We have chosen the title YOKED TOGETHER for our Strategic Plan document because this describes both the reality for our success and the collaboration of our team.

This plan has been crafted by our efforts but every step of the way, we have asked God by His Holy Spirit for clarity, guidance and inspiration. His will, not ours. We will be diligent to work hard but our success will be determined by the degree that we allow ourselves to be yoked to Christ, allowing Him to lead, enable, and bring growth. As we plant and water, we recognize that it is the Creator who gives the increase. We are humbly dependent upon Him for any success of His work at Prairie.

This title also describes our team. As a team we are yoked together, united as individuals with the focus of accomplishing our three strategic goals. Each department is contributing with its own activities to fulfill these goals.

As we work to achieve this plan, we will continually seek to trust in the Lord with all our hearts and acknowledge Him in all our ways. This is key and as such, we will intentionally create the space and time to acknowledge God in all we do. We invite the Holy Spirit to lead us. Keeping our plans and efforts before the throne of God is of utmost importance because it is not by our might, nor by our power that we will succeed.

In all we do we want to be servants who
• **Discern** what our Lord wants,
  • **Steward** competently what He gives us,
    • Are wholeheartedly **dependent** upon Him.

As we take the next steps on this journey our constant prayer is to have ears that hear, eyes that see and hearts that love God and obey His leading.

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**John Grassmick**  
Board Chair

**Mark Maxwell**  
President

On behalf of the Prairie College Board and Management team.
Our "white hot why" is to be, and invite others to be, lovers of God.
Corporate Identity:

From the foundation of the school in 1922, our heartbeat has been “To know Christ and make Him known.” We continue in that tradition, in alignment with the global church.

Our Sole Purpose is:
To be, and invite others to be, lovers of God...

- who make disciples,
- who influence culture, and
- who build His kingdom

Our Mission - To help establish God’s kingdom by equipping and mentoring individuals through biblically integrated education for life and careers that will meet the greatest needs of the world for the glory of God.

Student Learning Outcomes (SLOs):
Our heart’s desire is that all our students, while members of our learning community, will be transformed by the Holy Spirit.

Students will be invited to:

- Be lovers of God
- Know and be nourished by God through the Scriptures
- Grow in obedience to Jesus Christ in the power of the Holy Spirit
- Be on mission for the kingdom of God

Core Values:

1. Christ Centered - Christ is the life-transforming centre of and reason for our learning community. We lovingly follow Him, under the guidance of the Holy Spirit, and gratefully depend on the Lord Almighty for all our needs.
2. Bible Based - The Bible is the God-breathed Truth through which He nourishes our community. We willingly obey it and willingly submit our lives, community and program to its authority.
3. Discipleship Directed - We are a faith community being discipled by one another as followers of Jesus. We diligently teach and eagerly learn His truth to be transformed together into His likeness.
4. Mission Mandated - God is on mission to bring redemption and reconciliation, sending His ambassadors into the world. We actively respond through lives of servanthood and sacrifice to honour God and for the good of others.
Context for Strategic Goals:

In working towards developing our Strategic Goals, we considered:

1. Our position in the marketplace
2. Reasons why students come to Prairie
3. An environmental scan
4. Our SWOT (strengths, weaknesses, opportunities, and threats) analysis

Position in the Marketplace - TRAINING FOR LIFE AND WORK:
Prairie is a Christian college community that is centered and grounded in the Word of God, so that, in preparation for life, we become lovers of God. On this foundation we endeavor to equip individuals with practical skills so that our students are ready to meet some of the world’s greatest needs.

