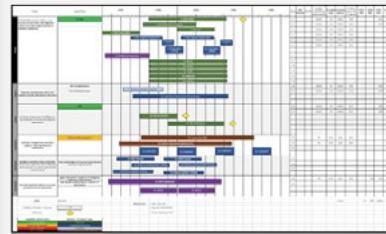
Develops a holistic view of desired country-specific outcomes and major SC efforts



LEVEL 2

Five Year Plan

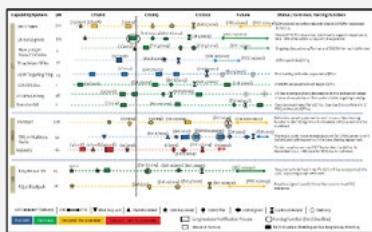
Facilitates planning across fiscal years



LEVEL 3

System Program Management Plan

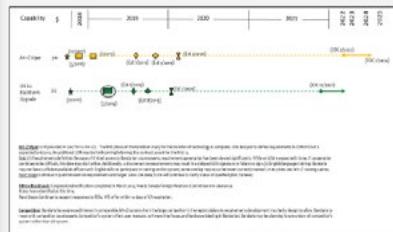
Provides an in-depth review of case lifecycle milestones



LEVEL 4

Interagency Targeted Action Plan

Facilitates strategic competition: support contingencies and deny adversaries



6. STRATEGY TO CAPABILITY FRAMEWORK: PLANNING FOR SUCCESS

DSCA developed the Strategy to Capability framework to standardize Security Cooperation strategic planning and streamline activity resource and execution integration. Strategy to Capability provides the Department a common, simple, and intuitive picture of desired outcomes and Security Cooperation activities across multiple years that translates strategic guidance into partner nation capability.

Strategy to Capability is an outcomes- and capabilities-based methodology that starts with the analysis of potential threats to the United States and its interests, which includes the security of allies and partners. It articulates desired partner security roles, analyzes the partner's will, and examines their ability to absorb, employ, and sustain capabilities necessary to perform roles. The process culminates in the development of partner capabilities that support both U.S. and partner nation interests. The framework ensures that all Security Cooperation activities — including, but not limited to defense/military engagements, training and education, equipping, advising,

exercising, and information sharing – align with desired capabilities and Security Cooperation outcomes. It provides a collective, comprehensive planning framework for the SC community.

The framework allows the SC community to follow a common approach to capability development that benefits all Security Cooperation stakeholders, but offers sufficient flexibility to leverage elements of their existing planning frameworks. The result is a process that allows the SC community to plan, resource, and implement activities that build partner nation capabilities according to clear, measurable goals tied to strategic imperatives.

The Strategy to Capability framework includes four levels of independent analysis drawn from desired strategic outcomes. Each level results in products that synthesize strategic outcomes with varying degrees of program activity to inform program planning, development, and execution. While each level is informed by the other levels, they are not dependent upon each other. However, if one level of analysis is completed, then the information in the remaining levels should correlate.

