

Executive Summary of Progress

President's Report

One of our first challenges when we came to Prairie was clarifying the mission, vision and values of the school. This was an exercise that, over the course of two years, gathered input from most of our major stakeholders and included several iterations with the Board. These are now fairly well defined and incorporated into our Constitution. They are values that are well known and embraced throughout the campus and have become the guideposts to the Strategic Plan, which is in the final stages of affirmation by the Board.

We have been working on several critical goals in the past few years including:

- Culture shaping; building a healthy working community
 - Working together in harmony
 - Bringing prayer back to a central community function
 - Re-vitalizing chapel
 - Developing a culture of transparency
- Bible-centric education, including a major revision to curriculum, delivered by our faculty
- Management Team development and retention
- Financial stability: cost containment and revenue growth
- Partnership development: business people, missions and churches
- Campus and facility cleanup and improved capacity utilization.

Another way to measure progress on our journey by noting where we are in comparison to where we have been.

- Our curriculum has become grounded in the Scriptures and focused on preparing people to meet some of the greatest needs in the world.
- In terms of financial stability, we have come from years of losses to break-even.
- In terms of campus teamwork, we have come from bureaucracy and siloing to transparency and harmony.
- In terms of public image we have dealt with attacks in the social media and now seem to be enjoying the quiet hum of peace and productivity.
- In terms of our facilities our campus was falling behind on maintenance. We have been reclaiming and redeploying old and tired buildings. It is becoming technologically current, we are renovating to improve building utilization, and we are beginning to think about beautification. Parable Place, for example, is beautifully renovated and fully paid for.

One of the biggest improvements is campus harmony, a central Biblical ethic. To be sure, harmony is tremendously efficient, allowing everyone to focus on the mission of the school, not on office politics. In the midst of a great deal of change, we have not been accused of poor communication. Clear communication provides the foundation of harmony and trust on which we are building. We work in an environment of informed collaboration, not blind trust.

Annual performance reviews are conducted across the majority of campus. We assess four things: Character, Competence, Compatibility and Cultural Fit (from Bill Hybels at Willow Creek). While simple, it is constructive and effective, providing the forum for review, discussion and documentation. These conversation starters allow us to “catch people doing good,” hear about ways we can improve and

explore ideas on how each person might want to grow in their role on campus.

We have been worried about corporate survival and building a healthy community culture. I think the abiding principle in our minds has been organizational health and stability. We now have a great team and we have retained them, so work force stability is good, even though we have gone through a payroll reduction of about 40%. Donation revenue was up 30% last year and is up a further 24% this year-to-date, helping cash flow and financials to improve. This has been a whole team effort and should reflect well on every person on the team.

We are not yet out of the danger zone because there is such a great need to rebuild and recapitalize.

Glenn Loewen, our Dean of Education, and several members of our faculty have been maintaining relationships with Academic Associations. We cleared our ten-year accreditation review with ABHE with solid affirmation for our strategy. I am now beginning to make time to begin building these relationships myself, together with Glenn, even to the extent that I have just been invited to membership on the ABHE Board. Membership on that Board will substantially raise the Prairie profile in the academic community.

In terms of external relationships, our primary focus over the past three years has been to build solid relationships in our local community and churches, with alumnae, missions and church denominations, and we are finding friendly reception among large donors and foundations.

- To build our contact with alumnae, three years ago we launched the “Raving Fans Tour”. Carrying that flag and attending Missions Fests, we have been to nearly 20 cities in the past six months.
- We have added a significant number of donor partners (about half of the Doerksen Dozen and Parable Place rebuilders had not given to the school in the previous 20 years).
- Four large donors have started giving to Prairie in the past year.
- I have spent significant amounts of time with some of our largest historical donors, including spending a week travelling to Cambodia and Vietnam with one of our largest long-term donors.
- We have added an annual Prairie Partners Dinner to our spring schedule, which allows us celebrate these relationships and tell the stories of how God keeps providing for us through these partners.

Most importantly, I believe we are building a healthy learning environment that nurtures creativity and innovation, founded solidly on the Scriptures. We have made large gains on program renovation and program excellence (like GlobeTREK and Aviation). We have launched a new Music and Worship Arts program that is fully funded. I think we have had amazing (probably miraculous) breakthroughs on many of these fronts with God-given leaders at each helm.

In conclusion, I think we have built a foundation and culture for growth, which in my mind is the next phase of our story. It has been our distinct privilege to serve in our capacities, on this team.

Respectfully,

Mark,

on behalf of the entire Management Team.