

PCCEA (NORTHERN SUBURBS) INC
TRADING AS
KINGSWAY CHRISTIAN COLLEGE



STRATEGIC PLAN
(2008 – 2012)

*Educating, developing, empowering and equipping students
through Christ-centred education.*

Introduction

The Strategic Plan 2008-2012 provides the parameters for the operations of our College. Strategic directions are not static and like the Association they represent should reflect the subtle changes of the environment in which they operate. The Strategic Plan is based on the fundamental beliefs of the Association and on its key purpose – the provision of quality education for Association members' children in a Christian environment.

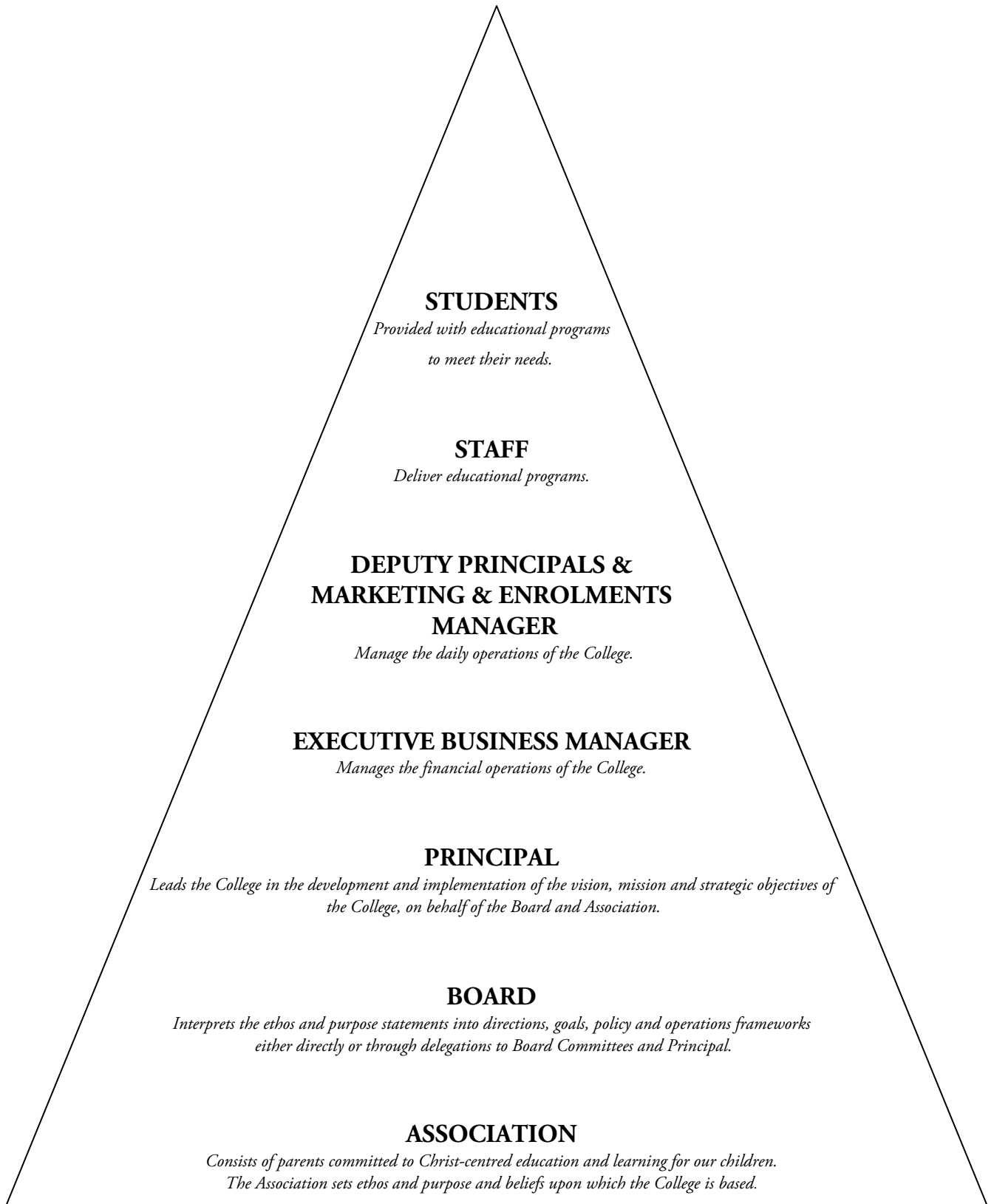
The Strategic Plan provides the basis for all strategic objectives, planning and communication between the Board, Principal, Executive Management Team and Staff and is designed to provide a direction for moving our College forward and is the basis for the Board's accountability to the Association.

