



PRAIRIE COLLEGE

To know Christ and Make Him Known.



LEADING FROM A LEGACY

Preparing People to meet the Greatest Needs of the World

STRATEGIC PLAN 2022-2028

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A MESSAGE FROM THE PRESIDENT

Elaine and I moved from Toronto to Alberta to join the Prairie team about 12 years ago. Very early in our time here, I was captured by the mandate in Psalm 138:2, to exalt above all things, the Name of God and His Word. Consequently we adjusted our curriculum to ensure full coverage of the Canon in seven courses that are part of every degree.

Those became the cornerstones of our strategic activity, and over time, God brought about a corporate transformation at Prairie, giving us harmony, renewed purpose, and profitability, that I believe is as miraculous as causing the lame to walk.

So, now, as we pass the milestone marking our first century, we look with great anticipation toward the future, trusting God and leaning into the challenges that will certainly come our way while staying true to our created purpose – to exalt above all things His Name and His Word.

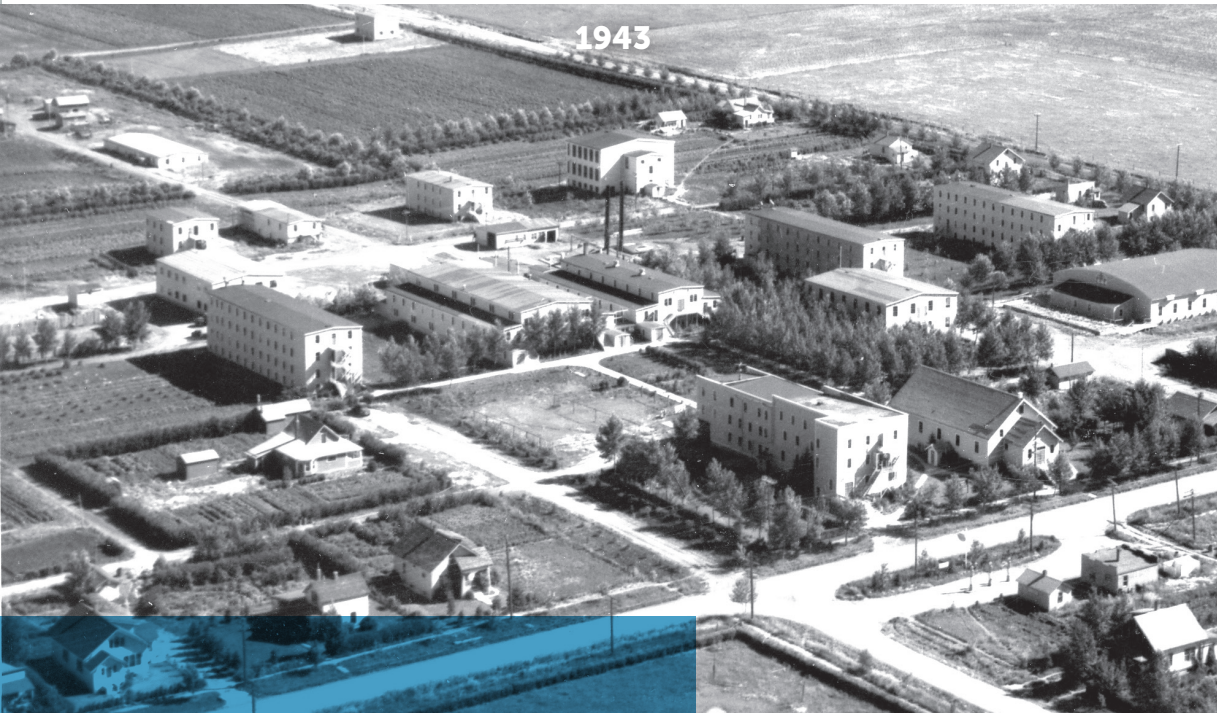
Let me take this opportunity to invite you into our story. See where we are going, and if our plan resonates with you, step in. We believe we are in for an exciting story of God's continuing work at Prairie –

...and we'd be honoured to have you be part of it.

Mark L. Maxwell, President

OUR JOURNEY AT A GLANCE (1922-2022)

- Since 1922, more than 17,000 students
- More than 65 external industry and ministry partners
- Ranked as one of the Best Christian Workplaces in North America
- Alumni have worked in more than 160 countries
- Current student body represents more than 30 denominations
- More than \$1 million in oil royalties in the last six years have reduced educational expenses.
- Student instructor ratio of 16:1



FOUNDATIONS WITH A FOCUS

Prairie was founded in 1922 with the focus, "to know Christ and make Him known." For the past century, over 17,000 students have passed through the doors of Prairie, meeting God through his Word, community and the classroom. From there, they have sought to make Him known around the world.