Reasons Why Students Come to Prairie:
We have identified that students come to our college primarily to engage in one of three different focuses:

1. **Bible Learning & Personal Growth** – students who want to grow spiritually, socially and intellectually
2. **Ministry Focus** – students who know they want to be in full-time ministry and want to be prepared for this calling
3. **Vocational Focus** – students who want to be a part of a Christian environment, and study vocational skills from a faith-based perspective

In the *New Student Survey* conducted in September 2015, the students stated their main motivations for coming to Prairie were:

- To mature in my Christian faith - 89%
- Personal growth & development - 88%
- To gain a biblical foundation - 84%
- Vocational training - 69%
Environmental Scan:
Our environmental scan was derived from reading and assessing a volume of information such as reports, articles, books, surveys, and discussions with individuals from other institutions.

In general, the main conclusions are as follows:

1. **Employability:**

   **Our response:** *Our programs must connect with jobs and careers.*

2. **Declining Christian Affiliation:**

   **Our response:** *Our students must learn to speak truth in current, relevant and meaningful language to our neighbours. We must be winsome in our relationships, always prepared to give reasons for the hope that lives within us.*

3. **Segmented Perspective of Current Customers**

   **Our response:** *We will seek to be highly relevant in our teaching and application of biblical truth, engaging both the Word and Spirit.*

4. **Low Awareness of Christian Higher Education and Bible College Education**

   **Our response:** *We will focus on increasing the connecting points with the broad community, partners, churches, donors and alumni. We will clarify our messaging and be intentional with our targets.*

5. **Student Debt Trends**

   **Our response:** *We will seek to be well-capitalized in order to provide as much assistance through scholarships and bursaries to students as possible. Our desire is to make affordability a competitive advantage of Prairie.*


   **Our response:** *We will focus on communicating the importance of an education built upon a biblical foundation, as well as reach into the US with the opportunity of a quality education at a great value.*

7. **Enrolment Trends & Online Learning**

   **Our response:** *We will develop a high quality distance education platform that will endeavour to become a profit center for the school.*

8. **Aging Infrastructure**

   **Our response:** *We will create a Master Plan, articulate our deferred maintenance requirements, and seek funding to be able to address these areas of need.*
Gods of Babylon

Believe slow, bow your low, idols are home by beast of burden. The images that are carried about are humankind, a burden for the weary, they hop and down together, unable to rescue the burden, they them selves go into captivity.

Listen to me, officer of Jacob, you who walked in the house of Israel, and have since your birth, have your blood and gray hair, and I am, I will sustain you. I have made you and I will carry you, you will sustain you and I will rescue you.

To whom will you compare me or count me equal? To whom will you liken that we may be compared?

Some pour out gold from their bags and weighing not silver on the scales, there is a godsmen to make it in gods.

The Fall of Babylon

Go, go into the dust, Virgin daughter of Babylon, the ground over with a throne daughter of the Babylonians, no more will you be called queen of kingdoms. It was with my people, and desecrated my inheritance. I gave them into your hand, and you showed them no mercy.

Even on the aged, you said, I will consume forever! The eternal queen! But you did not consider these things or reflect on what might happen.

I am the Lord, your God, who brought you out of the land of Egypt. If you heed me, then you will live. If you do not listen, you will perish.
Based on information gained from our position in the marketplace, the different types of students that come to Prairie, the environmental scan and our SWOT analysis, the following Strategic Goals were created.

**Strategic Goal #1 | Learning** To expand our reach and reputation as a learning centre

**Strategic Goal #2 | Loving** To align our activities to enable lovers of God

**Strategic Goal #3 | Lasting** To be well-capitalized

While none of these goals are revolutionary, and are, in fact, goals that could be part of any organization’s strategic plan, we believe these are the right ones for Prairie at this time.

We want to be really clear so we can plan our activities well and achieve our goals. Further, as we are able to be clear, we will have specific, measurable and time-bound activities by which we can measure our progress in achieving each specific goal.
to have a sustainable and enduring influence
As we discussed these strategic goals, we developed strategic objectives to create definition around what each goal means and how we hope to achieve each goal.

