

WESTMINSTER CHRISTIAN ACADEMY
STRATEGIC PLAN
September 10, 2012

Priority #1

Provide world-class programs and opportunities in academics, athletics, and the fine arts.

Strategy #1: To foster an understanding of the unity of academic disciplines, reconfigure the focus and the structure of the academic program so that students learn each discipline in the context of other disciplines.

Goal #1: Faculty-wide commitment to cross-curricular instruction with interdependence and integration between disciplines.

Initiatives:

1. Improve the integration of academic disciplines for effective student learning by seizing opportunities presented by Westminster's independence from state mandates that require traditional departmental structures and separation into distinct disciplines.
2. Create time, systems, and the expectation of collaboration between math and science teachers to explore ways that the basic principles in each discipline overlap to enhance students' understanding of the unity of knowledge in each field.
3. Create time, systems, and the expectation of collaboration between teachers in the humanities to explore ways that the events, key figures, and ideas in each discipline interconnect to enhance student understanding.

Strategy #2: Utilize the newly generated essential questions in math and science to establish a set of common core standards in those departments that addresses the tension between in-depth exploration and broad-based coverage of material to ensure mastery of the material for students at all ability levels.

Goal #1: Reach a department-wide consensus concerning the essential knowledge central to each course in the math and science strands to limit instruction to that core curriculum.

Initiatives:

1. Implement alternative techniques for pacing the curriculum to ensure that students understand not only the "What?" but the "So What?" and "Now What?" of each subject and unit in math and science.
2. Evaluate and implement those alternative pedagogical approaches to math instruction, both domestic and foreign, with proven track records of success for students of all ability levels.

3. Ensure that Westminster students with an interest in STEM fields are proficient in the core content areas necessary for success, thereby overcoming the national trend that 60% of high school graduates enter college without the math skills necessary for those majors.

Strategy #3: Create greater margins of time for teacher and student collaboration designed to improve student learning and professional growth for teachers.

Goal #1: Implement an effective plan for how bell schedule and yearly calendar can best serve the goal of giving teachers more opportunities to work together to better serve student learning.

Initiatives:

1. Evaluate the current bell schedule to see if the time available best serves the goal of student learning. Specifically, determine if common planning periods can be scheduled for upper school teachers who share the same teaching assignment.
2. Consider how Response to Intervention (RTI) can best be integrated into the daily/weekly schedule.
3. Evaluate the annual calendar to see if it best serves the goal of student learning and teacher collaboration.
4. Consider how Professional Learning Community (PLC) time should best be configured to ensure optimal opportunities to address collaboratively the broad range of students' needs and investigate strategies to ensure that they are mastering the core competencies in each discipline.
5. Continually assess the schedule for Thursday morning meetings to assure the best use of time to accommodate the various horizontal and vertical PLCs (i.e., neighborhoods, departments, grade levels within departments).
6. Complete the curriculum mapping process in the English and History Departments and have them teach/model the uses and benefits of the software to other departments.
7. Distribute data and train teams of teachers in horizontal and vertical PLCs to use the data from the various types of achievement testing (i.e., ERB, PLAN, PSAT, SAT, ACT) to improve pedagogy and student learning.

Strategy #4: Ensure understanding, commitment, and consistent implementation of the pillars of what great teaching means at Westminster Christian Academy within the context of the Mission and Vision Statements, the Educational Objectives, the Philosophy of Curriculum, and the Principles of Pedagogy.

Goal #1: Challenge all teachers to be exceptional through a reexamination of and commitment to a school-wide pedagogical philosophy and methodology consistent with the mission of Westminster Christian Academy.

Initiatives:

1. Structure meetings, in-service and induction for new teachers around the essentials of the documents listed above.

2. Evaluate teachers using techniques and tools based on the principles defined in the Westminster Mission Statement, Educational Objectives, Philosophy of Curriculum, and Principles of Pedagogy.
3. Establish a mentoring program with systems and programs that are centered on the Mission Statement, Educational Objectives, Philosophy of Curriculum, and Principles of Pedagogy.
4. Integrate the ongoing plans and practices of the Center for Teaching and Learning with the principles articulated in the Westminster Mission Statement, Educational Objectives, Philosophy of Curriculum, and Principles of Pedagogy.