STRATEGIC GOALS:

Our four strategic goals, with supporting objectives, are focused on our priority “to know Christ and make him known.”

ENABLING LOVERS OF GOD

- Through cultivating a flourishing culture for students, staff and faculty
- Through missional effectiveness

ESTABLISHING EXCELLENCE IN EDUCATION

- Through globally competitive programs
- Through professional development of faculty



EQUIPPING WITH A GLOBAL VISION

- Through global experiential learning opportunities
- Through leadership incubation

ENSURING SUSTAINABILITY




- Through financial viability
- Through visibility and service
- Through reimagining our space and improving campus facilities
- Through upgraded technology to meet online and in-person requirements



STRATEGIC PLAN 2022-2028

Leading from a Legacy




All activities will be identified as:

-  Increasing visibility
-  Enhancing Value
-  Driving Innovation




1. ENABLING LOVERS OF GOD:

"We love him, because He first loved us."
1 John 4:19

Through cultivating a flourishing culture for students, staff and faculty

-  Enhance the depth of community with online/HyFlex students
-  Integrate spiritual formation exercises into campus rhythms
-  Build community through trust and transparency

Through missional effectiveness of campus life

-  Incorporate discipleship training for Impact leaders
-  Develop the mission, policies and programs within athletics to align with corporate vision
-  Strengthen Student Success with additional resources and personnel to support remote-learning education programs



WHAT SUCCESS LOOKS LIKE:

- Community life syllabus created
- HyFlex learners experiencing spiritual formation exercises
- Best Christian Workplaces top quartile
- Discipleship training of Impact leaders
- Local and international practicums for athletes
- Retention increased by 5% annually



WHAT SUCCESS LOOKS LIKE:

- All programs with international opportunities
- International lecturers in each program
- External partnerships for all programs
- 90% of graduates employed in area of study
- Leadership lab with guest experts

2. EQUIPPING WITH A GLOBAL VISION:

"Declare his glory among the nations, his marvelous works among all the peoples!" Psalm 96:3

Through global experiential learning opportunities



Develop international components for all programs



Utilize digital capabilities for global experiences in the classroom



Establish external partnerships for each program that assist in curriculum design, job placement and mentoring post-graduation

Through leadership incubation



Establish Career & Calling office to support the Life Launch model







Augment the discipleship aspect of the SALT leadership program





3. ESTABLISHING EXCELLENCE IN EDUCATION

"Keep a close watch on yourself and on the teaching. Persist in this, for by doing so you will save both yourself and your hearers." 1 Tim. 4:16

Through globally competitive programs

-  Conduct a feasibility study on one new program annually
-  Evaluate current programs' market viability and implement enhancements
-  Develop and submit applications for expansion of graduate and undergraduate programs.
-  Provide competitive compensation

Through professional development of faculty

-  Equip faculty to deliver student-centric instruction digitally
-  Incorporate work integrated learning/activities into each academic program

WHAT SUCCESS LOOKS LIKE:

- New program evaluated annually
- Apply for B.Ed., BBA Business and BBA Aviation
- 50% CHEC comp survey met
- Best practices manual for online learning
- Work-integrated learning objectives in all programs



WHAT SUCCESS LOOKS LIKE:

- Centennial Celebration with 700 attendees
- Capital Campaign \$100 million by 2028
- Annually Profitable
- Academic program profitability at 15%
- Alumni/student mentoring program
- Email engagement up 30%
- Incoming freshman up 15%
- B. Ed. with 38 students in 2026-2027
- Double "Take-Over-Team" bookings

4. ENSURING SUSTAINABILITY

"As each received a gift, use it to serve one another, as good stewards of God's varied grace." 1 Peter 4:10

Through financial viability



Develop and launch the Centennial Capital campaign.



Design and implement a business model that maintains profitability



Match program-specific revenues to expenses annually



Enhance relationships with alumni

Through visibility and service



Standardize messaging to all stakeholders



Develop and implement a comprehensive enrollment plan








Design a marketing/enrollment strategy for each academic program









Create greater visibility through pulpit ministry, camps and worship



Through reimagining our space and improving campus facilities

-  Improve accessibility throughout campus
-  Renovate dorms or build new residence
-  Create an environmentally friendly industrial area
-  Demolish Fine Arts and old High School buildings
-  Complete expansion of Prairie Aviation Training Centre

Through upgraded technology to meet online and in-person requirements

-  Improve technology in nursing and aviation
-  Improve on-campus audio experience
-  Improve streaming from Kirk Chapel
-  Improve campus-wide technology
-  Improve campus security system
-  Strengthen connectivity between campus and Frontier Lodge