**Strategic Goal #1 | Learning**
To expand our reach and reputation as a learning centre:
- Strategic Objective #1: Through world-class programs
- Strategic Objective #2: Through a solid distance education platform
- Strategic Objective #3: Through the development and execution of a comprehensive marketing plan
- Strategic Objective #4: Through strengthening donor & alumni relationships
- Strategic Objective #5: Through building a Round Table of advisors
- Strategic Objective #6: Through mutually beneficial partnerships

**Strategic Goal #2 | Loving**
To ensure our community enables lovers of God:
- Strategic Objective #1: To know & be nourished by God through the Scriptures
- Strategic Objective #2: To grow in obedience to Jesus Christ in the power of the Holy Spirit
- Strategic Objective #3: To be on mission for the kingdom of God

**Strategic Goal #3 | Lasting**
To be well-capitalized:
- Strategic Objective #1: Financial viability
- Strategic Objective #2: Enrolment plan
- Strategic Objective #3: Funding for scholarships
- Strategic Objective #4: Funding for facilities
- Strategic Objective #5: Funding for program development
- Strategic Objective #6: Funding to attract and develop renowned staff and faculty
- Strategic Objective #7: Asset & liability management
The strength of our brand is fundamentally important to our ongoing success. A strong brand that is a result of successful achievement of our mission will attract capital and help build resources.

It is essential that our brand expands in both depth of reach and quality of reputation. The information provided to us is that the general public, even those warm to the idea of Christian Higher Education, are not very aware of this type of education, and furthermore, even those that are aware do not really understand what Christian Higher Education schools offer.

**REACH:**

In order to broaden the REACH that Prairie has, we need to get the word out. We want to leverage partnerships and relationships that are mutual beneficial. These partnerships would focus on addressing some of the challenges articulated in the environmental scan (employability, experience, etc.), on creating world-class programs, and on enhancing the outcomes of Strategic Goals #2 & #3.

There are a number of approaches we will take to grow and enhance these relationships:

1. **New Relationships:** The President will be at the front lines to open doors, make contacts and periodically engage with specific relationships.

2. **Build Relationships:** As the President would not be able to give adequate time to every partnership, it will be necessary for everyone in the organization to become relationship managers, whereby they own and are responsible to continually engage in specific relationships. The goal is to manage the relationships so that Prairie is top of mind with these individuals or organizations. Example: Prairie should be viewed by organizations such as Capenwray and YWAM as their students’ “next step” in discipleship training, and Prairie should maintain relationships with these organizations in anticipation of them helping to fill our application pipeline.
3. **Alumni:** We will develop an effective Alumni network that is engaged and excited to spread the news of what the Holy Spirit is doing on campus and through our graduates.

4. **Messaging & Marketing:** We will develop a comprehensive marketing strategy that focuses on the right message at the right place and through the right means.

5. **Distance Education:** As we develop a solid distance education platform, we want to leverage this tool to reach beyond the traditional classroom to non-traditional students, and to other organizations nationally and internationally.

6. **Round Table of Advisors:** We will develop a network of advisors who are experts in their own right, and who are willing to support and champion Prairie within their own circles of influence. We will also seek to learn from these individuals in the areas where they are professionals, seeking to shorten our learning cycle by bringing the wisdom of proven best practices to all we do.

**REPUTATION:**

Expanding our reputation goes hand in hand with expanding our reach. We are aware that in order for good news to travel, there needs to be good news to share.

Our goal is to be in the top quartile with each of our programs. We call this “World-Class.” In order to determine just what will take our program offerings to this level, we will develop a process to assess and compare our programs with counterparts in the marketplace. We will also look to address challenges articulated in the environmental scan, as well as seek to ensure we meet the desires of this current generation to address real world needs.

Another key aspect of enhancing our product’s reputation is to have relationships with world-renowned faculty / adjunct faculty. In addition to the skilled faculty we currently have on staff, we will seek to partner with individuals who are leaders in their respective fields. For example, in the Music and Worship Arts program, this individual is Brian Doerksen. We will determine who this individual(s) will be for each of our other programs.

