

Pratt

**Five-Year Strategic Plan
2006–2011**

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Mission Statement

The mission of Pratt Institute is to educate artists and creative professionals to be responsible contributors to society. Pratt seeks to instill in all graduates aesthetic judgment, professional knowledge, collaborative skills and technical expertise. With a firm grounding in the liberal arts and sciences, a Pratt education blends theory with creative application in preparing graduates to become leaders in their professions. Pratt enrolls a diverse group of highly talented and dedicated students, challenging them to achieve their full potential.

Vision of 2006–2011

One of the finest schools of art, design and architecture in the world, Pratt aspires to be and to be seen as among the best institutions of visual, critical and literary learning. This environment supports diverse perspectives, open debate, and transparent decision making. We value creativity for its own sake and as an agent of larger change. We recognize the transformative force of artistic creativity, individually and globally, as we seek new and effective ways to foster social, ethical and environmental responsibility in those who create the objects of this world. In making critical thinking and creative practice two inseparable halves of the same whole, we commit ourselves to a poetic pragmatism.

By 2011, Pratt Institute will be an educational, intellectual, and artistic community of increasingly outstanding reputation. It will support accomplishments and build collaborative relationships among students, faculty, administrators, staff and alumni. Its learning environment will be sustained by published policies, transparent procedures and clear communication. Pratt's programs will identify and institute new concepts and technologies, fostering creative and critical thinking for leadership in professions and society. Programs and services will be supported by facilities designed to support their missions with staff, funding, and resources necessary to achieve their goals.

Historial Overview

Pratt Institute, in 2005, is an educational institution offering undergraduate and graduate programs as well as associates degrees and continuing education in a broad range of artistic and technical fields. These programs combine theory and practice, supported by a strong educational foundation in the liberal arts and sciences. Pratt is classified as a specialized art school by Carnegie because of the high percentage of programs in art and design; however, it offers several programs outside art including a graduate program in library and information science, undergraduate writing and critical studies programs, and several architecture-related programs.

The largest of the specialized art schools, recognized nationally and internationally, Pratt offers undergraduate programs in virtually every area of art and design, an accredited program in architecture, and a competitive new program in creative writing. Pratt's graduate program is the largest of its kind in the United States, with degrees in art, design, architecture, and library science. Of the programs that are ranked, all are ranked within the top 13 in the country with some among the top three. Pratt's graduate programs provide both advanced education in fine art and architecture and first professional degrees in many areas, attracting many "latecomers" to their fields. Pratt attracts more applications for its programs than any of its competitors and any of the AICAD schools. With an acceptance rate of 49 percent, it is among the most competitive of the AICAD schools.

Pratt counts among its distinguished faculty and graduates hundreds of America's leading artists, architects, designers, librarians, and urban planners. These distinguished community members link the Institute's academic programs with many of the most successful professional firms and practitioners in those fields. Each year, thousands of exceptionally able and talented students from every state in the United States and dozens of foreign countries come to Pratt to take part in its extraordinary academic and artistic community. Many go on to graduate school, most go on to rewarding careers in the professions, business, industry, and government - their lives changed profoundly and positively by their Pratt experiences. Alumni are considered an integral part of Pratt's community and a rich resource for current students as potential employers, faculty, and mentors.

Pratt's physical spaces in Brooklyn and Manhattan contribute immensely to its institutional identity. Its 25-acre, tree-filled, residential campus in Brooklyn, with historic buildings, lawns, and plazas, creates a sense of tradition and community that is unique among its competitors-Rhode Island School of Design; Parsons, School of Visual Art; California Center for the Arts; Maryland Institute College of Art; and, the School of the Art Institute of Chicago. Its Manhattan campus is a recognized landmark building, renovated with state-of-the-art studios, computer labs, and located in the center of one of the great metropolitan centers of art, design and architecture. Pratt is within easy reach of major national museums, galleries, gardens, and libraries and is a gateway to the professional world of art and design. Talented and accomplished instructors, active in their fields, and a superbly gifted student body unite to produce an atmosphere rich with possibilities. Students in their classroom, studio and field experiences receive a high degree of personal attention and strong

links to professional networks. These resources create unparalleled opportunities for students to reach their personal and professional goals.

Pratt's faculty members are renowned practitioners who love to teach and have active professional lives in New York City and beyond. Internationally recognized, the faculty teaches a progressive, evolving curriculum. Our talented and committed students enrich each other and their college with a diversity of backgrounds and experiences, as well as a variety of approaches to art, design, and architecture. As a teaching and learning community, Pratt challenges future graduates to use their wealth of talent toward critical and socially generous aims within a larger cultural context.