WHAT SUCCESS LOOKS LIKE:

- Accessible dorms and classrooms
- Dorm renovation or build in process
- Sidewalks illuminated
- Enhance green space
- Aviation expansion completed
- HyFlex in the nursing wing and airport
- Broadcasting system in RDAC
- New streaming booth, server and security system
- Frontier Lodge with HyFlex







EXECUTIVE SUMMARY







Leading from a Legacy

STRATEGIC ACTIVITIES & OUTCOMES 2022-2028

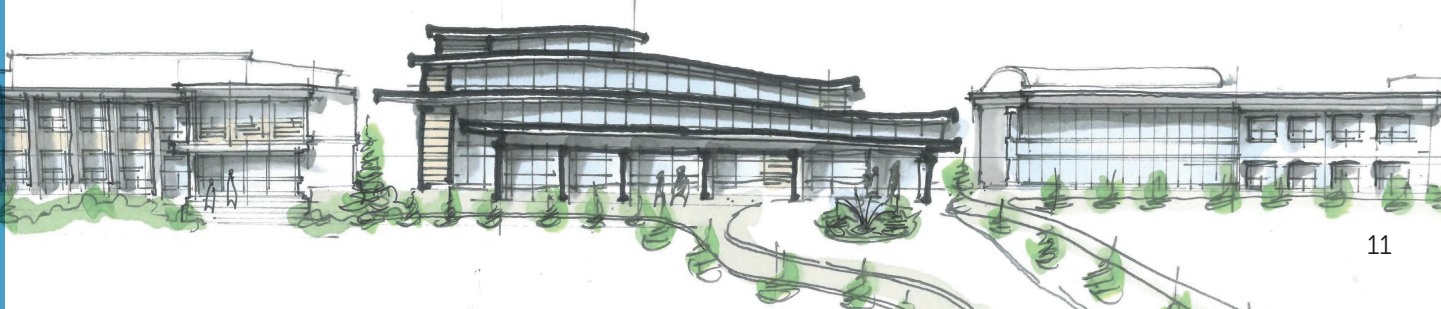
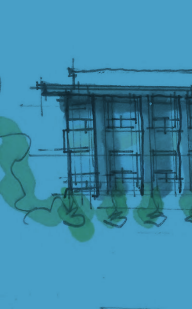
Strengthen missional effectiveness in all programs

-  Increase opportunities for students, staff and faculty to pray
-  Develop international components for all programs
-  Establish Career & Calling office to integrate to support the Life Launch Model
-  Establish external partnerships for each program to assist in curricular design, job placement and mentoring post-graduation

Ensure sustainability through visibility and service

-  Design and implement a business model that maintains profitability
-  Develop and launch Centennial Capital campaign
-  Design a marketing/enrollment strategy for each program
-  Create greater visibility within Canada through pulpit ministry, camps and worship
-  Renovate dorms or build new residence
-  Improve accessibility throughout campus





ENVIRONMENTAL SCAN

1 EMPLOYABILITY: 67% of Evangelicals said that the purpose of college was to prepare for a specific job or career. 69% of Evangelicals responded to the question of why attend college with “to increase financial opportunities” which was higher than other U.S adults at 55% (“Mission in Review”).

Our Response: By prioritizing partnerships, we are ensuring that students are equipped for the marketplace and ministry.

2 THE GREAT COMMISSION OR THE GREAT OMISSION? From a survey done in 2018, only 17% of church-goers could identify the Great Commission. Of the church-going millennials, only 10% had heard of and could identify the Great Commission (“Mission in Review”).

Our Response: We realize that the Great Commission is our mission, so we cultivate opportunities to be more visible in churches and youth groups to share that calling.

3 SEPARATION OF FAITH AND EDUCATION WITHIN CANADA: 20% of Canadians believe that these two things should be kept separate. Only 12% of the population would consider encouraging their child to attend a religious post-secondary educational institution (Pizarro Milian and Rizk).

Our Response: We believe that truth is central to education. By making disciples who make disciples, God will change the Canadian spiritual landscape.

4 VIEWS ON THE GOALS OF A COLLEGE DEGREE: Only 7 percent of self-identified Christians believe college is for encouraging spiritual growth, and just 14 percent say it’s for developing moral character (“Why go to College”).

Our Response: Following Christ’s example, we believe that by mentoring and pouring deeply into a smaller group, there is greater life impact. Our students are at a pivotal point in their lives, and developing character is absolutely essential to a vibrant faith.

5 STRUGGLE FOR BRAND RECOGNITION: Roughly two thirds (67%) of the Canadian population was unable to name a single Christian College or University (Pizarro Milian and Rizk).

