

# INCARNATE WORD ACADEMY

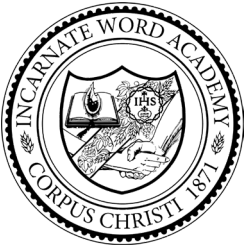
S I N C E 1 8 7 1

# STRATEGIC PLAN

## 2019 - 2024\*

\*The end date changed to 2024 (from 2023) in response to the unexpected interruptions and challenges caused by the Coronavirus Pandemic.





# Developing the Plan

The 2019-2023 Strategic Plan was developed in collaboration with the school board committees (Advancement, Facilities, Finance, Long Range and Strategic Planning, Marketing and Enrollment, Mission Effectiveness, and STEM Design) along with school administrators, faculty and families (through a survey), and the council of the Sisters of the Incarnate Word and Blessed Sacrament. “National Standards and Benchmarks for Effective Catholic Elementary and Secondary Schools”, as identified and published by Loyola University, provided a framework for universal characteristics of excellence in Catholic education.

The purpose of this plan is to provide a roadmap for continuing IWA’s emphasis on providing a faith-filled, safe, and challenging educational environment across all grade levels that establishes a solid foundation for each and every child’s success. Goals and strategies were identified within six areas of focus:

- 1 Mission and Catholic Identity
- 2 Academic and Instructional Excellence
- 3 Facilities
- 4 Student Life
- 5 Marketing and Enrollment
- 6 Stewardship

A target completion date and the applicable National Benchmarks are noted in italics following each strategy.

# *Vision*

To Become an Image of Christ Within Our Community. To extend the legacy of the Sisters of the Incarnate Word and Blessed Sacrament, as leaders, partners, and advocates for our students and the adults who serve them; and to provide a community where all may grow in Christian wholeness and bear witness to the presence and love of Christ among us.

# *Mission*

To Reflect Jesus the Teacher. We form students in a loving and challenging Catholic environment where the individual gifts of every student are recognized, celebrated, and developed as a reflection of Christ.

# *Core Values*

**Faith:** Belief in Jesus Christ, the Incarnate Word, and His message of love for the world

**Dignity:** Respect for the worth of every person and for life in all its forms, with special concern for the poor

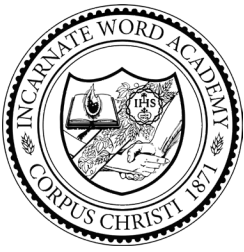
**Compassion:** Love, concern, and understanding in service of life-long learning

**Integrity:** Honesty, justice, and consistency in all relationships

**Dedication:** The pursuit of high standards of performance among teachers, students, and the school community

**Gratitude:** Acceptance, nurturing, and celebration of individual gifts and talents

**Service:** Recognition of God's blessings and commitment to sharing them with others in school, family, Church, and community



# Mission & Catholic Identity

## GOAL ONE

Integrate our Catholic Culture within all aspects of the IWA experience and assist students on their personal faith journeys to foster strong personal relationships with Jesus, the Incarnate Word of God.

## STRATEGIES

- 1 Continually assess and modify faith formation opportunities on campus to meet the needs of students, faculty, and parents.  
*Ongoing, 3.1, 3.2*
- 2 Strengthen Mass opportunities in absence of dedicated chapel building.  
*August 2019, 3.1*
- 3 Continue to identify monthly gospel values each year that will be integrated into the curriculum and promoted through social media and website communications.  
*Ongoing, 2.5, 2.7*
- 4 School leaders and board members continue to participate in Partners in Mission retreat provided by the Sisters of the Incarnate Word and Blessed Sacrament.  
*Annually, 4.3*
- 5 Communicate modified mission (adding “Catholic” before “environment”) across campus through signage, publications, and online mediums.  
*July 2020, 1.1, 1.4*
- 6 Provide input and participate in plans for new chapel concept on campus.  
*Ongoing, 1.1, 1.4*
- 7 Commemorate Sisters’ contributions and loving legacy in conjunction with school’s 150<sup>th</sup> anniversary.  
*May 2021, 1.5*

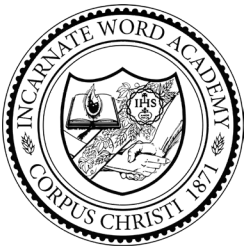


## GOAL TWO

Strengthen ministry outreach by building on IWA's strong tradition of service in the community.