Context for the 2006–2011 Strategic Plan

Pratt faced its financial and organizational difficulties in the early nineties through careful financial management, conservative budgets, cutbacks in administrative areas, curtailing compensation increases, modernizing instructional equipment and facilities, and deferring maintenance. The President and senior staff began to improve conditions immediately by emphasizing increased enrollment, investment in financial aid to build quality, restoring the campus, addressing deferred maintenance issues, and restoring necessary administrative staff.

Planned enrollment increases were achieved from 2,700 students to over 4,400 over the last decade, with corresponding improvements to the student profile, retention, graduation rates, and more selective acceptance rates. Pratt now boasts the largest graduate school, the largest undergraduate school, and one of the most selective undergraduate schools compared with its peers. Its graduate programs are ranked among the top 13 in the country in art and design, with some graduate departments ranked in the top two. Professional accreditations over the last five years have been outstanding, almost without exception.

With this growth, however, came problems of space, an increasingly part-time faculty, inadequate investment in classroom and academic support, and competition for financial resources from the rapidly growing financial aid budget. Prior to this period, no annual capital funds had been allocated to improving the Institute's facilities. Today, there is an annual capital budget of at least \$8 million for facilities. Also at issue were: staffing in administrative areas; increasing need for funds for capital and deferred maintenance and faculty salaries. There had also been instability in the academic leadership, with several provosts in the last seven years. In addition, budget and planning processes were not as transparent and participatory as they needed to be for community consensus, and lack of assessment and accountability continued to be a problem. Issues of student satisfaction with administrative services remained a problem, as many peers introduced web registration and other automated services.

The last two years, in particular, have seen a dramatic change in the way the Institute handles decision-making in the areas of planning and budget. Committees represent all constituencies; processes are becoming transparent; and communication is designed to reach all groups. Pratt has begun a process of assessment, with a resulting emphasis on accountability. These changes have produced a more informed Pratt community and a feeling of renaissance that was perceived by the Middle States team on its last visit in spring 2005.

Pratt must continue to critically plan all that it does, however, in order to meet evolving needs. The new strategic plan anticipates these needs for appropriate resource allocation, and focuses Pratt on specific actions to address them.

The 2006–2011 Strategic Plan Process

In 2004-2005 Pratt engaged faculty, administrators, staff, and students in a process of self-examination to prepare a new five-year plan, by taking stock and looking ahead to the future. In assessing the Pratt Institute of the present, we are proud of who we are and what we accomplish.

Our vision for Pratt Institute, then, is ambitious, involving nothing less than continually building upon our finest accomplishments and values as an educational institution. Creating Pratt's new five year strategic plan has challenged us to create a short-term vision of what we want to be that emphasizes not only where we want to go as an institution, but also exactly how we intend to get there. Unlike our long-range vision, our five-year plan has a beginning, middle and end. In its full form, it has numbers and dates and the titles of those responsible for implementing its initiatives. In keeping with Pratt's mission and values, we believe that the new five-year plan is, like the education we offer, "poetically pragmatic," building new educational resources and structures that will in turn be a strong basis for further plans and larger visions of what Pratt might become in the future.

Pratt's 2006-2011 five-year plan was developed through an extensive process involving the entire community. Pratt created a Planning Committee in the early fall of 2005 representing all constituencies at Pratt, including the President, Academic Senate, faculty, directors, deans, students as well as the officers of the Institute.

The Stages in the Planning Process

The first stage in the planning process involved a SWOT Analysis conducted by the Planning Committee, which identified the major external opportunities and threats facing Pratt, and assessed Pratt's current strengths and weaknesses.

Building on that assessment, the second stage in the planning process resulted in a Vision Statement, using Pratt's existing Mission Statement.

The third stage involved a Gap Analysis by the entire Pratt community in the form of forums led by members of the Pratt Strategic Planning Committee. These forums, which included groups of chairs, directors, deans, students, and staff, were designed to identify impediments to achieving the vision. The information gathered through the forums was then analyzed by the Committee. The Gap Analysis provided the direction for the creation of Strategic Themes, the fourth phase, along with an operational plan to achieve these broad themes. These themes were then brought back to the community for discussion and modification.

In the last phase, the divisions and departments will develop their plans based on the Institutional Strategic Plan, with a formal review of those plans to ensure alignment with the institutional plan and the development of measurable outcomes and quality indicators.