In surveys done regarding choice of institution, this is the order of importance (Heimstra):

- a. Reputation
- b. Instructors/Teachers
- c. Education/Learning Environment
- d. Program/Curriculum
- e. Location
- f. Cost

Our Response: Reputation, excellent instructors and learning environment form the basis for college choice. We are committed to being best in class by improving facilities, offering digital options, providing international exposure, and ultimately graduates who walk with integrity.

6

STUDY ABROAD TRANSLATES INTO JOBS: “Studies show that students who study abroad are more likely to have a job within six months of graduating and are also more likely to get into their top choices for graduate school” (Satre)

Our Response: We are committed to incorporating an international component into every program because we believe it broadens our understanding of the mission and heart of God.

7

ONLINE EXPERIENCE: Post pandemic, 73% of students said they would prefer to take some of their courses fully online. Two thirds of students prefer to use more technology and digital learning tools in their courses (Kelly).

Our Response: We are unique in offering online and HyFlex options. We are committed to improving our delivery methods and library services as we augment digital learning tools.

8

AGING INFRASTRUCTURE: Many of our buildings harken back the 1960’s. Upgraded facilities speak to a vibrant community experience as well as the importance of our mission.

Our Response: We are committed to being best in class by improving facilities, such as the visionary new hangar, dorms, green spaces and improving technology on campus. Our objective in the Centennial Campaign is to set the campus on a solid footing for the next several decades.

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SWOT ANALYSIS

STRENGTHS

| | Strengths | Comments |
|---|---------------------------------|---|
| 1 | Bible-centered focus | All degree-earning students study the entire Canon of Scripture in seven courses |
| 2 | Team unity | Positive staff culture and positive presence within the community |
| 3 | Stable business & flexible team | Nimble, lean staff size |
| 4 | Mentoring/ discipling | Low student: prof ratio (16:1) combined with a high commitment to discipleship develops leaders |
| 5 | Partnerships | We are finding many organizations willing to work with us. We are seeking two external organizations per program. |
| 6 | Reach | Large alumni population [40% freshman came on recommendations] |
| 7 | Unique programs | PN, PCP, Prison, GlobeTREK, DM, Aviation, Pastoral Program |
| 8 | Delivery channels | In-person, HyFlex, online, and in prison |

WEAKNESSES

| | Weaknesses | Comments |
|---|--|---|
| 1 | Aging campus | Quality of dorms, campus plan, accessibility for all students |
| 2 | Low enrollment | Increased numbers would improve efficiency. New strategies being implemented, old strategies being enhanced |
| 3 | Funding for scholarships, staff & faculty pay, cost of education | Donations have been steady and generous. This remains a critical area of importance. |
| 4 | Athletics on campus | Need to clarify our strategy and define our role. |
| 5 | Transferability | Certain programs have difficulty in transferring credits to other schools |
| 6 | Food services | A continuous challenge in post-secondary schooling, compounded by the need for affordability |

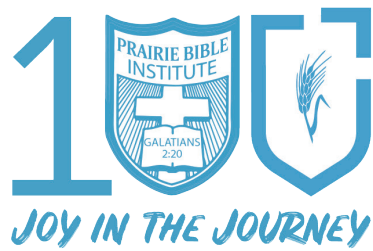
OPPORTUNITIES

| | Opportunities | Comments |
|---|---|---|
| 1 | Transformational education <ul style="list-style-type: none"> • Biblical integration • Vocational training • Discipleship emphasis | International experience, work integrated learning with continuous program improvement |
| 2 | Online education | HyFlex is in place. The next step is improving quality of delivery and professional development for professors. |
| 3 | New program development <ul style="list-style-type: none"> • leveraging Life Launch Model | Bachelor of Education, Business, Aviation Business Management, Sport Management, Chaplaincy and potentially trades. |
| 4 | Partnerships | Great stories to be told & invite others to participate Partnerships permits faster transition to market Recognized credibility and quality |
| 5 | Marketing | Need consistent messaging across the organization and consistent usage of brand |
| 6 | Enrollment growth | Full complement of students in each program |
| 7 | Leveraging alumni goodwill | Develop strong & engaged alumni network |
| 8 | Relationship to government | Permissions for expanded scope of education |

THREATS

| | Current | |
|---|---------------------------------|---|
| 1 | Perceived value of degrees | Lower enrollment, shrinking market (low birth rate, cultural perception) |
| 2 | Facilities | Business risk |
| | RISKS to becoming a THREAT | |
| 1 | Government policy & regulations | Tax receipts, student loans, program funding and partnerships, position on human sexuality. |
| 2 | Cost of education delivery | Expense of programs can be prohibitive for some students |

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