

Setting the Standard

Pratt Institute's Strategic Plan
2025–2030



Pratt

Pratt Institute Strategic Plan 2025–2030

Pratt’s ambitious new strategic plan revises our mission, vision, and values, as well as sets high-level goals to ensure long-term institutional sustainability and to chart a course for Pratt to be the standard-setter among creative institutions.

Mission, Vision, and Values as Guides

Our revised guiding principles and guiding ideas ensure that our strategic planning and the work it inspires are based in Pratt’s self-understanding and our role in the world. They are intentionally brief to help us commit them to memory and use them as our guides moving forward.

Strategic Growth Strategies and Measurable Goals

We structured this strategic plan differently from our previous plan. The goals are written at an institutional level and the responsibility for achieving these goals sits with the Institute and its constituent divisions. We invite you to read the plan as an “institutional citizen” sharing in the collective work of the Institute laid out in the plan.

Process, Implementation, and Participants

Following a yearlong process that engaged the community in its development, our Board of Trustees approved this strategic plan in October 2025. In the months and years that follow, we will move to implement it, working with colleagues across campus to track and report progress. We look forward to advancing this ambitious and targeted strategic plan.

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Guiding Principles

As we began the process of building this new strategic plan, we needed to ensure that our work would be based on guiding principles that reflected Pratt's self-understanding and our role in the world. The Middle States Commission on Higher Education asks that we revisit our mission on a regular cycle, understanding that doing so ensures continued and intentional engagement with our core purpose. The formulation of a vision for the next 5–10 years followed from that work, as did the articulation of the values that ground everything that we do.

The following are Pratt's new guiding principles: mission, vision, and values, which were workshopped and crafted during the 2024 fall semester.

Mission

Pratt Institute educates artists and creative professionals who shape the world we live in.

Our mission links what we are committed to doing every day with a purpose beyond our institution itself.

Its simplicity is intentional: it goes to the heart of our collective work and stands as a call to action as well.

Vision

Pratt will be the standard-setter among creative institutions.

A good vision statement sets a measurable, attainable, and inspiring five-to-ten-year goal, against which guiding ideas, growth strategies, goals, and future tactics can be reviewed—and success measured—as we implement the plan.

Our vision challenges us to understand what it means to set the standard in the creative, academic, and operational fields in which we operate, and to set our goals to realize this ambitious vision.

Values

PEOPLE AT PRATT ARE:

- **Resourceful and Collaborative Problem Solvers**
- **Socially Responsible and Equity-Centered Creatives**
- **Adaptable and Resilient Global Stewards**
- **Inquisitive and Compassionate Community Members**

Our Our values are aspirational and distinctive standards for how people at Pratt relate to one another.

By framing our values in terms of how people at Pratt relate to each other (rather than as a long list of abstract attributes), we identified who we are at our best and what we challenge one another to be. In turn, we used these values as the basis for the decisions we made as we developed this strategic plan and for all decision making going forward.

Guiding Ideas

These guiding ideas emerged from our work in the first half of the strategic planning process, in fall 2024, providing a framework for the growth strategies, goals, and initiatives that were developed during the spring of 2025.

Strategic Direction

Where do we want to be in the future?

By 2030, Pratt will be setting the standard for academic innovation, financial health, and institutional resilience among creative institutions.

Value Proposition

Why do students come to Pratt?

Pratt's reputation for facilitating high-quality creative educational experiences that lead to meaningful careers.



Pratt Institute’s Growth Strategies and Goals

A growth strategy consists of a high-level set of actions designed to achieve long-term goals and objectives.

The three growth strategies developed through our planning process together map out a path to academic and operational excellence and sustainability, and will guide how we develop programs, allocate resources, navigate challenges, and leverage opportunities to fulfill our mission and vision. A well-defined strategy provides a roadmap for decision-making, aligning efforts across different functions to drive sustainable success.

Three goals were set for each growth strategy: one focused on “Innovation,” one on “People,” and one on “Partnerships.”