## STRATEGIES

- 1** Establish guidelines for student service hour expectations for the Middle and High School Levels.  
*July 2020, 3.3*
- 2** Develop an annual service day event that includes prayer services for the entire campus for students, faculty, and parents to experience together.  
*February 2020, 3.4, 4.4*
- 3** Evaluate options for installing Stations of the Cross on the D.C. exterior wall facing the Hilliard Building to create an outdoor prayer and reflection "way to the cross" path.  
*July 2020, 3.2*



# Academic & Instructional Excellence

## GOAL ONE

Foster a tradition of excellence and continuous improvement across all grades and program areas.

## STRATEGIES

- 1 Use “National Standards and Benchmarks for effective Catholic Elementary and Secondary Schools” as guidelines for curriculum development.  
*Ongoing, 2.4, 7.2*
- 2 Use educational data to evaluate program effectiveness and to modify curriculum and instruction.  
*Ongoing, 8.1*
- 3 Research and implement innovative, exemplary programs.  
*Ongoing, 6.4*
- 4 Provide formatting and content guidelines to teachers for lesson plan expectations and monitor implementation.  
*Ongoing, 6.5*
- 5 Identify vertical alignment gaps across levels and modify curriculum to maximize vertical alignment.  
*May 2021, 7.1*
- 6 Increase use of integrated technology throughout the curriculum.  
*Ongoing, 12.3*
- 7 Increase use of Google Classroom resources and tools.  
*Ongoing, 7.4*
- 8 Expand fine arts program with additional course offerings.  
*July 2020, 9.3*

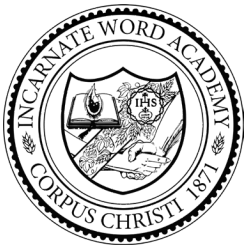


## GOAL TWO

Attract, empower, develop, and retain quality faculty, staff, and administration.

## STRATEGIES

- 1** Provide meaningful, relevant, and applicable professional development opportunities for faculty and staff (maximizing use of Title II funding).  
*Ongoing, 7.7, 7.10*
- 2** Continue to increase the teacher pay scale annually as the operating budget allows (with a minimum target growth of 2.5% annually).  
*Annually, 11.3*
- 3** Institute a referral bonus to encourage IWA teachers to attract other excellent teachers to the school.  
*Ongoing, 6.4*
- 4** Identify and cultivate talented staff and faculty members to move into available leadership positions.  
*Ongoing, 6.3*
- 5** Publicly and regularly celebrate the achievements of faculty and staff members.  
*Ongoing, 6.3*



# Facilities

## GOAL ONE

Properly maintain existing campus and plan proactively for future needs.

## STRATEGIES

- 1** Evaluate options for restroom facilities on athletic field.  
*May 2020, 12.3*
- 2** Maximize opportunities to make Dick Runyun field self-sustaining through sponsorships, tournaments, and facilities rentals.  
*May 2021, 10.3*
- 3** Modify technology infrastructure to circumvent the old convent building.  
*May 2020, 13.1*
- 4** Conduct campus-wide facility walk-throughs to identify potential safety hazards and any areas in need of repair and/or upkeep.  
*Annually, 12.1*
- 5** Establish uniform guidelines for tree signage on campus and modify as needed for compliance.  
*July 2020, 12.3*
- 6** Evaluate the personnel structure for building maintenance to determine ideal number of positions and plan for succession.  
*July 2021, 12.1*
- 7** Identify needs and pursue opportunities to convert existing HS library space into a media resource center.  
*July 2022, 12.3*

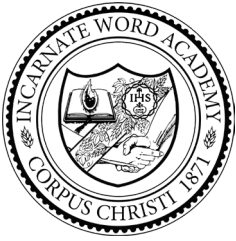


## GOAL TWO

Facilitate the development and construction of a new campus chapel.

## STRATEGIES

- 1 Assess and identify the specific needs for a new chapel including size, style, and possible building additions.  
*May 2020, 12.3*
- 2 Identify and hire architect to develop concept drawings and scope of work estimate.  
*May 2021, 12.3*
- 3 Develop and implement plan for construction of new campus chapel.  
*May 2023, 12.3*



# *Student Life*

## *Safety, Social, & Sustenance*

### **GOAL ONE**

Create and promote campus-wide initiatives to foster community, pride, and participation.

### **STRATEGIES**

- 1** Conduct a student survey on the cafeteria menu selections and modify where feasible.  
*Annually, 9.2*
- 2** Encourage and foster the creation of student-led clubs that address specific needs and interests of students, including organizations that promote campus pride.  
*Ongoing, 9.3*
- 3** Promote community through expanded Spirit Store offerings, pop-up stores, on-campus Spirit Store presence, and athletic-specific sportswear.  
*Ongoing, 9.3*
- 4** Provide meaningful speakers to address topics such as suicide awareness, bullying, digital citizenship, and vaping.  
*Annually, 9.2*
- 5** Promote collaboration and strengthen relationships with other Catholic schools in the diocese.  
*Ongoing, 6.4*
- 6** Solicit students' opinions on school, including academics, sports, and facilities.  
*Annually, 8.1*

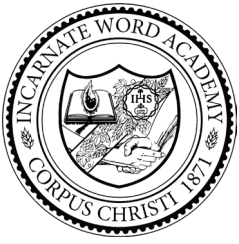


## GOAL TWO

Enhance safety measures across campus.

