

UNIVERSITY OF THE INCARNATE WORD

STRATEGIC PLAN: VISION 2020



THE MISSION

The first Sisters of Charity of the Incarnate Word, three young French women motivated by the love of God and their recognition of God's presence in each person, came to San Antonio in 1869 to minister to the sick and the poor. Their spirit of Christian service is perpetuated in the University of the Incarnate Word primarily through teaching and scholarship, encompassing research and artistic expression. Inspired by Judeo-Christian values, the Catholic Intellectual Tradition, and Catholic Social Teaching,¹ the University of the Incarnate Word aims to educate men and women who will become concerned and enlightened citizens within the global community.

The University of the Incarnate Word is committed to educational excellence in a context of faith in Jesus Christ, the Incarnate Word of God. Thus, through a liberal education² the university cultivates the development of the whole person and values of life-long learning. To that end, faculty and students support each other in the search for and communication of truth, thoughtful innovation, care of the environment, community service, and social justice.³

The University of the Incarnate Word is a Catholic institution that welcomes to its community persons of diverse backgrounds, in the belief that their respectful interaction advances the discovery of truth, mutual understanding, self-realization, and the common good.

VISION

The University of the Incarnate Word will be the premier Catholic university of choice in the Southwest, providing access to innovative, high-quality programs delivered with an emphasis on employability and personal development, graduating the diverse leaders of tomorrow.

CORE VALUES

Faith, Service, Innovation, Truth, Education

Planning Pre-amble:

Strategic planning is integral to shared governance. It allows for the respectful and collegial exchange of ideas between faculty and administration that advances the Mission of the University of the Incarnate Word as we chart the future.

Planning is a responsibility shared by trustees, administrators, faculty, staff, and students. Trustees are responsible for defining the mission and goals of UIW, preserving its independence, overseeing its administration, and preserving and enhancing the resources required for its effective operation. Authority for academic and administrative leadership in fulfillment of teaching and public service missions of the institution is vested by the Board in the President of the University.

It is the President's responsibility to guide the overall planning and management of UIW by identifying new academic opportunities, initiating change, facilitating program development, setting priorities, maintaining an environment conducive to creative scholarship, and managing institutional resources wisely and effectively.

Both short- and long-range planning were firmly established as institutional processes at UIW in the late 1980s and are based upon the foundational premise that Mission drives Vision.

The creation of an educational environment conducive to the free interchange of ideas and responsive to the changing needs of society is of the utmost importance to the continued vitality of the University. Yet, such an environment must provide mechanisms not only for generating ideas, but also for choosing among them, evaluating alternatives, and reaching decisions for the appropriate application of institutional resources.

UIW's rapid growth since 2000 has made planning an institutional imperative. The UIW brand - through our increased domestic and international name recognition - has allowed us to become a leader in many academic fields, especially healthcare.

Building upon our founding congregation's healthcare legacy from the 19th century, we've successfully opened schools of pharmacy, optometry and physical therapy in the 21st century that are graduating students that reflect the racial and ethnic diversity of not only South Texas, but of the entire state. It is our goal for the School of Osteopathic Medicine to do the same when it opens in 2017.

Contributing to UIW's brand development is the ever growing student life and student success programs; the University's successful participation in NCAA Division I Student Athletics; and the development and provision of facilities necessary to achieve success in these endeavors.

Sustainability is another critical component of planning. It is up to us to establish the parameters that will allow us to fulfill our responsibility of stewardship of UIW well into the future.

Planning must include a moral and economic imperative of limiting student debt and also of ensuring that students graduate in a timely manner. These carry financial implications for both students and UIW in terms of retention, persistence and graduation.

Equally as crucial is that the UIW educational experience must provide students with the tools necessary to succeed in an increasingly competitive global marketplace.

The key to our planning efforts is that true quality emanates from the members of the UIW community since they represent the living embodiment of the Mission. It is because of them that UIW is not just an outstanding place to learn and serve, but to work. This commitment is what allows us to fulfill the academic dreams of the students that have entrusted their education to us.

