



## 2021-2024 STRATEGIC PLAN



Since 2005, Immigrant Welcome Center (IWC) has served our immigrant neighbors in Central Indiana. In that time, we have worked with thousands of individuals and families, connecting them to people, places, and resources they need to live healthy and productive lives. As we look ahead, we are committed to creating inclusive, welcoming, and equitable communities where the unique strengths, talents, and contributions of each person are harnessed—to build shared prosperity.

To honor this commitment, we have adopted our new mission, vision, and values. Further, to ensure that our work and its impact remains relevant and meaningful, we have developed a clear Three-Year Strategic Plan that outlines our near-term priorities. Our Strategic Plan was informed by robust stakeholder research and guided by a Steering Committee made up

of IWC board, staff, and natural helpers, in partnership with the consulting firm Hedges. During this comprehensive process, we engaged over 50 community partners and supporters and heard from immigrant communities in their native languages.

Our strategic plan outlines how we will live out our values as we build on the incredible impact we have achieved with our partners, and work toward our newly revised mission and vision with boldness and clarity. Most importantly, this plan ensures that we remain centered on the needs of immigrants as our world and our work continues to evolve.

We are excited to share this plan for our future and invite the entire community to join us in helping to ensure that every immigrant in Indiana is seen, embraced, welcomed, and included regardless of his/her/their background.





## **VISION + MISSION + VALUES**

### **VISION**

Every immigrant in Indiana is thriving

### **MISSION**

To be a trusted partner and advocate for all immigrants

### **VALUES**

Equity • Accountability • Collaboration • Trust





## **EQUITABLE AND WELCOMING CULTURE**

**Goal 1:** To align and implement our values in our policies and programs every day

**Strategy 1.A:** Operationalize structures that are based in diversity, equity, inclusion, accountability, and continuous learning.

**Strategy 1.B:** Ensure staff, volunteers, natural helpers, and the board of directors embody IWC's values, and receive the support and tools necessary for success in their roles.

## **TRANSFORMATIVE COMMUNITY-CENTERED PROGRAMMING**

**Goal 2:** To provide relevant programming, best practices, and collaborative resources

**Strategy 2.A:** Prioritize immigrant voices to understand community needs, align our programming, and facilitate learning with our partners and community leaders.

**Strategy 2.B:** Use measurable results and community data to recommend best practices, engage leaders and partners, and inform policies.

**Strategy 2.C:** Utilize resources and partnerships to responsibly develop and deliver high-quality services.

## **CONSISTENT BRAND IDENTITY AND INCREASED AWARENESS**

**Goal 3:** To ensure more people know what Immigrant Welcome Center stands for and does

**Strategy 3.A:** Tell a consistent story that amplifies our impact, creates connections, and inspires action.

**Strategy 3.B:** Make our story accessible and relevant to all stakeholders.

## **SUSTAINABLE DEVELOPMENT**

**Goal 4:** To build diversified and sustainable funding

**Strategy 4.A:** Invest in a comprehensive development program that invites support and leads to donor loyalty.

**Strategy 4.B:** Seek additional earned revenue funding streams.

**Strategy 4.C:** Develop and maintain a transparent and multi-year financial infrastructure.



## CONTACT US

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Immigrant **Welcome** Center