The triangular framework shown on page 2 indicates the core purpose of our operations. Our students form the top tier of the triangle and are the reason for our existence. The provision of Christ-centred education is undergirded by the strong structural framework from the teachers who deliver programs to the baseline of the Association which offers the support of governance and leadership through the Board. The diagram emphasises that the ethos of a Christian learning environment and Christian principles established by the Association shape the direction and operations of all involved in working towards successful outcomes for students in the College.

All decisions made in relation to the College should address the question of how the action will enhance student learning outcomes in a Christian learning environment.

Principal

May, 2008



The Association

Consists of parents committed to Christ-centred education for our children.

➤ **The Board**

Consists of up to twelve (12) appointed members of our Association with the responsibility for exercising all the powers of the Association in the operation of the College.

➤ **The Executive Management Team**

Consists of the Principal, the Executive Business Manager, the Deputy Principals and The Marketing & Enrolments Manager and is responsible for developing vision, mission and strategic direction in conjunction with the Board and implementing pastoral care centred curriculum and administration via policies, processes and procedures.

➤ **Our College**

Provides Christ-centred education for children from Christian families from Early Learning to Year 12.

Mission Statement

Educating, developing, empowering and equipping students through Christ-centred education.

Our aim is to provide our students a quality Christian education, with Christ as the foundation. We are deeply passionate about building the next generation of young people who will develop a strong Christian ethic. We deliver quality and timely curriculum that is attuned to issues of social and civic responsibility, world environmental concerns and pursuit of knowledge, and a commitment to achievement of potential for every child who enters our gates.

We do this by

- Providing high quality Christ-centred curriculum, teaching and co-curricular activities,
- Operating a cohesive K-12 College under the leadership of our Principal,
- Meeting the needs of diverse learners through many and varied programs,
- Imparting Biblical values into all we do, think and speak, through a curriculum that engages and empowers students,
- Engendering pro-active partnerships with families, to maintain continuity of personal Christian development within the College community,
- Engaging the vibrant support of the church, alumni and broader community,
- Having committed Christian staff who are student focused and strive for excellence in their teaching,
- Supporting all students in achieving their post school options by providing excellent academic curriculum, alternative courses and traineeships.

Belief Statements

Christian Beliefs

- One God eternally existent in three Persons: Father, Son and Holy Spirit.
- The sovereignty of God in creation, providence, redemption, revelation and final judgment.
- The Divine inspiration of the original documents of the Bible (66 books); its entire trustworthiness, sufficiency and supreme authority in all matters of faith and conduct.

- The Deity of our Lord Jesus Christ, His virgin birth, His sinless life, His miracles, His atoning death on the cross as our representative and substitute, His bodily resurrection, His ascension to the right hand of the Father, His mediatorial work and in His personal, visible return in power and glory.
- The sinfulness and guilt of all mankind, rendering them subject to God's wrath and condemnation.
- Justification of the sinner by the Grace of God through personal faith in Christ alone, and regeneration by the Holy Spirit.
- The receiving and indwelling of the Holy Spirit at conversion, and His continuing work in the heart and life of the believer.
- The one holy universal church, the body of which Christ is the Head, to which all true believers belong.
- The resurrection and judgement of all mankind: the believer to life everlasting and the unbeliever to eternal damnation.