UNIVERSITY STRATEGIC GOALS

Goal 1 Ensure the highest quality University education by

- Obj. 1 Increasing the retention rate of FTIC to 85% by 2020.
- Obj. 2 Increasing the 4 year graduation rate of FTIC to 60% by 2020 and 80% by 2025.
- Obj. 3 Increasing the number of students studying abroad by 50% by 2020.
- Obj. 4 Increasing opportunities for post graduate options (choices) including employability, graduate education, fellowships, etc.
- Obj. 5 Increasing the number of students participating in internships by 2020.
- Obj. 6 Increasing the use of information resources and emerging technologies in curriculum delivery and student services.
- Obj. 7 Increasing the financial literacy of our students to insure manageable student loan indebtedness while maintaining the current graduate default rate.
- Obj. 8 Increasing “the quality of student writing”
- Obj. 9 Increasing the retention rate of EAP students by 10% by 2020.

Goal 2 Expand delivery of health professions education

- Obj. 1 Increase access to health professions education, while creating options for underrepresented students.
- Obj.2 Construct a medical school to complement other health professions and related academic programs by 2017 at Brooks City Base.
- Obj. 3 Create four interprofessional and interdisciplinary courses by 2020.
- Obj. 4 Create a Health Professions Campus at Brooks City Base by 2020.

Goal 3 Provide high-quality facilities that respect the environment and support academic, student life and Division I athletic programs

- Obj. 1 Development of a University Master Plan that incorporates the following new facilities:
 - Student Engagement Center (2017)
 - Brook City Base Campus (2017)
 - Medical School

- Athletic Center (Tennis; Soccer (2 fields); Track & Field; Sports Arena; Concessions/Grandstand)
- Softball/Baseball complex (2017)
- Wellness Center / Engineering Center (2018)
- Indoor sports arena (2018)
- Parking facility (2018)

Obj. 2 Ensure classroom facilities that support evidence based teaching and learning practice

Obj. 3 Ensure appropriate, systematic maintenance of existing facilities to enhance campus aesthetics conducive to living, learning and teaching

Goal 4 Develop the UIW Brand Nationally and Internationally

Obj. 1 Cultivate mission stewardship and Catholic identity among the UIW employee community while ensuring integration into the student experience.

Obj. 2 Community members showing respect for human dignity and practice social justice in the workplace with workplace survey results in the top 40%.

Obj. 3 Increase UIW presence in international locations

- Development of the Irapuato Campus
- Expand our global initiatives by adding 10 new countries to our sister school list;
- Adding a new UIW study-abroad site
- Creating new programs and partnerships with other entities or institutions by 2020.

Obj. 4 Ensure successful participation in Div. I as measured by:

- Attaining Full membership status by 2018
- Eligibility for post-season play
- Competitive record for all sports
- Successful academic honors & graduation rates
- Successful APR of 950

Obj. 5 Provide increasing opportunities for populations historically underrepresented in higher education

Goal 5 Ensure the future viability of UIW and its commitment to South Texas by:

Obj. 1 Increasing the student application pool to consistently yield 900-950 FTIC and 350 Transfers

Obj. 2 Expanding recruitment markets in New Mexico, Arizona, Missouri, and Louisiana (emphasis on Southland Conference region)

Obj. 3 Maintaining a responsible discount rate of less than 49% for new students and an overall discount

rate of less than 45%, while supporting academic quality, growth and graduation.

Obj. 4 Achieving the Carnegie Community Engagement Classification by 2020.

Obj. 5 Increasing the University's endowment from \$125 million to \$140 million by 2020.

Obj. 6 Creating a workplace culture that motivates every employee to support the highest quality education for our students.

Obj. 7 Expanding access to educational opportunities through multiple delivery methods ("Disruptive Innovation")

Obj. 8 Increasing the enrollment in EAP by 25% by 2020.

Obj. 9 Increasing revenue generated for continuing education in EAP by 10% by 2020.