

GOAL 04

IWA will provide a safe environment for students, faculty, staff, and visitors by focusing on training, security, and facility improvements.

Measures & Actions

01 Long-range facilities improvement plan.

- Develop a master plan for improvements to the Austin Street Athletic Complex.
- Evaluate assets and infrastructure to determine useful life, identify repairs, estimate replacement cost and timing, and plan for future demand/growth.
- Conduct an audit of signs on campus; repair, replace, or add as needed; develop sign standards.
- Create a subcommittee to assess campus aesthetics and help seek funding/volunteers.

02 Reduced carbon footprint and electricity usage.

- Continue Go Green initiatives including:
 - Upgrade thermostats
 - Convert halogen lights to LED
 - Educate on energy-saving best practices
 - Tint windows throughout campus
 - Analyze electricity usage
- Create SOP for boiler and chiller operation

03 Expanded campus security.

- Create a subcommittee to conduct a security vulnerability assessment.
- Identify number and locations for additional cameras.
- Ensure adequate number of radios.
- Analyze incident reports to ensure corrective actions taken.

04 Bi-annual active shooter drills with varied scenarios.

- Use local and state law enforcement to conduct active shooter training.
- Conduct varied bi-annual campus-wide drills.
- Add smaller drills for first and second level responders.
- Assess communications during drills.



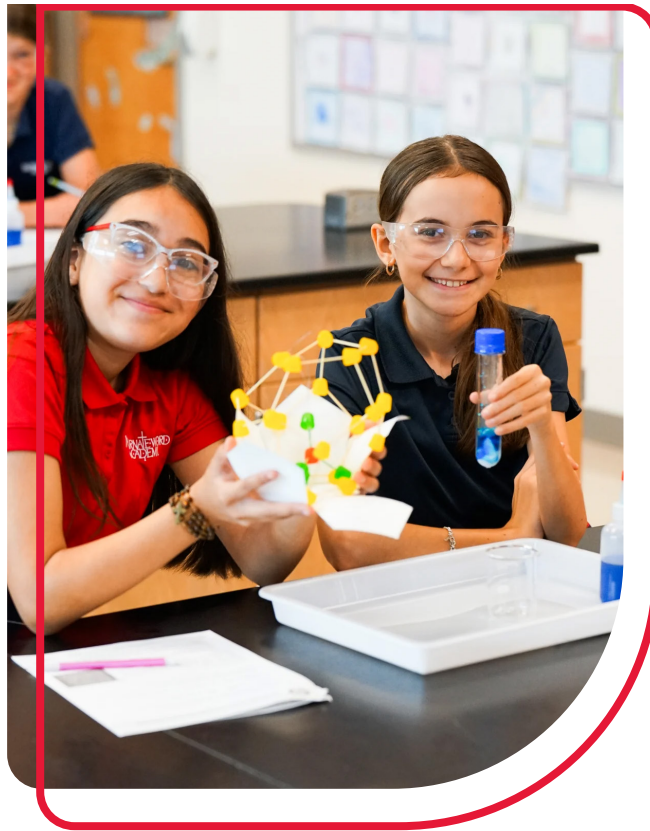
Strategic Plan 2025-2030



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STRATEGIC FOCUS

IWA will be a sustainable Catholic School imbued with the charism of the Sisters of the Incarnate Word and Blessed Sacrament providing exceptional elementary, middle, and high school level education in a safe environment.

GOAL 01

IWA will be sustainable by focusing on sound financial stewardship, enrollment growth, academy wide operations, and enhanced fundraising effectiveness.

Measures & Actions

- 01 Balanced budget with zero subsidy from IWAF (not including tuition assistance grant) by 2030.**
 - Continually assess programs to invest in value-generating programs and divest from underperforming initiatives.
 - Analyze budget to maximize cost savings opportunities.
 - Evaluate budgeting software and audit frequency to maximize efficiency.
- 02 Campus-wide student enrollment of 600 by 2030.**
 - Evaluate, expand, and enhance recruitment and retention initiatives through targeted marketing, faculty and staff training, implementation of customer service best practices, and additional volunteer and/or personnel support.
 - Create a committee to evaluate, implement, and promote vouchers once final parameters are available.
- 03 Academy unification and consistency across campus and all three levels.**
 - Evaluate staffing structures to identify opportunities to collaborate, consolidate, and streamline initiatives and effectiveness.
 - Combine the three Level PTOs into one Academy PTO to foster campus-wide consistency and collaboration.
- 04 Unrestricted fundraising of \$350,000 net per year.**
 - Plan and implement a robust volunteer management system for parents, alumni, and IWA community members.
 - Maximize reliance on volunteers for fundraising events to increase Advancement Team's ability to focus on major gifts.
 - Establish guidelines for donation requests from all groups to reduce requests to parents and to ensure adequate focus on fundraising for unrestricted dollars.
 - Cultivate donor, alumni, and parent relationships to increase unrestricted giving to IWA.

GOAL 02

IWA will extend the OVISS charism to contemplate, live, proclaim, and extend the Incarnate Word by focusing on student and parent faith formation, and charitable community partnerships.

Measures & Actions

- 01 Student participation in community service programs and outreach.**
 - Collaborate with Sisters for prayer intentions and advocacy, and create grade-appropriate service projects for the four focus areas.
 - Develop activities that engage students, parents, faculty, staff, and the broader community in strengthening their faith through service and prayer.
- 02 Increased opportunities for spiritual celebration and recognition.**
 - Provide periodic Masses or prayer meetings for athletes throughout the year, including a Mass or prayer meeting to start the school year.
 - Identify and convert a space in the HS to be a dedicated prayer space for students.
 - Expand Incarnate Word de Matels to nurture spiritual growth across campus with a structure designed specifically for each level.
 - Evaluate options for recognizing students who receive sacraments during the year, possibly at Mass, while being sensitive to non-Catholic students.
- 03 New opportunities for parent involvement and collaboration.**
 - Encourage families to form and participate in prayer groups that meet regularly on campus to pray the Rosary.
 - Provide a mechanism for parents to know, select, and be trained in various spiritually-enriching volunteer opportunities on campus.

GOAL 03

IWA will provide exceptional elementary, middle, and high school level Catholic education by focusing on data, professional development, curriculum alignment, and course expansions.

Measures & Actions

- 01 Testing outcomes (Iowa, PSAT, ACT/SAT, AP, ARK).**
 - Strengthen religious studies curriculum objectives relative to the domains tested in ARK.
 - Using assessment data, design professional development (PD) to address areas of need.
- 02 New academic offerings.**
 - Create new course offerings, especially in Fine Arts.
 - Increase dual credit opportunities through area college partnerships.
 - Provide PD on topics of AI and other current trends in education.
- 03 Vertical alignment across all three levels and within each subject department.**
 - Conduct end-of-year summative course review to strengthen subsequent year's curriculum.
 - On the half day in May, provide teachers an opportunity to share objectives met during the current year to maximize vertical alignment.
- 04 Religious studies curriculum that promotes learned and lived spirituality.**
 - Promote diverse student club offerings within the IWA community and encourage student participation.
 - Review HSL religious studies curriculum to ensure religious knowledge and encourage spiritual life to prepare students for life after IWA.