	ACADEMIC PROGRAMS AND PATHWAYS	FINANCIAL GROWTH, SUSTAINABILITY AND OPTIMIZATION	FACILITIES AND TECHNOLOGY
GROWTH STRATEGIES	Develop programming to sustain the transformative effects of a Pratt education over the course of a lifetime and to respond to the rapidly changing needs of industry.	Grow revenue from degree and nondegree programs and ensure optimum deployment of human and other resources to reduce dependency on net tuition revenue from existing programs.	Leverage new and existing technology and facilities to support and strengthen administrative systems, academic processes, and the incubation of new programs that will contribute to financial health.
INNOVATION GOAL	Reimagine the academic experience and break down disciplinary and delivery barriers to strengthen traditional and nontraditional student learning and engagement, expanding pathways for meaningful careers and lives.	Incentivize the creation of entrepreneurial revenue streams to improve the financial performance of existing programs and ensure that resources can be reinvested into our mission.	Through academic and administrative collaboration, integrate new and emerging technologies into curriculum, pedagogy, research, and creative practices, as well as throughout academic and administrative operations.
PEOPLE GOALS	Design accessible and supportive learning pathways for students that ensure the attainment of both Institute-wide learning outcomes and personalized professional goals.	Align faculty and staff roles and responsibilities to operational demands and strategic aims in order to provide structure and support so people can do their jobs more effectively.	Redesign physical spaces and digital systems to support the work of faculty, staff, and students and facilitate cross-functional and interdisciplinary collaboration.
PARTNERSHIP GOALS	Strengthen relationships with civic, industry, alumni, and creative partners to ensure that educational programs and outcomes align with evolving professional and societal needs.	Actively pursue partnerships that advance new business models for creative education.	Reimagine the use of physical space and technology—particularly during periods of low use—to generate revenue and foster strategic partnerships.

3-Year Success Measures: Academic Programs and Pathways

Growth Strategy: Develop programming to sustain the transformative effects of a Pratt education over the course of a lifetime and to respond to the rapidly changing needs of industry.

GOAL	INDICATOR	MEASURE
Reimagine the academic experience and break down disciplinary and delivery barriers to strengthen traditional and nontraditional student learning and engagement, expanding pathways for meaningful careers and lives.	Expansion in the profile and number of students served	- Optimize Foundation enrollment - All programs enroll at capacity - Increased enrollment off-cycle 75% increase in credits offered in winter term 25% increase in credits offered in summer term - Change in profiles of students served, average age, background
	- Realign/grow current programs in accordance with current and anticipated demand - Create more flexible program structures in service to students	- Ensure that programs offered meet the needs of the evolving cultural/professional landscape, and contribute to achievement of the Institute's mission and its financial health - Each school is involved in at least 1 innovative program initiative (flexible degree paths, varied modalities, microcredentials, noncredit programs, cross-disciplinary programs) that is developed and offered - Increased number of new cross-departmental/cross-school programs created from existing offerings
	Develop a “skunkworks”: pilot initiatives through creation of an experimental “space” to test innovative programs—a way of working and not a physical space	- SCPS will pilot/introduce 3 new programs developed in collaboration with internal and/or external partners - Track and assess submissions/successes/failures/impact/revenue generated by the “skunkworks”
Design accessible and supportive learning pathways for students that ensure the attainment of both Institute-wide learning outcomes and professional goals.	Create more flexible experiences for students/decrease barriers	- Overall 80% graduation rate over 150% of time to degree - Narrow graduation rate gaps between/among subgroups of students - Number of educational pathways and alternative models (e.g., low res) - Number of new degree plans available to students
	- Increase student participation in high-impact practices - Expansion of professional development support for students in schools/departments	- Ensure all UG students participate in at least 3 high-impact practices (NSSE measures) - Plan for documentation of engaged learning via cocurricular transcripts and via enhanced transcripts linked to student portfolios
Strengthen relationships with civic, industry, alumni, and creative partners to ensure that educational programs and outcomes align with evolving professional and societal needs.	- Increase and broaden the number of partnerships through curriculum, CCPD, IA, and ORSP in order to expand student learning opportunities and career readiness - Student participation in partnerships	- Increased numbers and types of partnerships through curriculum, internships, research relationships, job placement, and alumni engagement - Increased student participation in community-based projects (curricular and other), as measured by NSSE - Increased number of students participating in internships, as measured by NSSE data and CCPD data - Increased number of employer visits/contact on campus and at Pratt Shows

3-Year Success Measures: Financial Growth, Sustainability, and Optimization

Growth Strategy: Grow revenue from degree and nondegree programs and ensure optimum deployment of human and other resources to reduce dependency on net tuition revenue from existing programs.