Strategy #5: Examine and update Westminster's graduation requirements (including the three-diploma track system, the role of AP courses in the curriculum, the allocation of credits among departments, and the wisdom of specialized majors) to include any changes needed to better reflect Westminster's Philosophy of Curriculum, Principles of Pedagogy, Educational Objectives, and Mission Statement.

Goal #1: Ensure that Westminster's ongoing academic expectations and requirements for students of all ability levels accurately reflect the values and priorities articulated in the school's foundational documents.

Initiatives:

1. Update the three-tiered diploma approach to ensure appropriate rigor through the current system.
2. Update the current credit requirements for each department to reflect the priorities and values of Westminster's core beliefs as stated in the documents listed in Strategy Five.
3. Consider the opportunities presented by specialized majors in various disciplines to determine if and how they would enhance Westminster's academic program.
4. Establish and implement an academic improvement plan that would help students who fall behind to meet the graduation requirements in the diploma track that they are pursuing.
5. Establish a methodology for identifying students with exceptional academic ability and potential and establish programs (e.g., gifted program) that will effectively meet their needs.

Strategy #6: Establish a specific approach for utilizing online learning to enhance or broaden specific aspects of the Westminster curriculum.

Goal #1: Develop a philosophy of online education and a Westminster-specific program to establish the future of online classes.

Initiatives:

1. Research and analyze best practices in online education to determine whether and how online options can or should supplement Westminster's current academic program.

2. Decide when and whether students can take online classes in lieu of classes offered as part of WCA's existing curriculum (e.g., course recovery classes).
3. Determine the merits and parameters of offering online courses taught by Westminster faculty.
4. Establish and implement an online program that incorporates the best pedagogical practices for online learning as defined by WCA's core values and beliefs.

Strategy #7: Expand the integration and adoption of the "Ten Pillars for Westminster Athletics" across the athletic program.

Goal #1: Achieve measurable consistency in the integration of the "Ten Pillars" as non-negotiable principles for all Westminster athletics.

Initiatives:

1. Require coaches to develop and implement an annual team plan (skill development, character development, and team goals/objectives) for each athletic program.
2. Determine the definition of success for all athletic teams.
3. Evaluate the performance of coaches in implementing the "Ten Pillars," annual team plans, and definition of success for their programs.

Strategy #8: Build and enhance the Westminster coaching community and culture in order to ensure collaborative, supportive leadership of the 7-12 athletic program.

Goal #1: Establish and implement plans, protocols, and practices that will build the quality and effectiveness of the coaching staff.

Initiatives:

1. Establish clear lines of communication between the Athletic Department and Administrative Team to identify potential coaching vacancies in order to effectively screen and recruit applicants with coaching experience and/or potential.
2. Establish a weekly meeting time in the school schedule for coaches within each sport to meet with each other and the athletic director.
3. Implement a mentoring program that will provide time and opportunity for experienced coaches to teach and train younger, inexperienced coaches.

Strategy #9: Maximize the potential of the athletic facilities and resources on the Town & Country campus to advance Westminster athletics and the overall school program.

Goal #1: Advance efforts to effectively utilize the athletic program to build Christian character (Ten Pillars) and healthy habits and life styles.

Initiatives:

1. Develop and implement plans and strategies that will leverage community use of the WCA athletic facilities in order to attract the St. Louis community to the campus and create income streams that could be used to support the athletic and general operations budget.
2. Evaluate the potential of adding boy's lacrosse, girl's field hockey, and water polo to the athletic program. The evaluation should include (1) demand for the sport and overall viability going forward, (2) facility capacity, (3) budget impact, (4) impact on other sports during those seasons, and (5) potential availability of coaches.

Strategy #10: Effectively communicate the legacy, history, and success of the Westminster athletic program.

Goal #1: Utilize the communications and public relations resources to effectively communicate information about the Westminster athletic program.

Initiatives:

1. Include information in the athletics section of the WCA website that celebrates the legacy, history, and success of the athletic program.
2. Celebrate and communicate the success and performance of athletic teams, coaches, and players both on and off the playing field (e.g., evidence of Christian character, leadership, service, and understanding/implementation of the Ten Pillars).

Strategy #11: Capture and inspire more students to participate in the fine arts.

Goal #1: Utilize Westminster's world-class fine arts facilities to inspire curiosity and imagination regarding God's world and our place in it.