Education Beliefs

- The primary focus of education is academic achievement including social, emotional, spiritual and physical development and adjustment.
- Academic achievement is realised through a challenging and relevant curriculum.
- All students can achieve their full potential.
- Learning is a life-long process.
- Quality facilities and equipment support an excellent curriculum.
- Financial resources, used effectively and efficiently, are necessary to provide for student needs.
- All members of the College are responsible for educating students.
- All students deserve a safe, orderly and positive learning environment.
- All who enter our College should demonstrate respectful and appropriate behaviour.
- Current innovative and proven instructional methods are incorporated in the classroom.
- A nurturing, caring learning environment is provided.
- Educational continuity is maintained through the attraction and retention of qualified staff.
- The community and College join in support of promoting Christian values and ethics.

Vision Statement

Kingsway Christian College is committed to providing a high-quality affordable and distinctly Christian education for students. Our goal is to nurture an exemplary Christ-centred college culture where all students can develop the knowledge, discernment and ability to dynamically impact their world for Christ.

Kingsway Christian College

- Develops Christian young people who are influencing our community, our country and the nations.
- Provides an excellent Christ-centred curriculum that is recognised internationally as promoting a Christian worldview relevant to societal issues, industry requirements and inclusive of the diverse needs of our students.
- Is the Christian College of choice for Australasia and the Asia-Pacific rim with ongoing enrolment of international students.
- Develops activities which are fully integrated, led by a dynamic Principal supported by a united team of staff and volunteers that are committed to Christ-centred education.
- Has developed flexible human resource policies which address equal opportunities
- Has developed competitive and sustainable remuneration policies
- Has developed professional development and exchange programs that deliver lifelong learning and benefits for our staff.
- Receives strong support from our parents who provide volunteer service to the College as required.
- Receives strong support from the churches in our community with their senior leaders actively participating in our College program and events.
- Has developed specialisations and excellent curricular and facilities for:
 1. Early childhood learning
 2. Science and technology
 3. Vocational education
 4. Arts and music
 5. Sport and recreation
- Has a strong and committed alumni that actively support the Kingsway Christian College Foundation.
- Has outstanding extra-curricula and mission programs that develop a broad skills base and community service culture in our students.

Our Responsibilities

In a Christian community each member has rights which are balanced with responsibilities. In our Christian community, the following responsibilities are identified for each member group.

Students

- Learn and act in accordance with the beliefs and practices of the Christian faith.
- Respect others.

- Respond to the values and ethos of the Association.
- Develop the spiritual, emotional, intellectual, physical and artistic skills necessary to live in harmony with others.

Parents

- Accept and embrace seriously the ethos of the Association and their obligation to defend, enthusiastically support and encourage its values, principles and policies at all times.
- Fulfil their serious obligation to provide a Christ-centred education for their child/children in partnership with the Association, Board, Principal, administration and staff.
- Are aware of Christian ideals and values present at the College and to consider the implications of their choice to enrol students, embracing and supporting the ethos of the College.
- Communicate regularly with the College to support their child's learning and actively participate in shared decision making in relation to their child's education.
- Make available where practical their skills and knowledge to support the administration, operations and learning activities of the College.
- Accept that they have no direct management or administrative authority in the College.
- When there is a difficulty with the College policies or College staff, utilise the proper channels in dealing with the matter.

Staff

- Model a lifestyle of servant leadership that reflects Christian practice and beliefs in their everyday work.
- Enthusiastically support, safeguard and promote the College ethos.
- Are aware of their membership in the Christian community and respect and support the directions of the Association through the leadership of the Board, the Principal, Executive Business Manager, the Marketing & Enrolments Manager and Deputy Principals.
- Strive for excellence in their performance and participate in performance management processes to enhance their performance.
- Ensure that their knowledge and skills are current and that their work contributes to the learning and spiritual needs of the students.