7. DSCA ORGANIZATIONAL STRUCTURE

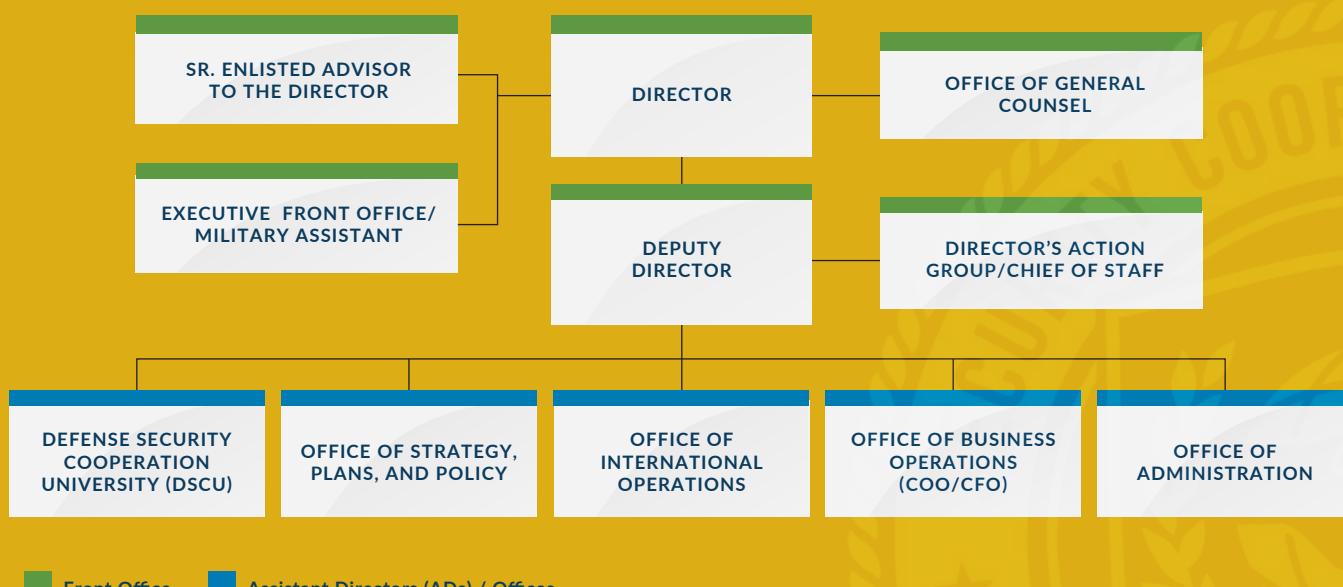
“ Good will can make any organization work; conversely, the best organization chart in the world is unsound if the men [and women] who have to make it work don’t believe in it.”

– James Forrestal,
first Secretary of Defense; regarding
Department of Defense unification, 1946

The focus of Goal 3 is to enhance DSCA's operating model. To improve the effectiveness and efficiency of the SC enterprise's business operations, DSCA reorganized its operational structure to align its leadership team and the processes they own with the Strategic Plan.

The Organizational Chart below depicts the DSCA Front Office, the Director's Action Group, and five core functional Offices: 1) Defense Security Cooperation University (DSCU); 2) Office of Strategy, Plans, and Policy; 3) Office of International Operations; 4) Office of Business Operations; and 5) Office of Administration. Each of these Offices will be led by an Assistant Director (AD) and supported by Deputy Assistant Directors (Deputy ADs).

The new model organizes the Agency around planning and execution, and integrates the staff's efforts across U.S.C Title 10 and Title 22 authorities. This model supports full-spectrum Security Cooperation planning and program execution, thus providing all SC stakeholders the optimum programmatic approach to meet their requirements.





FRONT OFFICE:

The Front Office is composed of the Executive Front Office (EFO) and the Director's Action Group (DAG). Broadly speaking, the EFO focuses on direct support to the Director and Deputy Director, whereas the DAG handles agency-wide issues and interactions with OSD-Policy. The Office of the General Counsel (OGC) remains in a direct advisory role to the Director, as does the Senior Enlisted Advisor to the Director.



DEFENSE SECURITY COOPERATION UNIVERSITY:

This Office consolidates all Education, Training, Advising, and Security Cooperation Workforce Development Program functions under a single AD, who is dual-hatted as the DSCU President. DSCU is organized in three functional areas, each of which is led by a Deputy AD who also holds an academic title: 1) the Enterprise Support Directorate, led by the Provost, 2) the School of Security Cooperation Studies (SSCS), led by a Dean, and 3) the International School of Education and Advising (ISEA), which unites the Institute for Security Governance (ISG) and the Defense Institute of International Legal Studies (DIILS), also led by a Dean.



OFFICE OF STRATEGY, PLANS, AND POLICY:

SPP centralizes all planning functions, including strategic planning, program design, and administrative and execution policy across all authorities and programs for full-spectrum Security Cooperation planning. This Office is responsible for all strategic planning functions – including the Regional Planning and Program Design (RPPD) Directorate, the Strategy and Initiatives (SI) Directorate, and the Execution Policy and Analysis (EPA) Directorate. The regional structure under the Deputy AD for Regional Planning and Program Design is similar to other Directorates for consistency and regional/country-aligned teaming. This regional structure unifies functional tasking and supervisory lines.



OFFICE OF INTERNATIONAL OPERATIONS:

This Office brings together all operational, or execution-based functions, including the Regional Execution (REX), the Global Execution (GEX), and Weapons (WPNS) Directorates – each led by a Deputy AD. The International Operations staff is organized in the same regional structure as the planners in SPP. The Deputy AD for Global Execution handles all functions that span across every region. Programs such as End Use Monitoring (EUM), Excess Defense Articles (EDA), or operations such as 36(b) Congressional Notifications also fall within the Office of International Operations.