Initiatives:

1. Utilize interdisciplinary learning to enable students to effectively connect the arts to academic disciplines.
2. Reexamine the fine arts curriculum requirements for upper school students and the number of available electives.
3. Encourage and reward student participation in the fine arts outside of Westminster.
4. Expose students to successful artists and creators, especially from the Westminster alumni community.

Strategy #12: Strengthen and deepen the fine arts experience for Westminster students.

Goal #1: Enable students with gifts, interest, and passion for the fine arts to maximize learning and skill development during their Westminster experience.

Initiatives:

1. Establish the fine arts major in the upper school program.
2. Enable students to build comprehensive portfolios using contemporary tools.
3. Establish partnerships with local colleges and universities that will enrich the fine arts experience for Westminster students.
4. Effectively communicate and market opportunities in the fine arts to the St. Louis community.
5. Build and implement a robust summer program in the arts.
6. Provide avenues for student participation in local, regional, and national fine arts contests and displays.
7. Consider establishing a fine arts scholarship to be awarded to a graduating senior with significant promise and commitment to the arts.

Strategy #13: Utilize the fine arts to tell the Westminster story.

Goal #1: Provide Westminster students with real and meaningful opportunities to “engage the world and change it for Jesus Christ” in and through the fine arts.

Initiatives:

1. Create and complete projects for the St. Louis community.
2. Communicate the gospel message through our student artists and their work/performances.
3. Utilize Westminster students and teachers to serve the local elementary schools with special displays, instruction, presentations, etc.
4. Glorify the space on our new campus with student art and performances.

Priority #2

Ensure missional and financial sustainability through creative and effective utilization of resources, effective assessments, program development, community partnerships, and innovative funding programs.

Strategy #1: Ensure long-term access and affordability for Christian families in the St. Louis region.

Goal #1: Establish and implement a 5-year, flat tuition plan.

Initiatives:

1. Attain upper school enrollment of 720 students (180 per grade) by 2016-2017.
2. Attain middle school enrollment of 320 students by 2016-2017.

3. Expand Westminster's geographic/demographic footprint through innovative programs and initiatives (e.g., transportation program, online education, home school or elective course offerings, etc.).

Goal #2: Establish and implement a 5-year plan to grow non-tuition revenue to \$350,000-\$500,000 by 2016-2017 and increase non-capital giving.

Initiatives:

1. Increase facility rental income to 50% of non-tuition revenue.
2. Determine the viability and potential for hiring an event planner to facilitate and increase facility and non-tuition revenue.
3. Build income from Camp Westminster, food service, and the bookstore to 35% of the non-tuition revenue goal.
4. Establish a requirement that designates a fixed percentage (i.e., 10-15%) of all fundraising income for financial aid, endowment, and program development.

Goal #3: Establish and implement a 5-year salary/expense management plan to cap total expense increases at 3.5% or less on an annual basis with salaries/benefits comprising 82% +/- of expenses.

Initiatives:

1. Effectively utilize key dashboard indicators to ensure that the Westminster "product" is not compromised or diminished.
2. Research best practices and evaluate establishing a merit-based pay scale.
3. Effectively utilize part-time teachers and teacher aides to meet discipline-specific needs and decrease salary/benefit costs.
4. Maximize classroom capacity (24 students) and establish guidelines for offering classes with fewer than 15-20 students.
5. Add a measurable "sunset provision" to existing programs (i.e., if we add a program, we delete another).
6. Maximize technology resources to provide for effective stewardship of resources (e.g., moving more toward paperless communication).
7. Eliminate entrenched expenses and entitlements, and empower the administration to flexibly contain costs through a defined new program protocol that establishes defined requirements and goals, comprehensive evaluation at the conclusion of the three-year period, and elimination of the new program if expectations and goals are not met.

Strategy #2: Strengthen and assess the spiritual life development of Westminster students.

Goal #1: Enhance the effectiveness of the spiritual formation culture at Westminster through consistent and intentional initiatives, programs, and relationship-building venues and opportunities.