The Executive Management Team: Principal, Executive Business Manager, Marketing & Enrolments Manager and Deputy Principals;

Accept that leadership

- Models Christian behaviour, practices and beliefs,
- Builds co-operation and supportive relationships with the Board, Principal, Deputies, teachers, support staff, students and parents,
- Promotes equity of access and receptivity to ideas from students, parents and staff,

- Focuses on all College activities towards achieving excellence in student performance and Christian development and for the common good of the community,
- Ensures that decision-making is based on fact, and is always impartial and fair to parents staff and students,
- Works to ensure personal best practice through participation in performance management and professional development,
- Ensures the delivery in the College of appropriate curriculum relevant to Christ-centred learning and the individual learning needs of students, and
- Always acts in the best interests of the College, the Association and its ethos.

The Principal

Is Executive Leader to the Association and its Board and is responsible for the every day conduct of College operations.

In relation to the College this involves:

- The quality assurance of the standard of administration and curriculum delivery in our College, and
- The performance management and professional development of principles to ensure the coordination of College operational planning, policy implementation, financial management, awards, salaries and contracts of staff, forward planning and reporting to the Board on performance in regard to key performance indicators.

In relation to the Board this involves:

- Managing the secretariat that supports the Association and the College,
- Lobbying and promoting the Association's work in relevant forums,
- Supporting the growth and development of the College in line with the Association's mission and the Board's current vision and strategic objectives,
- Providing the communications and administrative mechanism necessary to support the College,
- Marketing and promotional opportunities of the College,
- Performance management and professional development of secretariat staff, and
- Facilitating the coordination of strategic planning at Association/Board level.

The Board

Represents the parent community as owners of the College, and as informed and directed by the Association, the Board will provide Christ-centred leadership to the College through:

- Policy direction,
- Future planning,

- Effective and efficient resource management,
- Accountability and performance review, including performance management and appraisal of the Principal,
- Modelling the Christian ethos in their relationships with one another, in their decision-making, in their team building and in the demonstration of unity,
- Establishing effective communication strategies that ensure clear and consistent messages,
- Integrity, honesty and transparency in all dealings with the Association and College staff, whilst respecting confidentiality where necessary, and
- Impartiality and God inspired wisdom in the execution of the duties of a Board member.

Our Strategic Objectives

The Board has identified seven objectives to be realised over the five year strategic plan period, so as to fulfil the vision. Each objective has a number of strategic aspirations:

To be the College of choice for Christian families seeking Christ-centred education, with an excellent local and global reputation:

- Through an increased profile and perception of the College amongst Christian families.
- Through becoming a recognised leader in the field of Christian education and the teaching and modelling of Christian values (benchmark organisation).
- Through a developed culture of continuous growth and improvement in all activities of the College.
- Through ongoing review of pre and post compulsory education initiatives.
- By actively seeking authentic learning experiences for our students through community service partnerships and missions programs.
- Through vibrant support and engagement of our staff in all College activities.

To be a leading recognised Christian and academic education organisation at the cutting edge in the provision of learning through innovative curriculum and programs:

This will be achieved by:

- Developing innovative Christian worldview curriculum at all levels.
- Providing quality programs for different needs of students addressing individual and special needs; e.g. academically gifted, English as a Second Language/Dialect and students requiring educational support.
- Committed staff who are recognised as world class educators and leaders.
- Increasing enrolment at a single College campus of up to 1500 students.

- Developing or strategically aligning with another organisation with the same mission values to deliver Christian education in other locations and environments.

To influence our community through the development of students as effective Christian leaders:

- By inclusion of an ongoing Christian Leadership Development Program.
- By inclusion of a Christian life-skills program that equips students.
- By encouraging students to participate in community service programs.
- By including supportive learning environments that develop and nurture God's aspirations and talents for each child.
- Through ongoing opportunities for local and global mission experiences.