*SWOT analysis is an environmental scan that evaluates the Strengths, Weaknesses, Opportunities, and Threats of programs or organizations.

Strategic Themes

The following themes will guide Pratt over the next five years, forming the basis for the development of institutional strategic planning goals.

STRATEGIC THEME ONE

Ensure Educational Vitality and Quality

Building on Pratt's strong reputation in many fields, its academic, co-curricular, and continuing education programs will continue to improve in quality and vitality. To this end, Pratt will develop an academic master plan to encompass academic structures and curricula; consistent assessment of programs and outcomes; adequacy of support, including staffing; best practices in such areas as interdisciplinary collaborations; an integration of liberal arts and education into the majors, and admissions standards. While slightly increasing overall enrollment as appropriate to facilities and other resources, Pratt will work to improve graduation rates and retention, as well as the quality of its applicant pool.

STRATEGIC THEME TWO

Improve Organizational Effectiveness

Pratt will improve its administrative operations in a range of key areas, establishing a program for annual review of institutional effectiveness. Building on the last decade of sound financial planning, Pratt's budget process will be increasingly participatory and transparent and characterized by appropriate allocation of resources tied to institutional and departmental planning. Student administrative services will be effectively managed with emphasis on student convenience and needs, and technology will be used creatively to support these services. Pratt will review department structures and locations to improve effectiveness. The institute will foster and reward leadership in all constituencies. Administrative staff evaluation will provide a means of improvement and renewal for both administrative and academic departments.

STRATEGIC THEME THREE

Strengthen the Sense of Internal and External Community at Pratt

We will strengthen one of Pratt's chief attractions, its sense of community, by improving our support for diverse cultures, attitudes, and beliefs, fostering student involvement in community service, and increasing participation of all constituencies in community-wide events. Staff satisfaction will be improved through regular meetings with senior administrators, increased involvement of staff in problem-solving, and through incentive and recognition programs. We will assess and improve alumni outreach and involvement and improve student satisfaction with service at Pratt.

STRATEGIC THEME FOUR

Improve Technology for Teaching and Learning, Academic Support, Student Services, Communications, and Administration

Technology will be used to strengthen academic programs and administrative systems for the benefit of students, faculty and staff in virtually every area of instruction and campus life. Pratt's use of technology will be strengthened through strong leadership and the development and implementation of a visionary technology master plan, responsive to student and departmental needs.

STRATEGIC THEME FIVE

Enhance Pratt's Internal and External Reputation

Pratt's distinctive achievements and wealth of educational resources will be better communicated to all its constituencies. We will develop promotion plans for student recruitment and for other key audiences, including parents and alumni. To promote recognition among arts, academic, and business leaders, Pratt will support the design and development of various publications that showcase graduates' work.

STRATEGIC THEME SIX

Provide Appropriate Facilities

The use of Pratt's campus master plan to guide Pratt over the next five years will enhance Pratt's "sense of place" and help us complete a facilities master plan to prioritize and develop implementation schedules for projects deemed crucially important, including both capital projects and deferred maintenance. We will review and increase our capacity to do facilities planning and develop a process to identify and review initiatives for buildings and space utilization, including: a place for the digital arts, the completion of a Design Center that will combine all design programs in one space, a Student Union, a residence hall master plan, the grouping of student services in an appropriate space, and the continued exploration of real estate opportunities in the campus neighborhood.

STRATEGIC THEMES AND GOALS

STRATEGIC THEME ONE

Ensure educational vitality and quality

Goal 1: Create an Academic Master Plan which includes academic program assessment, appropriate faculty composition, and effective administrative structures

- Create guiding principles
- Conduct best practices research
- Conduct a SWOT Analysis[†]
- Draft an initial plan, identify initial 2006–2007 budget needs
- Distribute the draft plan to the Pratt community for review
- Prepare the final plan, budgets and timetables
- Issue the Master Plan
- Implement the Master Plan

Goal 2: Implement student learning outcomes and development assessment program

- Conduct workshops for chairs and faculty
- Inventory existing assessment activities
- Develop and refine unit mission statements, goals and objectives
- Departments and schools develop draft assessment plans
- Departments submit plans to the Provost and the Director of Institutional Research for review
- Assess student development programs
- Departments revise and finalize their plans
- Departments report annually to the Director of Institutional Research on the information they collect and analyze for improvement

Goal 3: Establish and maintain regular review of curricula

- Inventory reviews and schedule future reviews on a 7-year cycle
- Develop and publish Institute policies and procedures for reviews
- Establish school-wide standing curriculum committees
- Proceed with annual reviews (3 programs per year)
- Annually assess the review process

[†] SWOT analysis is an environmental scan that evaluates the Strengths, Weaknesses, Opportunities, and Threats of programs or organizations.