Initiatives:

1. Articulate and publicize Westminster's vision, mission, and core values to the student body in order to ensure that they are well informed about the foundational beliefs and principles that we are striving to integrate into their minds, hearts, and lives during their Westminster journey.
2. Evaluate our curriculum across the academic departments regarding effectiveness and consistency in integrating the vision, mission, and core values into the Westminster curriculum, cocurricular programs, and school culture.
3. Develop and implement training and mentoring programs that will enable teachers to effectively and consistently integrate the vision, mission, and core values into the lives of students during their Westminster experience.
4. Establish a "Spiritual Life" oversight/assessment program that will ensure that teachers are effectively and consistently integrating the vision, mission, and core values into the Westminster program and culture.

Strategy #3: Enhance the integration of the mission, vision, core values, and philosophy into the ethos of Westminster Christian Academy.

Goal #1: Develop and implement new programs, initiatives, and assessments that will more effectively integrate the spiritual and missional heart of Westminster into the daily lives of students.

Initiatives:

1. Expand spiritual formation and Christian worldview learning opportunities via distance learning programs, webinars and other innovative programs that utilize technology resources.
2. Include vocational classes and opportunities in the WCA curriculum and program in order to better advance our "we enroll families" core value and serve students who are not pursuing a college preparatory track.
3. Complete an analysis of the WCA curriculum and program to determine if it is meeting the needs of a broad range of student interests, gifts, and needs.

Goal #2: Assess the effectiveness of WCA in fulfilling its mission in the lives of students.

Initiative:

1. Establish and implement an effective assessment (e.g., Willow Creek "Reveal" Instrument) of student spiritual formation during and after their time at Westminster.

Strategy #4: Gain a clearer and complete understanding of our customers (e.g., students, parents, and teachers).

Goal #1: Establish metrics and assessment tools that will provide crucial data about our students, parents, and teachers that will provide important information and insights that will guide planning and decision-making.

Initiatives:

1. Identify data resources that will enable us to gain insights and information that inform action items and decision-making.
2. Establish plans and protocols that will provide opportunities to make meaningful observations about the lives of our students, parents, teachers, and coaches.
3. Identify behaviors, attitudes, and perspectives that are strengths that we can build on and areas of weakness that need our attention.

Strategy #5: Increase effectiveness in transforming the spiritual and personal lives and character of students during their Westminster experience.

Goal #1: Multiply “pivotal experiences” and “meaningful conversations” that are transformational characteristics of the Westminster culture.

Initiatives:

1. Identify and catalogue the transformative experiences and conversations that students experience during their time at Westminster.
2. Establish metrics to help assess effectiveness in incorporating the identified pivotal experiences and meaningful conversations into the lives of students.
3. Utilize information and data gained from items #1 and #2 above to inspire students to dream about who they are and who God has planned for them to be.

Strategy #6: Personalize and customize the profile, progress, and aspirations of students during their Westminster career.

Goal #1: Consistently gather and catalogue data in personal digital profiles that will help students discover God’s design and purpose for their lives and provide crucial information for teachers to guide counsel and decision-making.

Initiatives:

1. Determine best practices in this area through research and school visits, and connecting with professionals with experience and skills in this area.
2. Establish a digital system for collecting and storing the data in individual portfolios.
3. Include spiritual formation information in the student profiles.
4. Identify crucial Christian character and maturity traits that must be incorporated into the teaching, modeling, discipline, and leadership lives of students (e.g., restraint and patience, encouraging words, forgiveness, respect for authority, etc.).

Priority #3

Identify, recruit, grow, and retain high quality teachers and administrators.

Strategy #1: Enable Westminster to recruit and retain a world-class faculty and staff.

Goal #1: Recruit exceptional teaching candidates who fit our Reformed faith requirement.

Initiatives:

1. Evaluate the merits of securing the services of a consultant to help shape the way Westminster recruits and hires teachers.
2. Establish a recruitment team to help identify and recruit potential teacher and administrator candidates for the short and long term.
3. Be intentional about recruiting a diverse faculty and staff.
4. Improve communication and personal relationships with the education departments at both Christian and non-Christian universities to identify the very best teaching candidates who fit our Reformed faith requirement.
5. Explore ways to partner with local universities by inviting their teacher candidates to work with our students in areas such as Academic Lab, Advisory and other RTI programs, providing the teachers-in-training with real-world experience and exposure to what life would be like as a teacher at Westminster.

Goal #2: Provide financial remuneration that makes Westminster the most desirable choice for exceptional teacher candidates who fit our Reformed faith requirement.