To have supportive parents and churches enthused and engaged in the life of the College:

- To engage in a program to research, potentially re-brand, launch and maintain brand profile for the College.
- To build a College profile among parents, churches and the community, that creates ownership of the vision.
- To engage strong support and participation from our parents with in excess of 50% of them providing volunteer service to the College each year.
- To garner strong support from the churches in our communities with at least 50% of their senior leaders participating in our College program each year.
- To build a strong and committed alumni that actively supports alumni events and the Kingsway Christian College Foundation.
- To build effective relationships with churches that grow families in the integration of Biblical values in the home.

To have abundant provision of human and financial resources to the College:

- To develop an effective Kingsway Christian College foundation providing capital funding for projects and high profile scholarship program.
- To develop an ongoing strategic human resource plan that provides:
 1. Flexible human resource policies which provide equal opportunity,
 2. Competitive and sustainable remuneration policies,
 3. Professional development and exchange programs that deliver life long learning and benefits for our staff and reward performance.

To have a broader market penetration through an expanded delivery of Christian education:

- To encourage effective self study and open learning opportunities internally and externally through online delivered curriculum and courses, e.g. Christian home school program.
- To engage in joint venture alliances with similar mission values that develops and promotes educational products to new markets.

To influence Governments in our community and nation in regard to Christian education and worldview:

- To engage in membership of and contribution to Associations that influence politicians and government to promote Christian education.
- To develop collaborative arrangements with other Christian educational organisations that promotes the advancement of Christian education.

Implementations

- The Association will be fully informed so that it can understand and support the Board's initiatives.
- The Board will receive quarterly reports from the College and will monitor the progress towards achieving our intentions.
- The Principal will be responsible for the communication of our intentions to the Executive Management Team and for coordinating the College based planning and implementation. A summary of the College Strategic Review, research and operation plans follows the Board of Directors' document.
- The Executive Management Team will be responsible for planning and implementing College focussed intentions of the Principal and demonstrating his/her achievements through an established accountability system.
- The staff will be responsible for supporting College initiatives and for implementing where necessary classroom changes and ensuring their effectiveness.

Goals

1. The PCCEA (NS) Inc will provide the facilities and equipment necessary to support the curriculum and instruction needed to exceed specified state and local standards of achievement.
2. The PCCEA (NS) Inc will secure funding that continues and enhances the present levels of educational programming, staffing, resources, and maintenance over the next five years.
3. Beginning with the 2008-2009 school year the PCCEA (NS) Inc will increase levels of district-wide support for, and involvement in our College, and unity in our community.
4. The PCCEA (NS) Inc will plan to construct purpose built facilities such as a Science, Technology Centre, Middle School and Early Learning Buildings as the needs arise.

Strategy Action Plans

Strategy 1: To develop and implement a comprehensive, Kingsway Christian College facilities plan.

Action Plans to be implemented through Strategy 1:

- Efficient operations in the use of buildings and staff will be established and maintained.
- An optimum learning environment will be established and maintained for all students.
- Future planning will commence for the addition of purpose-built facilities.

Strategy 2: To establish and implement a long-range financial plan.

Action Plans to be implemented through Strategy 2:

- Establish procedures that will stabilise Kingsway Christian College's annual budget and control expenditures.
- Develop strategies to increase Kingsway Christian College's sources of revenue.

Strategy 3: To create additional opportunities for support and involvement within our College and community.

Action Plans to be implemented through Strategy 3:

- Create a stronger partnership between school and community.
- Bring the history and the natural resources of the community into the classroom to promote understanding and inspire pride.

Strategy 4: To implement continuous curriculum development and staff improvement opportunities to increase student achievement.

Action Plans to be implemented through Strategy 4:

- Strengthen the curriculum to provide challenging opportunities for all students.
- Improve the quality of teaching and learning programs.
- Provide staff development for training on Christian Education and current educational issues.
- Continue to attract quality staff to provide excellence in Christ-centred education.