TOWARDS 2020: RAISING THE STANDARD

The “Towards 2020: Raising the Standard” Strategic Plan builds upon the rich legacy of previous strategic planning initiatives undertaken at CHC and the outstanding work of founding Principal Emeritus Professor Brian Hills OAM, CHC Council, CHC Executive and staff community. From this firm foundation, this plan seeks to re-vision, re-cast and re-affirm a range of core strategic priorities and projects that collaboratively have been identified as important milestones to ensure the long-term success and development of CHC as a premier Christian higher education provider.

This plan seeks to cast the vision for this exciting next season at CHC, and to further expand the capacity for CHC courses to transform people who will, by His grace, transform their world.

Professor Darren Iselin
CHC President

Organisations like Christian Heritage College (CHC) are in a state of constant change, and need a clear view of their mission if they are to respond to their changing world. “Without a vision the people perish”.

This Strategic Plan provides a road map to the future, one that will nourish CHC along the way. It is intended to answer critical questions of why CHC exists and what sets it apart from other higher education providers.

I thank my Council colleagues, CHC Executive and community together with our facilitator Mr Mark Vincent from Insight Plus, for their thoughtful contributions to its development.

Graham Packer
Chair CHC Council

OUR MISSION STATEMENT:

“TRANSFORMING PEOPLE TO TRANSFORM THEIR WORLD”

OUR COLLECTIVE AMBITION:

A GLOBAL LEADER IN DISTINCTIVELY CHRISTIAN HIGHER EDUCATION
Christian Heritage College (CHC) was founded in 1986 by Christian Outreach Centre Australia. The College was founded upon a vision birthed by Order of Australia recipient, Emeritus Professor Brian Millis OAM and sought to re-imagine how people think about human flourishing, vocation, calling and the integration of faith and learning across a range of disciplines. CHC was established with the twin aims of meeting the needs of the Christian school sector in Australia for teaching graduates and of establishing a Christian presence in Australian higher education. CHC’s first higher education award, the Diploma of Teaching, was accredited in 1988.

Over its history, CHC has grown from offering one course with an initial enrolment of nine students to a learning community of over 800 students that offers more than 25 courses across five major fields - Business, Education & Humanities, Liberal Arts, Social Sciences and Ministries. CHC provides a Christian alternative for students seeking a university-level qualification. Whilst all courses are taught from a Christian perspective, CHC welcomes students from all backgrounds and traditions.

CHC alumni are found in professions across the world and include best practice leaders in their chosen fields. Over 2,000 graduates have completed their studies at CHC where they have been shaped, transformed and have, in turn, sought to transform their world.

Do not despise the day of small beginnings...
CHC is committed to the cultivation and celebration of authentic relationships founded upon Christ’s commands and expressed through vibrant community. CHC celebrates the rich diversity and inherent worth of every person as a carrier of the Imago Dei and our desire is to encourage, support, and develop human flourishing and service across our community.

Our faith calls us to seek understanding through scholarship infused with biblical principles and marked by a commitment to academic excellence. Our scholarship is an act of worship in which we seek to honour and glorify God through all our scholarly pursuits including teaching, learning, thinking and research.

CHC values the Bible as the inspired Word of God and the final referent in which we find the foundations for a Christian life and worldview. CHC is committed to the exploration of faith-learning perspectives across each of our discipline areas.

We believe that all truth is God’s truth and are active in discovering and revealing truth in each of our discipline areas. CHC, through its staff and students seeks to cultivate both a love for truth and a desire to earnestly search for truth.

CHC understands that our identity is in Christ, in whom we live and move and have our being. He has pre-eminence in ALL things. An understanding of His love and His truth informs all our scholarship, learning, service and relationships.
The “Towards 2020: Raising the Standard” Strategic Plan builds upon the outstanding contributions of previous strategic planning initiatives undertaken at CHC. From this firm foundation, this plan’s strategic thrust can be encapsulated across three key areas: strengthening culture, promoting excellence and expanding influence. These key areas assist in the plan’s re-visioning, re-casting and re-affirming of a range of core strategic priorities and projects that collaboratively have been identified as important milestones to ensure the long term success and development of CHC as a premier Christian higher education provider.
KEY SUCCESS FACTORS

- Clearly articulated purpose and identity
- Faculty committed to research and teaching excellence from Christian perspectives
- Excellence in teaching and learning and flexible modes of delivery
- Quality educational and administrative processes that promote best practice
- Excellent facilities and buildings and a vibrant campus/student community
- Effective support services and networks for student engagement and motivation
- Effective Christian stewardship and governance

