



Incarnate Word Academy

Honoring Our Past, Embracing Our Future

Strategic Plan 2023-2027





Dear IWA Family,

What a banner anniversary year we are experiencing! For 150 years, IWA has been faithful in living out our mission to help young women develop and thrive through a strong program of Academics, Values, and Spirituality.

In 1873, no one could have imagined how IWA would transform into the school it is today. We evolved from being a school whose location was considered to be on the outskirts of the city on not-yet paved streets of Houston, to being located at the heart of it all.

Our buildings have changed to accommodate need and innovation. Our academic programs have advanced to serve the desire of our students to attend first-rate colleges and universities. Our forward thinking has allowed us to develop new programs such as our Young Leaders Program to nurture the gifts and skills our students have to become strong, caring and effective leaders within the school and in the community. What the students gain from this program will provide a foundation for their college years, careers and throughout life.

We are proud of our many successes, our resiliency and our vision. Now it is time to pause and look ahead, which is exactly what we did to prepare this 4-year strategic plan. The scope of the plan addresses three main areas:

- Admissions/Marketing
- Finance
- Student Experience

Our Strategic Planning Committee directed the effort. The plan was created in consultation with Administration, Faculty, Staff, Board Members, Parents, Past Parents, and Students over a period of six months. We are now on to the implementation phase.

The plan will serve as a guide and a compass to help us move the mission forward. Please take the time to view our goals. I look forward to periodically sharing the progress being made.

The interest, creativity, and hard work that brought this strategic plan to fruition was inspirational. I wish to thank all those who helped develop the plan and those who will continue on to help in its implementation.

On behalf of the Sisters of the Incarnate Word and Blessed Sacrament, we offer you, and all who support our educational mission, our gratitude and assurance that you are remembered in our daily prayers.

Praised be the Incarnate Word,

Sr. Lauren Beck C.V.I.

Sister Lauren Beck, C.V. I.

MISSION

Incarnate Word Academy provides young women with a Catholic college preparatory education, helping them grow in their relationship with Jesus, the Incarnate Word, and live according to His values.

We employ our three cornerstones of Academics, Values, and Spirituality to educate young women in preparation for college and to assist each of them in growing in her relationship with Jesus, the Incarnate Word. Our dedicated faculty inspires our students to work hard, be creative, and continue learning outside of the curriculum. Our diverse student body cares for and supports each other on their journey through high school, making friendships that last a Lifetime.

VISION

Incarnate Word Academy prepares students to graduate as Women of the Word –rooted in Academics, Values, and Spirituality and prepared to lead positive change in the world.

We are committed to our downtown campus, single-gender education, and smaller enrollment, resulting in a more personal, customized, rigorous college-prep education model.

We aspire to be the all-girls Catholic high school of choice in the Houston area for those students who are curious, courageous trailblazers seeking a distinctive educational environment that will prepare them as leaders for the challenges of their post-secondary school life.

TO ACCOMPLISH THIS WE WILL:

1. Promote our unique spirit, identity, and character by enhancing our marketing efforts to tell our unparalleled success story and ensure a thriving enrollment.
2. Expand our academic programs, attracting and retaining distinguished faculty and staff, and provide co- and extracurricular opportunities that will develop leadership skills and result in a transformational student experience.
3. Secure unrivaled funding to support the full cost of an IWA education and keep an IWA education accessible to all who seek it.
4. Strengthen alumnae, parent, benefactor, and friend engagement to inspire their involvement in the fulfillment of our mission.





MARKETING & ENROLLMENT

Incarnate Word Academy's strong identity as a Catholic high school is grounded in Incarnational Spirituality and in the tradition of the Incarnate Word Sisters. We will strengthen the brand and enrollment to further the mission.

TO ACCOMPLISH THIS

WE WILL:

1. Further develop the branding of the school's identity to support an education rooted in Academics, Values, and Spirituality and one that empowers its students through our Young Leaders Program. IWA will refine and focus the marketing program by creating recognizable and relatable branding to successfully reflect the character, values and mission of the Academy.
2. Create a comprehensive 4-year institutional marketing plan designed to increase awareness among prospective students and families, promote school identity in the Houston community, emphasize the uniqueness of IWA, and maximize enrollment potential.
3. Create an updated enrollment and recruitment plan that sets specific measurable, operational goals and objectives, guides the efforts of the internal admissions team, attracts prospective students to experience the IWA campus, and leads to maximum enrollment.



FINANCE

Incarnate Word Academy is fiscally sound, while steady financial growth is required to ensure our future. We remain committed to keeping IWA accessible for those who are committed to a Catholic, college preparatory education.

TO ACCOMPLISH THIS

WE WILL:

1. Maximize our strong balance sheet to provide additional funds for IWA Operations.
2. Create and implement a comprehensive advancement plan for each element of focus – annual giving, capital giving, planned giving – to further develop a “culture of philanthropy” and increase financial support for our mission.
3. Establish a multi-year tuition structure to support the school’s mission of educating students from all socio-economic backgrounds.
4. Develop closer relationships with alumnae, parents, benefactors, and friends, increase annual and endowment giving, and fund mission critical priorities.



STUDENT EXPERIENCE

Incarnate Word Academy is recognized for providing an outstanding education. Our Young Leaders Program prepares leaders for tomorrow, building character, courage, and values that form a strong foundation for college, careers, and meaningful lives.

TO ACCOMPLISH THIS

WE WILL:

1. Provide an educational experience that is rooted in the development of each student's abilities toward the goal of successfully entering college.
2. Develop next level steps to further implement a robust system of assessment, counseling, and support to ensure successful outcomes for all students.
3. Attract and retain faculty and staff who are highly qualified, professional, and committed to our mission.
4. Further develop the academic programs to incorporate future advancements in education.
5. Continue to develop the scope and impact of the Young Leaders Program and take it to the next level.
6. Create a comprehensive Catholic, action-oriented faith formation program for various constituencies to strengthen strong ties within the IWA community.
7. Continue to enhance and expand our use of technology.
8. Further develop athletics and arts programs that support our educational model of leadership, teamwork, character-building, and achievement of goals.



STRATEGIC PLANNING COMMITTEE

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We also thank members of our three focus groups: Parents, Alumnae, and Students.



INCARNATE WORD ACADEMY

A Catholic College Preparatory for Young Women, Est. in 1873



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