

2020-2022
STRATEGIC
PLAN

**LEADING
THE LEGACY**

2020

CHC 2020-2022 STRATEGIC PLAN

LEADING THE LEGACY

CHC has, for over three decades, been a leading and highly valued higher education provider and the preferred choice for many Christian denominations and organisations. CHC has an open enrolment policy and attracts students from all states and territories in Australia as well as a growing international market. CHC currently has students enrolled across five disciplines including Business, Education, Ministries, Social Sciences and the Liberal Arts (in the Millis Institute).

CHC seeks to be a leading Christian higher education provider excelling in the provision of high-quality learning experiences within a learning environment informed by Biblical Christian values and beliefs, and the developing of sought-after graduates who understand what it means to live and work with Christian worldview perspectives. CHC was founded in 1986 by the International Network of Churches (INC), formerly known as Christian Outreach Centre, and was a vision birthed by Order of Australia recipient, Emeritus Professor Brian Millis, who sought to re-imagine how people think about human flourishing, vocation, calling and the integration of faith and learning across a range of disciplines and fields of study.



“ OUR PLAN 2020 - 2022:

“LEADING THE LEGACY” SETS OUT THE KEY PRIORITIES FOR CHC FOR THE THREE YEARS 2020 TO 2022. IT BUILDS ON THE PREVIOUS STRATEGIC PLAN (2015-2019) AND RETAINS THE CORE VALUES AND STRATEGIC THEMES WHICH IT IDENTIFIED.

”



CHC'S IDENTITY

CHC lays the foundations for all students to think Christianly about their chosen disciplines and careers. CHC seeks for all students to grow in their knowledge of God so that they are equipped to think, relate and work in ways that consistently reflect the mind of Christ. CHC seeks to cultivate the common good and contribute to social transformation through the head (cognitive), heart (wholistic human beings) and hands (actions taken for the common good) of each graduate.



CHC'S CORE VALUES



SEEKING TRUTH

CHC seeks to kindle a love of truth in every student and in every academic discipline. Faith calls us to seek understanding through learning, teaching, scholarship, and a rich cultivation of the life of the mind for the common good.



CENTRED ON CHRIST

CHC is committed to the person of Jesus Christ, who reveals both God's nature and the image of restored humanity. Our college community seeks to embody the pattern of Jesus' life, death, and resurrection through worship, service, and mission for the common good.



FOUNDED ON GOD'S WORD

CHC is committed to Scripture as the ultimate foundation of Christian life, thought, and social engagement. Our college community builds on this foundation as we seek to integrate faith, learning, and service for the common good.



CULTIVATING COMMUNITY

CHC celebrates the rich diversity of human beings as unique bearers of God's image. Through a sharing of diverse gifts and graces, our college community seeks to cultivate human flourishing for the sake of the common good.

OUR PURPOSE

Transforming people to transform their world through distinctively Christian Higher Education

OUR MISSION

The formation of people in Christian character, scholarship and leadership to influence their world for God and the common good

OUR VISION

To be a relevant and redemptive voice influencing Australian society for God and the common good through the integration of faith, learning and scholarship

CHC'S GRADUATE ATTRIBUTES

Our graduate attributes are:

- Commitment to a Christian worldview, to Christian discipleship, and to living in accordance with Christian ideals;
- A well-developed ethical framework supported by Scripture;
- A sound academic knowledge base which includes the theoretical foundations of the relevant discipline(s);
- Effective professional practice, through the application of professional knowledge and skills, and a commitment to the ethics and values of the relevant profession;
- Effective interpersonal and communicative skills;
- A well-developed capacity for reasoning, insight, critique, analysis of complex ideas and reflection upon practice;
- A habit of intellectual curiosity, a questioning mind, a commitment to continuing learning and an understanding of how to learn and acquire new knowledge;
- A commitment to good citizenship, to making a difference in the world and to serving others.

z

CHC'S STRATEGIC THEMES

STRENGTHENING CULTURE

A Christ-centred academic experience

PROMOTING EXCELLENCE

A leading Christian institution

EXPANDING INFLUENCE

Community Engagement for the Common Good

FOCUS OF CHC'S STRATEGIC GOALS

Our strategic goals are focused on:

OUR STUDENTS

Our students will be equipped to be agents of change in their world through Christ-centred experiences that include student life, learning experiences and a broader community engagement. While CHC achieves high levels of student and graduate satisfaction, we want to raise the bar. We want our graduates to be recognised as highly skilled, knowledgeable contributors to human flourishing for the common good.

OUR PEOPLE

Our people are the staff and faculty of CHC, and they are our biggest asset. We want CHC to be a preferred place of employment with a reputation for high levels of staff satisfaction. We want to recruit and retain 'best in field' Christian employees. They will work within a positive work culture and feel as if they are an important part of a team working towards a transformative vision, making a difference which matters. CHC's people have a focus on God's kingdom purposes.