Distinctives that will underpin our reputation:

- Excellence in Christian scholarship, learning and teaching
- A thriving and flourishing campus and student community
- Highly effective student support systems and programs

TOWARDS 2020... STRATEGIC PRIORITIES

- Marketing and communications
- Professional growth and development
- Course offerings and student experiences
- Christian identity and culture
- Research culture
- Campus infrastructure
- Financial sustainability
OBJECTIVES
• A recognised leader in Christian worldview and Christian scholarship
• A leading institution where Christians develop their sense of call and are equipped to be agents of transformation
• Well-developed courses that seamlessly explore the unity of faith and learning across all Schools and Institutes and in all fields of endeavour

PROGRESS AND PERFORMANCE INDICATORS
• Documents that clearly articulate a Christian worldview within and across all Schools and Institutes
• Feedback from student and staff surveys relating to Christian ethos and culture of CHC
• Staff attendance at and engagement in devotional activities, and attendance at professional development activities relating to Christian worldview
• A clearly defined calendar of conference and events that ensure regular and timely faith/learning initiatives
• Centre for Christian Worldview established on site

PROFESSIONAL GROWTH AND DEVELOPMENT OF STAFF

OBJECTIVES
• Attraction and retention of quality, Christian staff who are ‘best in field’
• Staff alignment with vision, values, call and mission of CHC
• Enhanced support for staff development and wellbeing
• Re-structured CHC organisational chart

PROGRESS AND PERFORMANCE INDICATORS
• Documented position descriptions, appraisals and embedded professional development pathway options that support professional development and growth for academic and administration staff
• New/improved staff common room
• Mentoring and induction program developed and implemented
• Organisational structure reviewed and re-framed
• Feedback from annual staff satisfaction survey
• Workload calculations reviewed and benchmarked against other HEPs
• Remuneration packages reviewed and benchmarked against other HEPs
• Emergent scholars program implemented
Objectives

- Christian distinctives explicit in all course offerings
- Expansion of course offerings
- Consideration of Church ministry needs in proposals for new courses (eg- Media and Communication/ Psychology/Creative & Performing arts)
- Diverse learning communities and student engagement pathways
- Liberal Arts Institute established
- Centre/Institute for Learning and Teaching

Progress and Performance Indicators

- Outcomes of student satisfaction surveys
- Effective technology use in a range of delivery options and flexible learning pathways in place
- Range of new courses offered and evidenced in CHC Course Guides
- Increase in overseas enrolments and partnership options
- Strengthen CCCU/ASC links
- At least four new course offerings by 2020
- Evidence of faith/learning distinctives across all course documentation

Objectives

- Increased staff research activity
- Self-Accrediting Authority (SAA) status
- Research infrastructure – incentives, rewards, support and spaces – fields of study hubs
- Establishment of research centre

Progress and Performance Indicators

- Development of Research Higher Degrees (RHDs) for 2017 and beyond
- Doctoral programs in place in 2019
- Number and dollar value of research grants received
- Increased number of research publications and Research Higher Degree (RHD) enrolments
**Objectives**

- Recognition as an excellent higher education provider within the community
- Strong and vital partnerships with existing and potential stakeholders – eg HNC, ACS, CSA, CEN
- Strong alumni relationships
- Communication of a clear brand and marketing position

**Marketing and Communications**

**Progress and Performance Indicators**

- Over 1000 enrolments by 2020
- Five-year marketing plan in place and implemented
- Number of partnership programs and events with stakeholder groups each year
- Increased involvement and support from alumni community

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**Objectives**

- A site that reflects the attributes of a quality higher education institution
- A thriving and flourishing campus
- Structured program for expansion, refurbishment and upgrading of facilities
- Quality technology systems and networks capable of developing flexible modes of learning

**Campus Infrastructure**

**Progress and Performance Indicators**

- Master Plan approved by 2016
- Construction of signature building no later than 2017
- Residential units/Student Common Building, student precinct, food outlet and new/improved staffroom constructed
- Learning management systems that incorporate best practice
- Refurbished buildings and landscaping
- No demountables on site
- IT strategic plan
OBJECTIVES
• Wise and prudent stewardship
• Ongoing financial sustainability
• A culture of giving amongst stakeholders
• Diversification and expansion of programs

PROGRESS AND PERFORMANCE INDICATORS
• Two new revenue streams
• A self-funding Development Office re-established
• Achieving strong annual surpluses
• Development of a Foundation
• Philanthropic programs and events established

FINANCIAL SUSTAINABILITY