As the quality of our reputation increases, the depth of our reach will expand.
STRATEGIC GOAL 1 | Learning

TO EXPAND OUR REACH AND REPUTATION AS A LEARNING CENTRE

Strategic Objective #1: Through world-class programs

Success Outcomes:
We will know we are on track, if by 2019:

1. Prairie has achieved top quartile ranking in 5 program offerings
2. Prairie has external experts partnering with 75% of our programs
3. Prairie has students from 75% of our programs engaged in real world experiences as practicums, internships and learning experiences
4. Prairie has the opportunity for international and cross-cultural travel for 75% of our programs
5. Prairie has become known as a centre for biblical integration in Christian and vocational education

Strategic Objective #2: Through a solid distance education platform

Success Outcomes:
We will know we are on track, if by 2019:

1. A DE champion has been hired
2. The DE business model has been developed and standards for quality and delivery of product are well-articulated
3. We have 4 complete degree programs on-line by summer 2018
Strategic Objective #3: Through the development and execution of a comprehensive marketing plan

Success Outcomes:
We will know we are on track, if by 2019:

1. We are executing our marketing strategy and achieving the stated metrics
2. We have developed institutional messaging / language that has been embraced by each department
3. We have achieved a website conversion rate of 2.7% by the December 2018
4. We have achieved an increase in external website traffic of 1%
5. We have developed proper messaging for each program and have produced videos for 75% of our programs
6. We have developed a flagship video for Prairie College
7. We have identified and connected 9 significant stories with media that have amplified our reach at little or no cost
8. We have developed a content marketing strategy around “discernment” that is shared with our target market each week
9. Our social media strategy has educated, excited and engaged our network resulting in more donations, applications and recommendations

Strategic Objective #4: Through strengthening donor & alumni relationships

Success Outcomes:
We will know we are on track, if by 2019:

1. There has been an increase in the number of enthusiastic and engaged donors & alumni
2. We have 13 active, engaged and enthusiastic pockets of alumni supporters
3. We have increased both the quality and quantity of narratives & communications to our donor and alumni network

Strategic Objective #5: Through building a Round Table of advisors

Success Outcomes:
We will know we are on track, if by 2019:

1. Prairie has been able to bring on-board 21 active Round Table members, who are all assisting Prairie’s kingdom work by sharing their expertise and resources, and who are introducing Prairie to their network of friends, family and colleagues
Strategic Objective #6: Through mutually beneficial partnerships

Success Outcomes:
We will know we are on track, if by 2019:

1. We have 3 new corporate partners who are enthusiastic to support and engage with Prairie
2. We have 9 new ministry partners who are enthusiastic to support and engage with Prairie, and who are eager to work with our students through internships, practicums and placements
3. We have 6 new partnerships with organizations who are eager to employ our graduates
We have a dream that our campus and community will be a place where the Holy Spirit feels welcome.
Goal 2 | Loving

To ensure our community enables lovers of God.

This strategic goal is our heart, and yet it is the hardest goal to measure. This goal is the foundation upon which everything else (ministry and vocational training) is built and if we miss this foundation, we have missed everything. Jesus is our Treasure; God is our very great Reward. We want our students to hold loosely the things of this world, and hold tightly to Jesus.

As this is of utmost importance, we expect each department to embrace and actively engage with these priorities. In our classrooms these are reflected in the Student Learning Outcomes.

We want every student and staff member to be nourished by God through the Scriptures, and in recent years we have elevated the priority of Scripture in our education so that every four-year student will study the entire canon in the course of their degree program. We will continue to find ways where students will be more and more nourished through the Scriptures so they grow more and more in love with Jesus.