OUR COMMUNITY

Our community (including alumni, employers, International Network of Churches, the wider church community, CHC Council members, employers, professional bodies, regulators and the general community) will express high levels of confidence in the corporate and academic governance of CHC. They will refer students to CHC with confidence in course outcomes, employability rates and student experience as measured against national benchmarks. Our community will have the confidence to invest in CHC CHC's vision represents more than words on a page but underpins a deliberate attempt to develop a community that seeks know God more and looks to serve the wider community in ways that are honouring to Him.

OUR PROCESSES

Our processes will be student-centric and will contribute to positive and safe student and staff experiences, facilitate efficient operations, develop institution-wide consistency of quality (while allowing discipline-specific uniqueness) and ensure high levels of regulatory compliance. CHC aims to minimize unnecessary steps in processes, use the best possible technology tools to enable the achievement of efficiencies, and meet and, where possible exceed, all legal and regulatory requirements. These processes will not lose sight of people but will be oriented to care for, develop and help them to achieve their best.



CHC OUR PLAN 2020-2022 – LEADING THE LEGACY

ONE PAGE SUMMARY

2

“GO FURTHER,
DO MORE.”

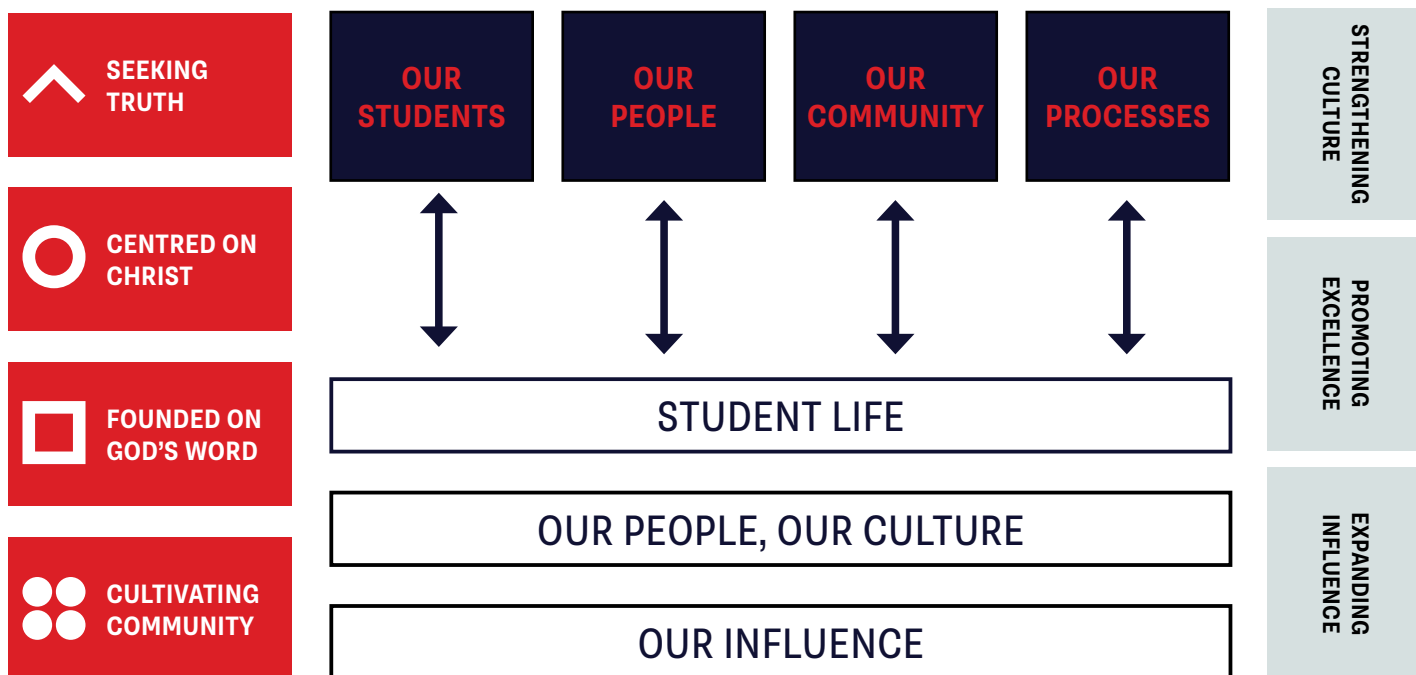
CHC'S IDENTITY

CHC lays the foundations for all students to think Christianly about their chosen disciplines and careers. CHC seeks for every student to grow in their knowledge of God so that they are equipped to think, relate and work in ways that consistently reflect the mind of Christ.

VALUES

PRIORITIES

STRATEGIC THEMES



Leading Indicators – student satisfaction, staff satisfaction, innovative teaching and learning initiatives, expanded influence, increased spiritual vitality, research output, retention rates, operating efficiency, new markets, enrolment growth

FOCUS AREA ONE

STUDENT LIFE

Our students learn in a safe, caring and supportive environment in which they acquire relevant and contemporary discipline and lifelong learning knowledge and skills. They experience support, guidance and expert teaching in face to face or online classroom environments. They express above-national benchmark satisfaction with the quality of the courses they study and are sought-after employees following their graduation. Throughout their lives they will consider a Christian worldview in their decision making and will make a contribution to human flourishing for the common good.