Goal 4: Review Liberal Arts and general education curriculum

- Establish Liberal Arts Education Committee (including members from the professional schools)
- Review mission and goals of Liberal Arts at Pratt and update if necessary
- Continue development and implementation of assessment plans

Goal 5: Support and increase interdisciplinary course offerings

- Inventory current interdisciplinary courses
- Develop guidelines and policies for developing and supporting interdisciplinary courses
- Develop and establish budgets and funding sources to support interdisciplinary courses
- Promote opportunities for developing and offering interdisciplinary courses
- Assess outcomes of interdisciplinary courses

Goal 6: Maintain enrollment appropriate to Pratt's capacity, facilities, resources and goals while improving student quality

- Maintain enrollment of approximately 4,500 students through fall 2010
- Increase the quality of its incoming freshmen through a merit strategy that combines portfolio scores with high school grades and SAT/ACT scores by fall 2006
- Review its admissions standards for particular programs to ensure alignment with department missions and desired outcomes
- Increase the percent of A portfolios to 33 percent by fall 2007
- Increase retention among freshmen to 88 percent by fall 2007 and graduation rates from 56 to 60 percent by fall 2010
- Increase five-year graduation rates to 60 percent by fall 2010
- Develop a recruitment plan designed to build relationships among high school art teachers and guidance counselors by spring 2007
- Increase the percentage of freshmen from outside New York State to 80 percent by 2010
- Continue to increase the quality of the incoming freshman class by increasing their SAT scores from 1107 to 1120
- Increase the incoming English language skill levels of international students by increasing the minimum TOEFL score for freshmen and transfers from 510 to 530 by 2007, and to 550 by 2010
- Increase the quality of the applicant pool for the graduate programs and enrollment for particular programs (art education, art history, facilities management, and library and information science) by increasing qualified applications from 1900 to 2100

‡ Co-curricular activities are organized to enhance student learning outside the classroom. Activities can include such things as projects, lectures, clubs, and community service.

Goal 7: Review and enhance co-curricular[†] programs and experiences

- Inventory existing activities institute-wide
- Develop educational goals for the co-curriculum
- Assess effectiveness of existing program
- Establish co-curricular committee to recommend programs and changes
- Develop a fully integrated series of programs that address student learning and development needs
- Support student leadership
- Expand leadership experiences available to students
- Promote opportunities for students to engage in leadership activities
- Develop a program for comprehensive co-curricular student leadership training
- Create a transcript to highlight student leadership experiences

Goal 8: Strengthen the role of the Center for Continuing Education and Professional Studies

- Research best practices, market opportunities, and complete a SWOT Analysis
- Use the analysis to revise mission and goals
- Create a multi-year plan
- Implement the plan

STRATEGIC THEME TWO

Improve organizational effectiveness

Goal 1: Strengthen Financial Planning and Management

- Develop a comprehensive financial planning model that incorporates operational and strategic budgeting, investment and endowment planning and management, and facilities planning
- Develop an Advancement Strategic Plan that includes restricted, unrestricted, endowment, capital, estate planning, and strategic development goals.
 - Study the potential for the Division of Institutional Advancement and set advancement fund raising accordingly
 - Identify and project Pratt's advancement needs, including alumni involvement activities
 - Identify the administrative structure needed in the Division of Institutional Advancement to achieve the institution's potential
 - Determine the appropriate staffing necessary for the Division of Institutional Advancement to meet the institution's potential
 - Identify the resources necessary to ensure that the Division of Institutional Advancement meets the institution's potential
 - Develop and implement a plan for improving the effectiveness of the Division of Institutional Advancement
 - Identify and use appropriate measures and ratios to assess effectiveness of the Division of Institutional Advancement
 - Increase the percent of giving by alumni
 - Increase the average size of gifts from alumni
- Develop an Enrollment Management Model

Goal 2: Improve and support staff effectiveness

- Review and update position descriptions
- Review and evaluate compensation, training, and development needs
- Design training and development programs
- Implement training and development programs
- Develop a process to integrate evaluation and compensation
- Create an annual staff evaluation system
- Proceed with evaluations