Initiatives:

1. Conduct a market study of CSI, ISACS, ISSL, NAIS, and area public schools and analyze salary and benefits packages offered by these school communities.
2. Provide a salary and benefits (retirement, health insurance) package competitive with Christian, independent, and public school communities.
3. Evaluate the feasibility of a restricted donations program for a sizeable endowment that would increase faculty compensation.
4. Consider providing stipends for faculty leadership and work that teachers do beyond their contractual school day (e.g., leading and chaperoning school events, leading and participating in summer research and curriculum development).
5. Evaluate and revise the Cocurricular Stipend Schedule.

Goal #3: Develop ways, other than financial remuneration, to attract potential candidates to Westminster and to retain those already employed here by promoting and ensuring a positive environment focused on relationships.

Initiatives:

1. Maximize the use of technology to increase efficiencies and provide more teacher time for instructional purposes (e.g., communications, student record keeping, substitute teacher facilitation).
2. Remove restrictions from personal business days so that teachers may have two full personal days per year.
3. Be intentional about finding creative ways within the school day and throughout the year to recognize and celebrate the accomplishments and exceptional work of Westminster teachers, improving the overall work environment and boosting teacher morale and motivation (e.g., coffee and bagels; periodic free lunches in the Café; faculty recognition celebrations that acknowledge innovation, achievements, and “above and beyond” contributions).
4. Create a daily schedule that provides time within the school day, several times per week for teachers to meet with students to re-teach material or to provide extra challenge, resulting in improved RTI and the extra benefit of slowing down the pace of the school day for both teachers and students.
5. Develop an on-site childcare program or a partnership with an existing childcare facility, open to the covenant community but available for Westminster faculty and staff at free or reduced rates. Such a program would be a value-added benefit.
6. Increase funds to encourage teachers to pursue mastery in their fields, a known motivator, by raising the cap on tuition reimbursement and paying for continuing education costs not presently covered under the allocated tuition reimbursement (i.e., travel expenses, room and board).
7. Develop and implement a faculty evaluation of administrators.
8. Develop and implement a faculty evaluation of programs.

Strategy #2: Enable Westminster to provide a world-class professional growth program to build an ever-improving and innovative world-class faculty and staff.

Goal #1: Make “becoming better than we once were” and “professionalizing the profession” a priority and a possibility for every teacher by weaving professional growth into the fabric of our school culture.

Initiatives:

1. Determine an optimal and appropriate annual professional development budget.
2. Establish, communicate, and implement a policy and protocol for applying for and receiving approval for professional development funding, and accountability for the use of the funding (e.g., financial, presenting appropriate reports and presentations to administrators, PLCs).
3. Clearly communicate school-wide annual professional development goals and initiatives to the faculty and provide ongoing support and coaching through the CTL, Neighborhood PLCs, Middle School Teams and Department PLCs that will ensure full and faithful implementation of those goals.
4. Define and communicate the role of the teacher-leaders in the CTL and the services provided by the CTL in order to better serve the established faculty, resulting in a more effective embedded professional development program.

5. Develop and implement programs (e.g., release time and substitutes for teacher observations of master teachers; “Wednesday Workshops”).
6. Develop and implement policies, protocols, and guidelines that will clearly define appropriate teacher/student boundaries relating to personal relationships and social media.

Strategy #3: Develop and implement methods for Westminster to better identify and grow potential leaders.

Goal #1: Identify and support the development of teachers and staff who have leadership potential and interest.

Initiatives:

1. Clarify and communicate the process by which teachers may express interest in and explore leadership opportunities.
2. Support grassroots ideas and initiatives by encouraging teachers to present their ideas to department chairs, the CTL, and administrators.
3. Establish a formal Leadership Development Program that would identify potential leaders, provide them with mentors, provide leadership education, and open the door to leadership opportunities.
4. Establish and implement a program that would provide opportunities for teachers skilled in the area of technology integration to provide training and support for colleagues.

Priority #4

Advance the Westminster community and deepen its impact on our families, region, nation, and world.

Strategy #1: Build a diverse school community and culture that reflects the Kingdom of God.

Goal #1: Cultivate a school culture that embraces cultural, ethnic, denominational, and learning differences.