OFFICE OF BUSINESS OPERATIONS:

The Office of Business Operations includes Deputy ADs for Information, Management and Technology (IMT), Comptroller (CMP), Financial Policy and Regional Execution (FPRE), and Security and Facilities (SF).



OFFICE OF ADMINISTRATION:

The Chief Performance Office (CPO) and Talent Management (TM) make up the two discrete Directorates in the Office of Administration. CPO is the clearinghouse for all internal data, as well as internal controls, audit management, and functional requirements. CPO incorporates both the AM&E function and continuous improvement mandates. TM provides a full-range of human capital services Agency-wide and implements human capital management, to include organizational and professional development, to attract and retain a diverse workforce.

SUMMARY OF BENEFITS

This organizational structure enables the Agency to build partner full-spectrum capabilities aligned to our strategic objectives and in service of our stakeholders. With this integrated functional structure, DSCA fosters an enhanced stakeholder experience through clear points of entry for specific functions and regions. Finally, this functional model aligns employees and supervisors for optimal performance and brings additional workforce development opportunities for both civilian and military personnel.

8. DSCA PARTNER CULTURE



PROACTIVE
ACCOUNTABLE
RESPECTFUL
TRANSPARENT
NETWORKED
EMPOWERED
REPRESENTATIVE

DSCA embraces a **PARTNER** culture, meaning the Agency values being:



Proactive

DSCA continuously identifies initiatives for internal improvement while simultaneously identifying partners' needs in order to develop the policies and plans that ensure we achieve our mutual goals. A more strategic approach ensures that DSCA is building capable allies and partners who support the Department in achieving shared security objectives.



Accountable

DSCA is responsible—to ourselves, our partners, our interagency and industry stakeholders, and the U.S. taxpayer—for achieving tangible results.



Respectful

DSCA treats everyone and conducts all aspects of the Agency mission with dignity. DSCA is uniquely positioned at the nexus of the U.S. defense industry, our foreign partners, and many offices within the U.S. Government, all of which must come together for Security Cooperation to be effective; DSCA is the convening force that brings SC stakeholders together to take on new opportunities and address complex challenges.



Transparent

DSCA shares information on processes, policies, and resource management with our allies, partners, and other stakeholders, and maintains two-way communication throughout the SC community.



Networked

DSCA leverages the knowledge and skills resident throughout the U.S. Government and SC community to maximize results through collaboration, and continues to build our network of allies and partners that contribute to our shared security goals by listening and collaborating.



Empowered

DSCA bolsters our Security Cooperation experts to work closely with U.S. and foreign government representatives, industry counterparts, and other stakeholders to advance the Agency mission and vision, and to achieve our strategic Goals, Objectives, and Sub-Objectives.



Representative

DSCA conducts our work in a way that demonstrates our values-based and “uniquely American” approach to Security Cooperation, focusing on the long-term relationships that our programs engender. We are diverse and inclusive.

9. CONCLUSION

Through the work of the leadership team, the Strategic Plan working group, the reorganization Tiger Team, and every DSCA employee, the DSCA Strategic Plan 2025 updates and refines our Mission and Vision statements, provides five foundational strategic five-year Goals, and identifies a number of supporting Objectives for FY 2021 which the Agency will monitor quarterly and update annually. The DSCA Vision statement reflects the changing needs of the SC community,

“ ...to lead the security cooperation (SC) enterprise in delivering effective, enduring, and timely solutions, and serve as the source for SC expertise and innovation for our defense and foreign policy stakeholders to ensure the United States remains the global partner of choice”.

DSCA must clearly define success and carefully plan across the SC enterprise to achieve integrated, coordinated, and synchronized results that benefit like-minded partners and U.S. goals. The Agency has restructured to continue to serve as the lead and global model for Security Cooperation, and has developed this Strategic Plan as a guiding light for its staff to better support U.S. strategic national interests. Accomplishing the strategic Goals outlined in this document will ensure that DSCA achieves the right structure, relationships, and processes to operationalize our entire strategy, while simultaneously embedding these achievements with a thriving PARTNER culture.



DEFENSE SECURITY COOPERATION AGENCY

Security Through Global Partnerships

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