As students are nourished by the Scriptures and transformed by God’s truth, we want to see them grow in obedience to Jesus Christ in the power of the Holy Spirit. And as they grow in obedience, we want to see students engage the kingdom of God wherever God takes them and through whatever God has them doing. We want their identity to be as a disciple building God’s kingdom...as a nurse, as a pastor, as a businessman, always and forever building God’s kingdom first.
Why would God swear by himself? (45:23)
First, to emphasize the total truth of what he says here. Second, to portray the utter uniqueness of God. In those days, as today, people would swear to God (or say, “By God”) to indicate their truthfulness. Who could God swear by? Himself, of course, since there is no other (v. 22). See Hebrews 6:13.

LINK (45:23) Every knee will bow
See Romans 14:11; Philippians 2:10–11. The Bible foretells a time when everyone will bow before God as judge. In Romans, Paul quotes this text to show how we should avoid judging each other. In Philippians, he poetically places Jesus in this picture as the recipient of honor.

Who are Bel and Nebo? (46:1)
Gods of Babylon. Bel means lord and referred to Marduk, the chief god of Babylon. Nebo, sometimes called Nabu, was Marduk’s son, and the name of the Babylonian kings such as Nebuchadnezzar. Here the prophet may be referring to a procession of refugees, fleeing the invading Persians, with their idols unmovable.

46 Be lowing down, Nebo stoops low;
their idols are borne by beasts of burden.
The images that are carried about are burdensome, a burden for the weary. They stoop and bow down together;
They stoop and bow down together;
unable to rescue the burden, they themselves go off into captivity.

Listen to me, O house of Jacob, you whom I have upheld since you were conceived.
and have carried since your birth.
Even to your old age and gray hairs.
I am he, I am he who will sustain you;
I have made you and I will not cast you off;
I will sustain you and I will deliver you.

To whom will you compare me or count me equal?
Who is like me that we may be compared?
None can compare me, for I bear weight.
I am he who will call out the armies.
Some pour out gold from their coffers.
and weigh out silver into the scales.
They hire a goldsmith to make it a god, and they trust their gods.

God of Israel, you are our king.

Who is like you, O God, among the gods?
Who is like you, a holy king?
Who is like you, a holy king?
The one in whom we trust.
You who have not dropped the saving
of the poor
in the land of opprobrium.
In a land of want you increased the poor.
Your saving brought salvation to the poor.
Your love for the saints is wonderful.
Your saving brought salvation to the poor.
Your love for the saints is wonderful.
STRATEGIC GOAL 2 | Loving

Strategic Objective #1: To know & be nourished by God through the Scriptures

Success Outcomes:
We will know we are on track, if by 2019:
1. There is a culture of vibrant and enthusiastic faith across our community
2. There is a culture of ‘crazy love’, as evidenced in the way we love God and love one another
3. 90% of students report in year-end surveys that they have come to know God more (through reading, studying and reflecting on Scriptures) while here at Prairie

Strategic Objective #2: To grow in obedience to Jesus Christ in the power of the Holy Spirit

Success Outcomes:
We will know we are on track, if by 2019:
1. There is a culture of vibrant and enthusiastic faith across our community
2. There is a culture of sacrificial love, as evidenced in the way we love God and love one another
3. There is a consistency of obedience to the teachings of Christ, above all else
4. We have created space to purposefully engage with the Holy Spirit
5. We see evidence of the fruit of the Holy Spirit in the lives of one another
6. 90% of students report in year-end surveys that they are more consciously and intentionally obedient to Jesus Christ as a result of their time here at Prairie

Strategic Objective #3: To be on mission for the kingdom of God

Success Outcomes:
We will know we are on track, if by 2019:
1. We have created “space” to intentionally engage with the Holy Spirit
2. We will have a culture of inviting the Holy Spirit to speak to every aspect of our activities, to lead, guide and teach us, and where we respond in obedience.
3. We have a prayer-first culture
THE PSALMS

INTRODUCTION
The book of Psalms is filled with the songs and prayers offered to God by the righteous in exaltation, submission, confession, praise, protest, and thanksgiving. Each psalm reflects a unique experience of prayer and thanksgiving to God. The Psalms are the spiritual expression of the heart, soul, and mind of the believer, and they are a reflection of the believer’s relationship with God. The Psalms are a record of God’s faithfulness and power in the lives of the psalmists.

