



Prescott College 2022 - 2025
Strategic Plan, Goals, Action Items

Our Mission

Together, we create interdisciplinary, experiential, and diverse learning environments that inspire future leaders to develop a healthy, just, sustainable world.

Our Vision

Prescott College will be recognized as the experiential and collaborative education leader, creating opportunities for students to effect positive change in education, the environment, and society.

Our Values

Inclusive Community: We nurture healthy, diverse relationships with respect and support inside and outside the college.

Experiential and Field-Based Learning: We believe that classrooms extend beyond four walls.

Culture of Creativity: We encourage a culture of creativity, collaborative critical thinking, and innovation by teaching courses that challenge established norms and paradigms.

Justice: Justice is central to our work. A critical justice lens is a vital outcome of all programs, employing both equity and environmental literacy.

Individualized Education: We educate, inspire, and enact change respecting the natural world and society. We support students in finding their unique learning pathways, whether on campus or online.

Regenerative Sustainability: We have a fundamental respect for the earth and all its interconnected inhabitants and commit to contributing to its healing.

2022 – 2025 Core Goals

Prescott College is dedicated to overall student success in preparation for life-long learning. We will achieve this success by improving the student experience; enhancing support for faculty, teaching, and academic program excellence; continuing our commitment to racial justice, equity, and inclusion and through ensuring that Prescott College survives and thrives.

1. Goal: Improve the student experience

Key Results:

- 1) Increase the Undergraduate On-Campus five-year rolling average of the first-year to second-year retention rate from 75% to 78% within five years, and continuous improvement to a long-term goal of 80%
- 2) Increase the Undergraduate On-Campus sophomore-to-junior persistence from 79% to 82% and junior-to-senior industry from 86% to 90% within five years, resulting in a 4-year graduation rate approaching 25% and 6-year graduation rates that approach 45% consistently
- 3) Increase the Undergraduate On-Line persistence rate five year rolling average from 64% to 68% within five years.
- 4) Increase graduate program year over year persistence to 78% and 3-year completion rate to 48% within five years

A. Objective:

Use high-impact curricular and co-curricular practices to improve student success and retention in both undergraduate and graduate programs.

Actions

- a. Improve student advising
 - i. Create clear roles and guidelines for advisors
 - ii. Revise and streamline advising guides/program handbooks
 - iii. Create a peer mentor program
 - iv. Create a proactive advising model with trigger points to monitor degree completion
 - v. Improve advising technology/portals
 - vi. Create a straightforward process for students to submit degree plans
 - vii. Provide clear curriculum maps for graduation
 - viii. Create undergraduate student handbook
- b. Provide clear pathways for students to understand academic programs
 - i. Update core/general education requirements for all undergraduates
 - ii. Review academic standards, grading, grievance, and appeals policies
 - iii. Revise orientation and onboarding of both online and campus undergraduate students with attention to our core values and establish the expectation that equitable and inclusive practices are the shared responsibility of all Prescott College students

- c. Improve other services to support the student experience
 - i. Implement a telehealth portal with particular attention to our diverse population of students
 - ii. Create financial literacy program
 - iii. Revise career services programs for all students

2. Goal: Enhance support for faculty, teaching, and academic program excellence through innovative and relevant academic programs

Key Results:

- 1) Increase the percentage of faculty using the learning management system, Canvas, to 100% in two years
- 2) Achieve 100% adoption of the new course management system within one year of implementation
- 3) Strive for faculty to propose/revise academic programs to ensure relevancy and rigor.

A. Objective: Increase training available for faculty

Actions:

- a. Explore the creation of a center for teaching and excellence
- b. Create a handbook for program directors
- c. Revise onboarding process for new faculty
- d. Implement a new learning management system
- e. Conduct training on inclusive practices, racially just, and culturally responsive pedagogy
- f. Conduct workshops for decolonizing curriculum and culturally responsive curricular design

B. Objective: Clarify workload expectations and improve compensation

Actions:

- a. Create policy and definitions for faculty types and workloads
- b. Create a policy on release time and extra compensation for service responsibilities
- c. Create a policy on compensation and modification of workload for program directors and associate deans
- d. Conduct faculty salary study to improve compensation for recruitment and retention
- e. Create an Associate Faculty evaluation process

C. Objective: Review curriculum to be innovative yet cost-effective and in compliance with all external authorities

Actions:

- a. Create feasibility templates for new and existing programs
- b. Conduct a comprehensive review of all academic programs
- c. Review opportunities for new program development

- d. Review all offerings and archive inactive courses
- e. Create a course management system
- f. Create assessment policy, procedures, and archive
- g. Create an academic program review policy

3. Goal: Strengthen our commitment to racial justice, equity, and inclusion

Key Result:

- 1) Recruit and retain faculty, staff, and students of color

A. Objective: Understand the College baseline related to diversity, equity, and inclusion

Actions:

- a. Implement DEA maturity index
- b. Conduct equity impact analysis
- c. Improve collection of student, staff, and faculty demographic data

B. Objective: Improve the experience of BIPOC faculty and staff

Actions:

- a. Conduct workshops for BIPOC faculty and staff on navigating a predominantly white institution
- b. Offer workshops on inclusive hiring, skill building related to DEI, and the recognition and response towards microaggressions for faculty, students, and staff

4. Goal: Ensure the sustainability of Prescott College so that it not only survives but thrives

Key Results:

- 1) Increase student enrollment by approximately 200 students in 2 years to the following approximate levels:
 - a. 250 undergraduate on-campus,
 - b. 200 undergraduate online and
 - c. 700 graduates
- 2) Maintain/reduce the on-campus undergraduate discount rate of 58%
- 3) Increase student-faculty ratio to a fiscally sustainable level
- 4) Increase annual philanthropy and grant revenue
- 5) Increase non-student-related revenue, excluding philanthropy sources

A. Objective: Increase enrollment in undergraduate and graduate programs

Actions

- a. Revise enrollment targets based on programmatic sustainability
- b. Review current MOUs for ROI
- c. Develop standard/model for MOUs

- d. Create accurate transfer guidelines
- e. Create robust partnerships with community colleges
- f. Revise the website to improve the student (potential and current) experience
- g. Create a new marketing campaign to increase enrollment
- h. Review scholarship strategy
- i. Review workload distribution and expectations of admission counselors

B. Objective: Increase revenue from non-tuition sources, including annual philanthropy

Actions

- a. New Revenue
 - i. Explore new revenue from summer program opportunities
- b. Development
 - i. Reestablish the alumni board to reconnect with the alumni community
 - ii. Establish a plan for fundraising
 - iii. Build staffing for comprehensive alumni and advancement office
 - iv. Review central vs. decentralized plan
 - v. Launch capital/healing campaign

C. Objective: Improve operational effectiveness

Actions

- a. Integration of student systems and accounting systems
- b. Develop data dashboard
- c. Review and revise operational policies
- d. Revise business office processes
- e. Develop a robust budget process
- f. Redesign MyPrescott
- g. Redesign senior leadership team

D. Objective: Improve campus facilities

Actions

- a. Develop facilities master plan that puts students at the center
 - i. Conduct space utilization study
 - ii. Assess east building use
- b. Commit to Sustainability Tracking, Assessment, and Rating System (STARS)