Initiatives:

1. Increase minority enrollment to 25% of the student population.
2. Establish a broader and richer understanding of community and diversity, thus moving away from a “black and white” racial-only perspective to one that includes socioeconomic, cultural, denominational, and learning differences.
3. Create a greater culture of inclusion within the context of a biblical worldview.
4. Establish and implement an effective Diversity Awareness Program (DAP) called “*Building God’s Kingdom through Education.*”

5. Plan and implement two diversity awareness programs for faculty and staff during the academic year.
6. Plan and implement regular programs and information-sharing strategies for targeted groups (i.e., students, parents, church leaders) focused on relevant diversity-related topics.

Strategy #2: Enhance the Christian worldview development of students while strengthening the Christian education movement through our international programs and partnerships.

Goal #1: Support and cultivate new international student programs and partnerships.

Initiatives:

1. Expand and deepen the partnership with Saemmul Christian Academy, Seoul, South Korea.
2. Support and strengthen current international student programs and provide new opportunities for international students and families to be an integral part of the Westminster culture and community.

Strategy #3: Expand service-learning opportunities for students.

Goal #1: Provide more opportunities for students to engage, serve, and impact the local community.

Initiatives:

1. Connect and partner with local churches and faith-based organizations to create opportunities for all Westminster students to fulfill our core value to “lead with our serve.”
2. Develop Summer Seminar-type classes that provide hands-on learning opportunities and explore issues in the St. Louis region (e.g., refugee and immigrant issues, urban development and its challenges, racial reconciliation in St. Louis, etc.).

Strategy #4: Establish a high-impact steering committee focused on creating a self-sustaining movement to renew and strengthen the Christian education movement in the St. Louis region.

Goal #1: Invigorate the Christian education movement in the St. Louis region as evidenced by increased enrollment and new association partner schools.

Initiatives:

1. Host a summit meeting for key staff, Board members, leadership supporters and church leaders and members to establish a new vision, direction, and framework for a vision for more young people prepared to engage the world and change it for Jesus Christ.

2. Create a framework to build new and broader partnerships with churches that share a similar passion for impacting young people.
3. Create mutually beneficial strategies and relationships among all local Christian schools, including CSASL, to strengthen our collective impact on the St. Louis region.

Strategy #5: Formally establish the “Center for the Advancement of Christian Education” with the broader purpose of mobilizing the following: subject matter experts, policy-shapers, and content and resources for Christian schools nationwide and globally.

Goal #1: Develop and launch an organization that delivers and enhances the expertise necessary to grow Christian schools globally.

Initiatives:

1. Expose the success of Westminster and other leading Christian schools to our colleagues by participating as active members and contributors to educational organizations such as ACSI, CESA, Van Lunen, NAIS, and ISACS.
2. Establish platforms for key leaders/experts for speaking engagements, book publishing, and online media resources.
3. Develop a series of online training videos, webinars, and onsite seminars as a resource for Christian schools everywhere.
4. Expand Westminster’s global partnerships to three continents (Asia, South America, and Europe).
5. Consider implementing project-specific fundraising efforts to support worldwide mission programs.

Strategy #6: Align Westminster alumni into specific roles within our strategies for impacting Westminster students, regional schools, and national and international relationships.

Goal #1: Ignite and align Westminster’s diverse constituencies to engage at least 5% of the alumni for the purpose of making a meaningful difference regionally and globally.

Initiatives:

1. Establish specific “value-added” roles for curriculum enrichment at Westminster where alumni can be involved.
2. Identify and recruit alumni to provide leadership within our strategy to renew and strengthen the Christian school movement in the St. Louis region.
3. Recruit highly influential alumni in various regions around the United States to serve in high-impact roles within the Center for the Advancement of Christian education.

Strategy #7: Strengthen WCA's commitment to a comprehensive health, wellness, and nutrition program that will incorporate interdisciplinary learning and integrate all relevant areas of the school program.

Goal #1: Develop in students a life-long understanding of and commitment to healthy life-style habits and choices.

Initiatives:

1. Complete the physical education curriculum transition from a team and individual sports focus to a fitness/ strength and conditioning program that includes both the physical education and athletic programs.
2. Evaluate and consider the advisability of including lunch in the cost of tuition.
3. Integrate nutrition and well-being curricula across the disciplines.
4. Provide special events and programs that advance knowledge, understanding, and behavior relating to nutrition, fitness, and well-being.
5. Include all food services and availability under the umbrella of the school-wide health and wellness program.