## STRATEGIES

- 1** Continue to assess and modify campus-wide safety initiatives to align with generally accepted best practices.  
*Ongoing, 12.1*
- 2** Create hurricane preparedness manual.  
*May 2020, 12.1*
- 3** Conduct campus-wide lockdown/lockout drills each semester.  
*Annually, 12.1*
- 4** Maximize use of Title IV funds to enhance safety measures.  
*Annually, 10.3*
- 5** Implement and evaluate continued use of the SafeAlert system.  
*October 2019, June 2020, 12.1*



# Marketing & Enrollment

## GOAL ONE

Effectively communicate, promote, and market the mission, vision, Catholic values, and outcomes of IWA to defined target audiences and all stakeholders.

## STRATEGIES

- 1 Cultivate relationships in the community to reach people moving to Corpus Christi.  
*Ongoing, 13.1*
- 2 Maximize on-campus marketing opportunities.  
*Ongoing, 13.1*
- 3 Enhance electronic media and social media posts to increase readership and shares.  
*Ongoing, 13.1*
- 4 Develop student Angel Ambassador program and engage students on internal school tours, feeder school visits, and community engagement activities.  
*May 2020, 9.3*
- 5 Celebrate school's 150<sup>th</sup> anniversary with current students/families, alumni and stakeholders.  
*May 2021, 2.6*
- 6 Solicit parents' overall opinions on school, including academics, faith formation, facilities, personnel, etc.  
*Annually, 9.1*

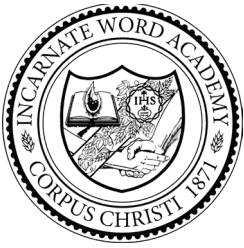


## GOAL TWO

Maximize enrollment by appealing to prospective students and improving student retention.

## STRATEGIES

- 1** Modify multi-child discounts to provide meaningful enrollment incentive.  
*January 2020, 13.2*
- 2** Identify and implement opportunities to celebrate retention.  
*Ongoing, 13.2*
- 3** Create parent-to-parent meet-and-greet opportunities to encourage encounters with prospective students and families.  
*May 2020, 13.1*
- 4** Work with various organizations to attract international students.  
*Ongoing, 13.2*
- 5** Improve the 8th grade shadow concept to increase retention between 8th and 9th grades.  
*December 2019, 13.2*



# Stewardship

## Finances & Fundraising

### GOAL ONE

Ensure financial sustainability by procuring the necessary resources and allocating them appropriately.

### STRATEGIES

- 1 Establish long-range planning committee tasked with researching alternative revenue streams.  
*September 2019, 13.3*
- 2 Revamp annual appeal to attract more donors.  
*September 2019, 13.3*
- 3 Research new grant opportunities to increase philanthropic support and replace declining grants.  
*Ongoing, 13.3*
- 4 Split Paradise Island and sports fundraiser to increase funds raised and to eliminate dependence on one event.  
*May 2020, 13.3*
- 5 Hold general and administrative expenses to 3% or less overall increase each year. *Annually, 10.4*
- 6 Establish realistic, multi-year subsidy request plan for consideration by the Incarnate Word Academy Foundation.  
*May 2020, 10.2*
- 7 Audit signage on campus and update as needed to provide appropriate donor recognition.  
*January 2020, May 2021, 13.3*



## GOAL TWO

Raise funds to support the construction of a new chapel on campus.

## STRATEGIES

- 1 Conduct feasibility study to evaluate level of buy-in from stakeholders and determine reasonable expectation for fundraising results.  
*May 2022, 13.3*
- 2 Launch silent phase of capital campaign to solicit lead gifts.  
*May 2023, 13.3*

## GOAL THREE

Ensure financial integrity and stability through sound financial practices and data-driven projections.

## STRATEGIES

- 1 Continue to engage with outside, independent auditor for annual audit and review.  
*Annually, 10.8*
- 2 Monitor relevant trends over time to make enrollment and budget predictions based on historical data as well as community trends.  
*Annually, 8.1*
- 3 Review and evaluate tuition and enrollment trends to set tuition rates with the potential to maximize enrollment opportunities.  
*Annually, 10.3*



*LEARNING TODAY  
LEADING TOMORROW*