



**John A. Adams '71  
Center for Military History & Strategic Analysis  
Department of History**

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MEMORANDUM FOR the Advisory Board

From: LTC Bradley Lynn Coleman, Ph.D., Director

Date: 10 June 2013

Subject: Strategic Vision 2012-2017

References:

- a. *Vision 2039: Focus on Leadership*, Virginia Military Institute, 2005.
- b. Memorandum of Understanding Concerning the John A. Adams '71 Center for Military History and Strategic Analysis at the Virginia Military Institute, 4 February 2002.
- c. Memorandum of Understanding Concerning the Mission, Operation, and Funding of the John A. Adams '71 Center for Military History and Strategic Analysis at the Virginia Military Institute, 31 October 2007.
- d. By-Laws of the John A. Adams '71 Center for Military History and Strategic Analysis, 20 May 2010.
- e. Addendum to the Memorandum of Understanding Concerning the Mission, Operation, and Funding of the John A. Adams '71 Center for Military History and Strategic Analysis at the Virginia Military Institute, 31 October 2011.

1. Executive Summary. Established in 2002, the John A. Adams '71 Center for Military History & Strategic Analysis is a specialized element of the Virginia Military Institute focused on Cold War military history—and the connections between the Cold War and contemporary national security affairs. This five-year strategic plan highlights the *utility of history* to current and future national security professionals. It also emphasizes *partnerships* to amplify the work of the center. Throughout, Strategic Vision 2012-2017 supports the Virginia Military Institute's mission to educate twenty-first century strategic leaders.

## Virginia Military Institute

2. Virginia Military Institute. The Virginia Military Institute is a four-year state military college in Lexington, Virginia. Its mission is to produce educated, honorable men and women, prepared for the varied work of civil life, imbued with a love of learning, confident in the functions and attitudes of leadership, possessing a high sense of public service, advocates of the American democracy and free enterprise system, and ready as citizen-soldiers to defend their country in time of national peril.

### John A. Adams '71 Center for Military History & Strategic Analysis

3. Mission. To produce, preserve, and perpetuate knowledge related to Cold War military history and strategic analysis.

4. Vision. A *vibrant* academic center recognized for its *innovative* approach to Cold War military history and strategic analysis.

5. Needs & Resources Assessment. The Adams Center occupies a unique place at the Virginia Military Institute and beyond. In the United States, Europe, and Asia, existing centers concentrate on social, economic, or cultural aspects of the Cold War. For example, the Cold War Studies Centre at the London School of Economics specializes on the Cold War in Europe, with an emphasis on economic affairs. The few organizations that address military/national security issues focus on specific conflicts or topics, such as the Vietnam War. The Cold War International History Project at the Woodrow Wilson International Center for Scholars in Washington, D.C., and others acquire and release Cold War era documents. Unlike the Adams Center, none are dedicated to understanding the linkages between Cold War military history and contemporary national security affairs.

Through the generous support of John A. Adams, VMI Class of 1971, the Adams Center has approximately \$160,000 to support ongoing programs and activities. Adams has pledged an additional \$2 million in future donations. The center also holds \$20,000 from the McCormick Foundation. The Adams Center currently employs one (1) full-time historian, the George J. Collins, Sr., Chair in Military History, who serves as director. One (1) administrative assistant and one (1) cadet assistant in the Department of History support the director. An Advisory Board provides advice, support, and assistance. Aside from the director's office in the Department of History, Scott Shipp Hall, the center has no dedicated space at the Virginia Military Institute.

6. Strategic Concepts. The Cold War shapes the structure and attitude of the contemporary national security establishment. It also defines the opportunities and challenges the United States faces around the world. The Adams Center will therefore encourage innovative work on the applications of Cold War history for current and future national security professionals.

Institutional partnerships will amplify the impact of the center on a local, regional, and national scale. The Adams Center will establish partnerships with complementary organizations. Key strategic partners include:

- a. The Preston Library, Virginia Military Institute, Lexington, Virginia.
- b. The Center for Leadership and Ethics, Virginia Military Institute, Lexington, Virginia.
- c. The George C. Marshall Foundation, Lexington, Virginia.
- d. The Historical Office, Office of the Secretary of Defense, Arlington, Virginia.