Strategic Themes

Perspectives

	Strengthening Culture	Promoting Excellence	Expanding Influence
1.1 Our Students	1.1.1 Provide Christ-centred, quality learning and student-focussed environments for in-person and online contexts.	1.1.2 Adopt best practice and resource approaches to teaching and learning to maximise student engagement, interactivity and learning outcomes.	1.1.3 Increase the size and broaden the diversity of our student population.
1.2 Our People	1.2.1 Create an institutional awareness of and responsiveness to issues of safety and well-being for the CHC community.	1.2.2 Provide development opportunities for our people to ensure student-centric and best practice approaches to teaching and learning.	1.2.3 Increase faculty engagement with discipline and industry-relevant research.
1.3 Our Community	1.3.1 Develop a culture in which students are connected in multifaceted ways with our extended community.	1.3.2 Develop a community that promotes and supports work integrated learning and active learning.	1.3.3 Increase faculty members' and students' connections to industry and practising professionals.
1.4 Our processes	1.4.1 Build systems which are transparent and user-friendly from a student-centric perspective.	1.4.2 Ensure administrative and academic processes are oriented towards improving the student experience.	1.4.3 Establish processes which address the changing nature of student cohorts and reflect their diversity, generational perceptions and needs.

FOCUS AREA TWO

OUR PEOPLE, OUR CULTURE

Our people, who are highly knowledgeable and skilled, choose to work in Christian higher education because they are motivated by making a positive difference in the lives of students and in communities. They prioritise our aim to be a leading Christian higher education provider in Australia. This is achieved through high levels of engagement with research and other developments in discipline areas, along with effective faith-learning integration practices. As a Christian higher education provider, we require staff to be aligned with our Christian beliefs and values.

Strategic Themes			
	Strengthening Culture	Promoting Excellence	Expanding Influence
Perspectives	2.1 Our Students 2.1.1 Ensure transparent, accessible information for students on how to engage with staff and faculty in ways which reflect our Christian ethos, enhance student and staff experience and facilitate quality learning outcomes.	2.1.2 Deliver best practice pedagogical and curriculum design informed by research.	2.1.3 Recruit and retain students who clearly understand that CHC has a Christian ethos and who wish to engage with that ethos.
	2.2 Our People 2.2.1 Recruit and retain staff and faculty with a passion to see students become all God intends them to be. Develop and maintain strong spiritual vitality on both individual and corporate levels.	2.2.2 Strengthen professional growth and remuneration processes. Provide opportunities for staff and faculty to be knowledgeable and skilled in their areas for student-centred Christian higher education (teaching, research, faith-learning integration, student life, student administration and other areas).	2.2.3 Build research capability and increase quality research output.
	2.3 Our Community 2.3.1 Cultivate “buy in” from our community to CHC’s vision, reflected by increased enquiries, financial support and community connections.	2.4.2 Develop external membership for the various committees that inform decision making at CHC.	2.4.3 Identify new professional networks and opportunities in the wider community in which faculty and staff can engage.
	2.4 Our processes 2.4.1 Improve data collection and analysis to inform practice.	2.4.2 Implement new systems and processes to improve staff efficiency and effectiveness (includes upskilling staff in the use of systems).	2.4.3 Develop mechanisms for effective communication with staff and faculty about opportunities for professional growth, research and community engagement.

FOCUS AREA THREE

OUR INFLUENCE

Our influence helps shape the public discourse about Christianity. It is carried by our graduates, staff and faculty, through excellence in contribution to workplaces, communities and research, to public debate, policy formation and governments. While still a small provider of Christian higher education, by leveraging the expertise of staff, faculty, students and networks of innovative Christian thinkers and educators, CHC aims for greater influence and engagement.

		Strategic Themes		
		Strengthening Culture	Promoting Excellence	Expanding Influence
Perspectives	3.1 Our Students	3.1.1 Build a scholarly and innovation culture among students.	3.1.2 Engage students and graduates in committees and projects at every possible level of CHC.	3.1.3 Build effective alumni networks to connect graduates to each other and to CHC.
	3.2 Our People	3.2.1 Build a scholarly and innovation culture among faculty and staff.	3.2.2 Create further opportunities for meaningful and strategic community engagement by faculty and staff.	3.2.3 Increase the presence of CHC at national and state conferences as sponsors and presenters.
	3.3 Our Community	3.3.1 Develop deep relationships with key strategic networks and partners connected across learning and teaching and research.	3.3.2 Leverage our national and international networks and partners to develop a policy-influencing think tank.	3.3.3 Improve the quality and impact of our community engagement efforts, consistent with our Christian ethos.
	3.4 Our processes	3.4.1 Ensure systems and processes are in place to facilitate lifelong engagement of alumni.	3.4.2 Embrace change and seek efficiencies in key business processes.	3.4.3 Develop and review mechanisms for communication to reach organisations and communities outside of our current networks.

Christian Heritage College

CAMPUS
322 Wecker Road Carindale QLD 4152

POSTAL
PO Box 2246 Mansfield BC QLD 4122

Phone: +61 7 3347 7900
Email: study@chc.edu.au

chc.edu.au

CRICOS Provider Code: 01016F