GOAL	INDICATOR	MEASURE
Create revenue streams and manage expenses to improve the financial performance of the Institute to ensure that resources are available for reinvestment in the achievement of our mission.	- Reduction in tuition dependence - Annual financial performance	- Non-tuition sources of revenue grow by 2% - Operating budget provides for an excess of revenue over expense to support capital improvements and reinvestment - Reduce annual budget growth (expenditures) to ensure revenue/expense alignment
	- Growth in private philanthropy - Align resources committed to nonacademic departments with higher education peers	- Raise an average of \$14 million per year for next 3 years in private contributed revenue (parent, faculty/staff, and alumni giving ratios increase) - Percentage of corporate/foundations contributed revenue increases - Realigned resources to support highest priorities
	All schools generate positive net revenue	Each school contributes positive net revenue over direct costs
	Growth in net tuition revenue from nondegree programs	\$2 million of net revenue is generated by SCPS
	Growth in sources of auxiliary revenue	Sources of auxiliary revenue (excluding traditional room and board) increase to \$2 million of net revenue
Align faculty and staff roles and responsibilities to operational demands and strategic aims and provide structure and support to maximize efficiencies.	Streamline, standardize, and centralize academic and administrative functions	- Staffing levels and resource allocation are aligned with institutional priorities - Defined service expectations for faculty and set targets for attainment - Number of administrative processes moved to centralized units
	Eliminate manual processes and establish technology competency—audit of processes (operational efficiency KPIs, increase self-service platforms)	Increase by 5 the number of authentic digital processes (e.g., integrated software and/or systems)
	Support professional success of high-performing FT/PT faculty and staff	Increase in employee engagement and advancement as measured by survey
Actively pursue partnerships that transform and advance the creative education business model.	Transfer of institutional knowledge is consistent across divisions and departments for academics, administrators, and staff	At least 90% of key institutional processes are documented, regularly updated, and accessible to all relevant divisions, with 80% of employees rating cross-department knowledge sharing as “effective” or “improved”
	Expand partnerships that provide additional sources of net revenue to the institution	Increase revenue-generating nonacademic partnerships by 6 per year

3-Year Success Measures: Facilities and Technology

Growth Strategy: Leverage new and existing technology and facilities to support and strengthen administrative systems, academic processes, and the incubation of new programs that will contribute to financial health.

GOAL	INDICATOR	MEASURE
Integrate new and emerging technologies throughout academic and administrative operations.	AI and other new and existing technologies are accepted and integrated into academic and administrative workflows	- Tracked use of key technology systems with documented increase in the use of critical systems and tools - Multiple measurement types (spot surveys, focus groups, and usage patterns over time) to determine the efficacy of technology planning and implementation - Evaluation of faculty, student, and staff satisfaction with technology planning and support advisory structure
Adapt/create physical spaces and digital systems to support the work of faculty, staff, and students, and facilitate cross-functional and interdisciplinary collaboration.	- Increased flexibility and access to information, spaces, equipment, technology, and people for students, faculty, and staff - Optimized use of existing resources - New spaces supported by new funding streams	- Increased level of in-person engagement with existing assets + spaces - Increased use of technologies - Increased student access to labs and shops in disciplines other than their own - Fewer or no redundancies in technological systems
Reimagine the use of physical space and technology—during periods of low use—to generate revenue and foster strategic partnerships.	- Rental of underutilized campus spaces facilitated by centralized tracking and sharing of space availability and usage data - Development of external client use of production systems to generate revenue	- Additional net revenue generated through use of technology - Increased space and gallery use by external parties and associated net revenue generated - Metric for space utilization

Pratt Strategic Framework: 5-Year Outcomes/KPIs

Assuming that we successfully implement our proposed strategic plan and achieve its stated goals, the Institute will establish itself as a “standard-setter” for creative education within the next 5–10 years. How will we demonstrate this accomplishment? What measures—beyond those that track achievement of specific goals—can tell us that we really are setting the standard in academic programs and pathways, financial growth and sustainability, and facilities and technology?

Through the community workshop process that continued over this past summer, we have developed a set of measures that grow from and distill the outcomes we propose tracking in years 1–3.

The table below presents where we expect to be in five years. For each of the following outcomes, we have identified key performance indicator (KPI) categories and how they will be measured.

5-YEAR OUTCOMES	INDICATOR CATEGORY	MEASURE + TARGET
Innovation/Academic Standard Setting	Standard-setter	- Institute and program rankings/brand measurement - Citations, press, recognitions
	- Academic program innovation - Research expansion - Growth in civic and industry partnerships	- New program models (flexible degree paths, varied modalities, microcredentials, noncredit programs, cross-disciplinary programs) are developed and offered - Increase in the number of external grant applications per year - Increased average dollar amounts of grants per year
	Signature facilities	- Increase in the number of external partnerships - New spaces are externally recognized for design/function
Student Success	Persistence and graduation	Graduation rate at 80% + (150% of published time)
	Belonging and involvement	- Climate survey: strengthened results in key areas - Increased alumni giving rate
	Pratt student-learning outcomes	- Tracked achievement of Institute learning outcomes - Every undergraduate student participates in at least 4 high-impact educational experiences (NSSE measures)
	Post-graduate employment outcome and career advancement	- Graduate employment or further higher education rate at 90% - Alumni career satisfaction at 5 and 10 years (SNAAP data + internal data)
Enrollment	- Optimal enrollment - Audience expansion - Flexible pathways	- Determine and attain optimal enrollment in degree-granting programs, balancing net tuition, workforce, and space needs - Diversify audiences served by nontraditional programs and increase enrollment as measured by changes in head count, student demographics, and tuition revenue - Winterim/summer growth and creation and utilization of flexible program models and degree plans
Resource Diversification	- Fundraising and endowment - Alternative and lifelong-learning program revenue - Develop an auxiliary services revenue stream	- Increase year-over-year funds raised through gifts and grants by 10%–20% - Increase revenue from alternative program enrollment by a percentage that market research determines is viable - Increase auxiliary revenue (non-room and board) by a percentage that market research determines is viable
Responsive Culture	- Adaptable and agile facilities - Technology and system resilience and accessibility - Strong and resilient internal culture - Right-sized expenditures - Student-centered	- Optimized space allocation and improved utilization rates, measured against established baselines - Technology adoption and utilization rate of 100% with low complaint level - Faculty and staff morale and retention/satisfaction - Budget sufficient to support and reinvest in operations and innovation



