

# Incarinate Word Academy Strategic Plan 2013-14

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The IWA Strategic Plan is a living, working document. This abridged version is intended to share IWA's major planning priorities and strategies with our many stakeholders—Board of Trustees, Development Board, administrators, faculty and staff, students, parents, prospective students and families, and our generous donors. The outline contained in this brief document summarizes the contents of a longer plan, outlining the person(s) responsible for each strategy, a record of assessment and resulting changes, and the date the strategy was achieved. Each year the entire Strategic Plan is revised based on performance. A copy of the entire Strategic Plan is available upon request to the President's Office.

## Mission

The mission of Incarnate Word Academy is to challenge young women of faith to achieve their God-given potential as academically successful Women of the Word, following the example of Jesus, the Incarnate Word, by promoting human dignity, thereby empowering themselves and others to make a positive impact on our world.

## Vision

**Incarinate Word Academy is a Catholic institution which strives to empower our students to become leaders, scholars, and meaningful contributors to the community and the ever-changing world. We make the following commitments:**

- Incarnate Word Academy will offer a premier college-preparatory education in a dynamic learning environment that fosters independence, embraces diversity, and grounds its dedication to excellence in Christian values.
- Social justice, human respect, and a commitment to service are and will remain at the heart of our community.
- Our graduates will be prepared to act ethically and responsibly as they continue their educations and enter the workforce, particularly in their ability to use emerging technologies
- As a forward-thinking institution, we will continue to evolve our unique approach to teaching and guiding young women, blending strong tradition with sound innovation.

## Core Beliefs

- Follow the example of Jesus.
- Foster academically successful women.
- Promote human dignity.
- Empower and challenge young women.
- Make a positive impact on our world.

### **Overall Priority:**

#### **Implement the IWA Mission throughout the School**

Incarnate Word Academy is a sponsored ministry of the Sisters of Charity of the Incarnate Word, San Antonio. In keeping with the practice of the Sisters, IWA has established an Office of Mission Integration to focus on implementing the mission throughout the school. At IWA this inclusion translates into formation of the Board of Trustees, the spiritual development of faculty, staff, and students, the ability to demonstrate how the mission is reflected within the curriculum, and an emphasis on social justice and community outreach in extra-curricular activities.

It is the responsibility of the IWA President, Director of Mission Integration, and Board of Trustees to ensure there is a succession plan in place for Trustees, administrators, faculty, and staff for the purpose of preserving, strengthening and re-defining the Mission of Incarnate Word Academy as social realities change.

#### **Priority 1: Renew and further develop IWA's culture of academic excellence**

##### Strategies

- Create flexible learning options, ex., distance learning and summer opportunities
- Promote learning experiences that require problem-solving, critical thinking, and other 21<sup>st</sup> century skills.
- Strive to Create a Culture of Wellness
- Promote Diversity and Inclusion
- Continue to Cultivate and Empower Student Leaders
- Ensure the inclusion of technology as a part of the academic experience
- Strengthen Faculty and Administrator Staffing
- Develop faculty and staff performance evaluation models that support and advance the mission of the school.

## **Priority 2: Develop a broader, innovative enrollment management plan**

### **Strategies**

- Increase student applications and admitted students by 5% over a 2-year period; 10% over a 5-year period
- Develop-utilizing data- a comprehensive enrollment management plan
- Broaden the base of schools from which IWA draws students
- Enhance the visitor program
- Continue to grow robust marketing plan
- Increase scholarship monies. (See Annual Fund under Priority 3)

## **Priority 3: Enhance capacities to increase financial resources and generate new revenue sources**

### **Strategies**

- Continue and Strengthen Sound Financial Management Practices
- Grow tuition at a minimum rate
- Focus Plan for Increased fundraising
- Create Scholarships that are Funded by each Major Constituency Group (Booster Club, Alumnae, Parents, Etc.)
- Increase special event revenues

## **Priority 4: Maximize use of IWA physical plant**

### **Strategies**

- Enhance and publish campus safety and security plan
- Complete transition with UMSL to enhance and expand IWA Campus