BOOK ONE

The Way of the Righteous and the Wicked

1. The Way of the Righteous and the Wicked

The way of the righteous and the wicked are as far apart as heaven and earth. The righteous walk in the path of integrity, while the wicked walk in the path of corruption. The righteous trust in God, while the wicked trust in their own cunning. The righteous seek to do what is right, while the wicked seek to do what is wrong.

Psalm 37:1

3. A Psalm of David, when he was in the forest.

O LORD, how many are my foes!
Many are rising against me:
None are saying, 'We love you.'
There is no salvation for me.

Psalm 38:3

But you, O LORD, are a shield for me.
My glory, and the lifter up of my head.
I cried aloud to the LORD,
And he answered me from his holy hill.

Psalm 42:9

I will not be afraid of the wrath of man,
When he sets his face against me.

Psalm 121:4


Goal 3 | Lasting
To be well-capitalized

As with any organization, Prairie needs to be well-capitalized in order to have a sustainable and enduring influence. We need to start by ensuring that foundational accounting practices are done in a timely manner, work towards having real visibility of program profitability and costs, and developing alternate strategies for cost reductions and revenue generation.

Knowing there are many variables over the course of three years, we have estimated the following:

1. The cost to execute this plan will be $1.7MM.
2. Through executing this plan we seek to raise $4.5MM to stabilize our financial position. Of this amount, we have targeted $2.0MM for facilities, $750K for program development, and $1.8MM for scholarships.
3. Costs involved with new infrastructure will come from a campus Master Plan that has not yet been clarified or articulated.
STRATEGIC GOAL 3 | Lasting

Strategic Objective #1: Financial viability

Success Outcomes:
We will know we are on track, if by 2019:
1. We have developed a break-even budget, and are operating profitable programs
2. We have grown our endowment fund by $1.0MM
3. We are delivering accurate and timely financial information by the 20th of each month
4. We have raised $4.4MM funding required for facilities, program development, and scholarships
5. We have assessed 3 complementary business models and determined either a GO or NO GO

Strategic Objective #2: Enrolment plan

Success Outcomes:
We will know we are on track, if by 2019:
1. We have increased the number of events we attend by 40%
2. We have increased our matriculation rate to 50%
3. We have a network of 50 churches with whom we have strong relationships AND who find value in Prairie’s mission and product
4. We have increased our student enrolment by 8% per year

Strategic Objective #3: Funding for scholarships

Success Outcomes:
We will know we are on track, if by 2019:
1. We have raised $1.65MM to fund student scholarships and bursaries

Strategic Objective #4: Funding for facilities

Success Outcomes:
We will know we are on track, if by 2019:
1. We have developed a campus Master Plan with options for each building and a phasing plan for the overall project.
2. We have developed a capital campaign to support the Master Plan initiatives
3. We have raised $2.0MM to address current maintenance costs
Strategic Objective #5: Funding for program development

**Success Outcomes:**
We will know we are on track, if by 2019:

1. We have raised $750K to fund program development
2. We have increased the number of institutions that recognize our accreditation
3. We have identified 3 new programs to launch, have developed a business case for each, and raised funding to launch these programs
4. Classrooms are equipped with the equipment to meet program needs

Strategic Objective #6: Funding to attract and develop renowned staff and faculty

**Success Outcomes:**
We will know we are on track, if by 2019:

1. The salary grid is in line with the average in our industry, allowing our bonus pool to move us into the upper quartile
2. We are spending $15K per year on continuing education and professional development
3. We have become an employer of choice among industry experts

Strategic Objective #7: Asset & liability management

**Success Outcomes:**
We will know we are on track, if by 2019:

1. We have developed and reported on a plan for how Prairie is to be most effective with both assets and liabilities and have made necessary changes to align with the recommended strategies