The Process

Community Input and Engagement 2024–2025

Strategic Planning Co-Chairs Provost Donna Heiland and Vice President for Finance and Administration Cathleen Kenny led the strategic planning process over the balance of the 2024–2025 academic year and the summer that followed. The process was designed for continuous stakeholder input with multiple opportunities and pathways for engagement.

Fall 2024 work focused on revisiting Pratt’s mission, vision, values—something that had not been done for many years—and on developing high-level strategies that would ensure Pratt’s future as a leader in creative education.

In spring 2025, our collective focus shifted toward identifying specific goals and objectives, as well as the resources needed to support successful and sustainable achievement of goals, objectives, and strategies.

The results of each step of the process were shared and vetted throughout, using surveys and input sessions. The collaboration team offered valuable input from the perspective of Pratt’s many departments and divisions, and expanded our stakeholder engagement. During the summer of 2025, members of Pratt’s academic and senior leadership convened at several points to identify outcomes and measurements, as well as areas that required further research.

A final draft was workshopped with the Board of Trustees at their annual retreat in September 2025 and shared with the community in early October 2025. Setting the Standard: Pratt Strategic Plan 2025–2030 was approved at the October 23, 2025, full meeting of the Board.

2024–2025 Strategic Planning Schedule

KEY ACTIVITY	STAKEHOLDER GROUPS	TIMEFRAME
Kickoff Retreat	Senior Leadership Team	August 13–14, 2024
Survey (MVV + High-level Strategies)	Various stakeholders, including faculty & staff	Mid October 2024
Outreach Team Meetings	Representative of various stakeholder groups	Fall 2024 – throughout
Academic Leadership, Focused Input on MVV	Including some faculty, chairs, and Senate exec.	October 23, 2024
Board Update and Input	Trustees	October 24, 2024
Numerous Open Input Sessions (MVV & High-level Strategies)	Various stakeholders including faculty & staff	Early November 2024
Input Assimilation Retreat	Senior Leadership Team	November 22, 2024
Faculty Senate Plenary	Faculty Senate	December 3, 2024
Guidance on Engagement	Outreach Team	March 10, 2025
Strategy Workshops	Various Groups	Mid Spring 2025
Input Assimilation	Outreach Team	April 28, 2025
Draft and Share Framework for Discussion	Various via Outreach Team	May 9, 2025
Framework Integration Retreat	Senior Leadership Team	May 10, 2025
Board Consideration	Trustees	May 15, 2025
Strategic Planning Workshop	Various stakeholders including faculty & staff	June 5, 2025
Strategic Planning Workshop	Various stakeholders including faculty & staff	July 24, 2025
Senior Officers Retreat	Senior Leadership Team	August 14, 2025
Board Retreat	Executive Committee, Trustees	September 12, 2025
Final Draft Distributed	All faculty and staff	October 9, 2025
Pratt Board of Trustees Meeting	Trustees	October 23, 2025

Implementation 2025–2030

Following the Board’s approval, cross-divisional working groups will begin the work of finalizing a strategic playbook and identifying initiatives and measures for years one, two, and three, which will ensure we achieve our goals and meet our benchmarks.

Vice Presidents Rick Longo and Delmy Lendof will facilitate tracking and reporting of our progress, and keep the process running smoothly.

More will be outlined and reported here as the implementation process continues.

Acknowledgements

As the development phase of our shared work comes to a close, we want to thank all who contributed to the development of this plan, with special thanks to members of our Outreach Team, as well as the deans, chairs, administrators, and faculty who participated in workshops, plenaries, and surveys. We also thank Windermere Consulting, who helped keep us on track over the last year.

Strategic Planning Co-Chairs

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