7. Audience. Adams Center activities will target three priority groups, facilitating interaction among each for the benefit of all:

- a. VMI cadets.
- b. Cold War scholars.
- c. National security professionals.

8. Goals. Under this strategic plan, the Adams Center will pursue three goals:

- a. Promote innovative scholarship on Cold War topics.
- b. Enhance awareness of the utility of Cold War history among current and future national security professionals.
- c. Increase the visibility and prestige of the Adams Center and the Virginia Military Institute.

9. Objectives, Activities. Considering its mission, vision, and goals, the Adams Center has four (4) core objectives: capacity building, scholarly production, historical preservation, and outreach. Activities in the three (3) mission areas (produce, preserve, perpetuate) will target all of the center's primary audiences. Detailed performance measures will help the Advisory Board gauge progress over the coming years.

- a. Objective 1: *Build Capacity*. Increase the capacity and prestige of the center.
  1. Establish formal partnerships with complementary organizations to advance the mission of the center. By July 2017, enter into formal partnerships with four (4) organizations.
  2. Fill the existing Advisory Board vacancy—and future vacancies—to deepen institutional partnerships. By July 2017, bring the president of the George C. Marshall Foundation onto the Advisory Board.

3. Establish a VMI Class of 1995 Global War on Terrorism Fund to support applied history initiatives. By July 2017, collect \$25,000 for 1995 Fund for projects that link Cold War history with the Global War on Terrorism.
  4. Undertake a comprehensive study of Adams Center personnel requirements. By July 2017, hire a Russian-language archivist to process the David Glantz Papers (Objective 3b).
  5. Secure dedicated space for the Adams Center and its staff in Scott Shipp Hall. By July 2017, occupy new space in Scott Shipp Hall.
  6. Increase media coverage of the Adams Center to advertise ongoing activities and attract additional resources. Achieve 1 million media impressions for the Adams Center between August 2012 and July 2017.
- b. Objective 2: *Produce*. Encourage innovative scholarship on Cold War topics that enrich the education of VMI cadets.
1. Annual essay contest for established scholars. By July 2017, increase number of annual submissions by 15 percent, establish an awards committee that includes cadets, and distribute \$25,000 in awards to the authors of the most outstanding essays.
  2. Annual dissertation prize for young scholars. By July 2017, increase number of annual submissions by 15 percent, establish an awards committee that includes cadets, and distribute \$15,000 in awards to the authors of the most promising dissertations-in-progress.
- c. Objective 3: *Preserve*. Collect, archive, and advertise resources on Cold War history for posterity.
1. Release the entire Adams Center oral history collection to researchers. By July 2017, transcribe, approve, and post the backlog of thirty-one (31) oral history interviews. Prepare for publication a history of the Cold War based on the Adams Center collection.
  2. Acquire and process the David Glantz Papers on Soviet military history for scholarly research. By July 2017, acquire legal rights to the Glantz Papers, move the collection to the George C. Marshall Library, process for research, and advertise to attract scholarly interest.


- d. Objective 4: *Perpetuate*. Organize events that heighten awareness of the enduring importance of the Cold War.
1. Organize public symposia/conferences on Cold War history and national security affairs for scholars, cadets, and national security professional. By July 2017, sponsor or co-sponsor four (4) major events that involve a total of 1,500 cadets.
  2. Bring distinguished speakers to the Virginia Military Institute for public lectures on Cold War history and strategic analysis. By July 2017, design and implement a scholarly lecture series that reaches a total of 750 cadets.

10. Communication Strategy. All Adams Center activities will have embedded, synchronized communication plans. All communications will emphasize *partnerships* and the *utility of history*. Throughout, the director will leverage social media to accomplish the center's goals and objectives.

11. Conclusion. The John A. Adams '71 Center for Military History & Strategic Analysis is a unique part of the VMI enterprise. It likewise occupies a distinctive place in the broader field of Cold War studies. Embracing partnerships and applied history, Strategic Vision 2012-2017 offers realistic, timed, and measurable 5-year objectives to accomplishment its goals—and fulfill its long-term potential. In doing so, the Adams Center will become a vibrant academic center recognized for its innovative approach to Cold War history, one that supports the development of VMI cadets, scholars, and national security professionals.

Approved By the Board

10 June 2013



Director, John A. Adams '71 Center for  
Military History & Strategic Analysis