Goal 3: Improve administrative structure and effectiveness

- Improve administrative delivery of student services
 - Review policies and procedures
 - Provide customer service training to all service departments
 - Provide admissions status checks online
- Provide an environment for supporting internal and external leadership that encourages innovation, problem-solving, and consensus building
 - Pratt Leadership Committee develops the program, policies, and procedures
 - Program is implemented
 - Develop and support leadership in professional organizations
 - Director of Human Resources develops a report to senior staff
 - Pratt Leadership Committee will implement recommendations as appropriate
- Identify functional adjacencies and effectiveness
- Research and report on best practices
- Develop a report with recommendations on any necessary restructuring
- Obtain approval for a recommended restructure
- Implement any structural and organizational changes
- Develop a plan for ensuring continuity
 - Develop policies and procedures manuals
 - Provide cross-functional training

Goal 4: Establish an annual program of institutional effectiveness assessment

- Produce Institute report on accomplishments each year
- Communicate achievements on the website and through emails
- Complete an annual evaluation of progress in achieving strategic planning goals
- Adjust Strategic Plan according to evaluation and current environment
- Communicate achievements on the website and through emails

STRATEGIC THEME THREE
Strengthen the sense of community at Pratt

Goal 1: Provide an environment that supports diverse cultures, attitudes, and beliefs

- Assess the current environment
- Based on the data, implement recommendations for improvement

Goal 2: Increase participation in community-wide events

- Review schedule of events to increase participation
- Publish a calendar of all events and improve the web calendar

Goal 3: Improve staff satisfaction and motivation

- Improve communication through regular meetings with senior administration
- Involve staff in developing solutions
- Survey staff satisfaction
- Develop incentive and recognition programs

Goal 4: Improve student, parent, and family satisfaction

- Coordinate various analyses of student satisfaction
- Conduct a parent satisfaction survey
- Create a plan to improve the level of satisfaction
- Implement the plan

Goal 5: Increase alumni and parent involvement and outreach

- Assess current activities and programs through analysis of surveys, demographics and amounts/percentages of giving
- Revise current plan based upon assessment
- Implement plan

STRATEGIC THEME FOUR**Increase Technology for Teaching and Learning, Academic Support,
Student Services, Communications, and Administration*****Goal 1: Consolidate IT administration***

- After review by an external consultant, hire a CIO
 - Assess staff needs and structure
 - Restructure and improve staffing as indicated
 - Review and plan for equipment, hardware, software, and infrastructure
- Provide cross-training of technicians
- Improve assistance and “help desk” functions

Goal 2: Develop a long-range vision for the uses of technology at Pratt through a broad engagement of Institute constituencies***Goal 3: Create an IT master plan which includes the creative use of technology for teaching and learning and administrative effectiveness***

STRATEGIC THEME FIVE
Enhance Pratt's internal and external reputation

Goal 1: Develop promotion plans

- Develop a marketing plan in light of the brand research done by Stamats, the Richards Group, and survey research by fall 2006 that includes a long-term vision for admissions publications and a new advertising campaign
- Develop a communications/public relations plan that includes all critical constituencies including parents and alumni.
- Review and assess the “Pratt” brand and develop branding programs.

Goal 2: Promote recognition among arts, academic, and business leaders

- Explore establishment of “School Annual” of selected graduates’ work
- Develop a plan and budgets (use Architecture’s “In Process” as a model)
- Design and develop publications
- Publish selected graduates’ work
- Distribute publication and assess the response

STRATEGIC THEME SIX

Provide appropriate facilities

Goal 1: Complete the Pratt Facilities Master Plan

- Review and determine highest priority projects
- Project anticipated implementation of projects over a five year period
- Review and incorporate the following initiatives into the Facilities Master Plan
 - Residence Hall Master Plan
 - Future space needs and opportunities in the campus neighborhood
 - Pratt Manhattan: Review building utilization and recommend changes

Goal 2: Strengthen the capacity for facilities planning

- Improve organizational structure and balance among planning, supervisory, housekeeping, and maintenance personnel
 - Review staffing in the Office of Facilities Planning and Design
 - Review maintenance supervision and staffing
 - Review housekeeping supervision and staffing
- Create an advisory committee for major capital construction and renovation
- Develop and implement a five-year capital construction, renovation and deferred maintenance plan

Goal 3: Continue to address deferred maintenance of buildings, systems, and Furniture, Fixtures and Equipment (FF&E)

- Establish and implement a process to ensure that deferred maintenance of buildings, building systems, and building interiors, furniture, fixtures and equipment is addressed

Pratt

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