

Strategic Plan 2025-2028

Vision: Immigrant Welcome Center is a trusted, visionary leader that advocates for all immigrants in Indiana. We're known for our expertise, impactful programs, and robust network of collaborators.

PILLAR ONE: EQUITABLE AND WELCOMING CULTURE

Goal: To continue aligning and incorporating our values in our policies, programs, and people every day.



- 1.A Empower IWC employees and promote adaptability through professional growth pathways, leadership development opportunities, and thoughtful succession planning.
- 1.B Provide Natural Helpers, volunteers, and the Board of Directors the relevant support and tools to be successful in their roles and embody IWC's values.
- 1.C Use community data and measurable results to engage decision-makers, build partnerships, and advocate for policies that promote welcoming communities.

PILLAR TWO: TRANSFORMATIVE COMMUNITY-CENTERED PROGRAMMING

Goal: To optimize IWC programs for deeper community impact



- 2.A Use data to inform the design, delivery, and assessment of programs that anticipate challenges and adapt to the evolving landscape.
- 2.B Enhance programming, opportunities, and outcomes by building and bolstering partnerships with mission-aligned organizations and employers.

PILLAR THREE: CONSISTENT BRAND IDENTITY AND INCREASED AWARENESS

Goal: To build greater awareness of what IWC stands for and does



- 3.A Expand accessibility and language representation of client resources and marketing materials.
- 3.B Invest in marketing tools and communication strategies that promote IWC's brand with diverse audiences.
- 3.C Use storytelling to amplify immigrant voices, inspire advocacy, and create connection with IWC.

PILLAR FOUR: SUSTAINABLE DEVELOPMENT

Goal: To ensure IWC's long-term financial stability



- 4.A Grow and sustain revenue streams for IWC's work through targeted fundraising strategies to engage diverse funding sources at all levels.
- 4.B Cultivate long-term relationships with a diverse range of funding partners to strengthen the IWC's ongoing financial health.