



Alphacrucis College New Zealand

## **Strategic Plan**

2021-2025

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## Strategy

Alphacrucis College (AC) will become a global Christian University which equips Christian leaders to change the world.

AC will produce Christian leaders who inspire hope, courage, and enthusiasm. They will constitute a Spirit-inspired movement of church, community, professional, organisational, and academic leaders. They will provide a clear, relevant, and bold articulation of the Gospel of Jesus Christ. Neighbourhoods and nations will be transformed.

AC will challenge gender-based stereotypes of leadership and will champion female leaders who will contribute towards greater collaboration and cooperation within society.

AC will advance the cause of Indigenous and Pacific communities with appropriate leadership training and accredited awards that will promote and enhance educational success for Indigenous and Pacific communities.

AC will deliver education that transforms students intellectually and morally and enables them to realise their potential in serving Jesus Christ. This education will connect students of advantage and disadvantage, and of all ethnic and social backgrounds. It will be of the highest quality, delivered in class and online, relevant to and engaged with AC's constituent communities, and measured in terms of impact and influence.

Awards will be offered in academic preparation, leadership, theology, chaplaincy, ministry and apprenticeships by 2025. These courses will be Christ-centred, Bible-based, and supported by research and scholarship. They will also be market focused, outcome oriented, and relevant to industry and employment.

Research will be original and creative, and designed for maximum benefit to end-users. Learning and teaching will be dynamic and exemplify best practice for others to follow. Academic leaders will embody the mission and ethos of the College and provide the leadership necessary to grow their course offerings and student enrolments.

AC will have growing campuses in each Australian capital city and partnerships with faith-based institutions within Australasia, Asia Pacific and globally. ACNZ will respond to demand for the expansion of its locations to include cities within New Zealand and the Pacific

AC will continue to be Pentecostal, entrepreneurial, and committed to the growth and flourishing of the church. AC will position itself to participate in innovation within the New Zealand Qualifications Authority (NZQA) and Tertiary Education Commission (TEC) and will not be limited to existing models and paradigms.

## Mission, Vision and Values

### Mission:

- To equip Christian leaders to change the world.

### Vision:

- To become a global Christian university, transforming neighbourhoods and nations.

### Values:

- Christ-centred: We are committed to the Christian faith, to serving one another in humility and engendering compassion for all peoples.
- Excellence: We are intentional in selecting foci and initiatives that raise the quality of our course offerings and research, and we are committed to modelling excellence that inspires emulation.
- Integrity: We value transparency in our processes and interactions, accountability that fosters maturity, and reliability that is consistent.
- Innovation: We value creative, purpose-driven innovation that provides accessible solutions.

## Graduate Attributes

Graduates of AC's programmes will be able to display the following attributes:

### Attribute 1: Christian Worldview

Knowledge of the Christian story derived from the Scriptures and tradition of the church, and awareness of the implications of this story for self-identity in the context of local and global communities. This includes a commitment to engage with alternate worldviews and show appreciation of the values and perspectives of others.

### Attribute 2: Leadership

Ability to provide effective Christian leadership to individuals, groups and organisations, demonstrated in the capacity to influence and enable others to accomplish worthwhile objectives which contribute to the human good and the kingdom of God. This includes seeking to emulate the example of Jesus Christ in serving and empowering others.

### Attribute 3: Integrity and Justice

Ability to apply a Christian worldview in the diverse situations and responsibilities of life, and to exercise faith, hope, love and generosity as prevailing attitudes. This includes the active promotion of the gospel, social justice, equality, mutual respect and an ecological ethos.

### Attribute 4: Communication

Ability to communicate effectively to a range of audiences, in appropriate contexts using high levels of verbal, written and technological skills. This includes visual and media literacy, numeracy, rhetoric and persuasion.

### Attribute 5: Personal and Social Skills

Relational skills that incorporate the flexibility for both independent and collaborative situations. This includes personal and group organisational skills, conflict management and resolution, as well as the ability to value and respect the opinions of others.

### Attribute 6: Critical and Creative Thinking

Capacity for critical and reflective thinking that is explored not only individually but also within a community context. This includes the ability to be creative and to research, analyse and resolve problems in innovative and prophetic ways.

### Attribute 7: Professional Knowledge

Use and maintain knowledge about a discipline or field, in terms of theoretical, conceptual, and methodological elements, striving continually and independently to secure further knowledge and where appropriate, defined professional skills.

## Strategic Themes

The governing council have identified the following themes as a focus for the next three years to position the college as a high performing, high achieving provider:

- Theme 1: Academic Excellence
- Theme 2: Sustained Advancement
- Theme 3: Operational Excellence

### Theme 1: Academic Excellence

In 2025 AC is excelling in the delivery of quality programs that enable the continued growth of the College and equip students to make positive, meaningful, and transformative contributions to society. This delivery is supported by relevant, innovative, and nationally disseminated learning and teaching practices, comprehensive student services and support, and world standard research and scholarship.

To achieve this, the college will:

- Increase faculty scholarship and skills, and improve infrastructure and capacity, in the delivery of high quality, technology-enhanced learning and teaching; (AC Objective O.1.1)
- Improve student experience and increase retention rates through comprehensive and responsive student services and support, and (AC Objective O.1.2)
- Improve the design and delivery methods of programs to maximize attractiveness and accessibility in existing and emerging fields that meet the needs of AC’s constituency (AC Objective O.1.3).

<b>Ownership:</b>		National and Academic Directors
<b>Objectives:</b>		<b>Supported by Projects:</b>
<b>O.1.1</b>	<p>Increase faculty scholarship and skills, and improve infrastructure and capacity, in the delivery of high quality, technology-enhanced learning and teaching.</p> <p>Actions taken.</p> <ul style="list-style-type: none"> <li>▪ NZQA Degree Monitoring report 2021 (BCM, KBCM)</li> <li>▪ NZQA Degree Monitoring report 2022 (BCM, KBCM)</li> <li>▪ AC 2021 – 2022 Research Outcomes</li> <li>▪ Shareholder Research Plan 2023 submitted to Council for approval (211122)</li> </ul>	<p>P1.1</p> <p>P1.3</p> <p>P1.4</p>
<b>O.1.2</b>	<p>Improve student experience and increase retention rates through comprehensive and responsive student services and support.</p> <p>Actions taken.</p> <ul style="list-style-type: none"> <li>▪ Permanent Employment of International Student Engagement Officer 2021</li> <li>▪ Permanent Employment of Pasifika Student Engagement Officer 2021</li> <li>▪ Māori Liaison officer (National Director)</li> <li>▪ Implementation of Student Engagement Team (SET) 2022 to support whole-college approach for student services (SET members; National Director /Māori liaison, Head of Studies (Lv 4,5), Head of Studies (Lv 6, 7), Pasifika SEO, International SEO; Registrar; inclusion of Korean administrator to SET 2023).</li> <li>▪ Implementation of Tongan learning hub 2021</li> <li>▪ Implementation of Napier / Samoan learning hub 2022 (S2)</li> <li>▪ Timaru site overview &amp; pastoral care for cohort</li> <li>▪ The Code of Practice (Pastoral Care of Tertiary and International students) self-assessment</li> <li>▪ TEC Strategic Learner Intent / Investment Plan</li> </ul>	<p>P1.1</p> <p>P1.4</p>

<b>O.1.3</b>	<p>Improve the design and delivery methods of programs to maximize attractiveness and accessibility in existing and emerging fields that meet the needs of AC’s constituency.</p> <p>Actions.</p> <ul style="list-style-type: none"> <li>NZQA Type 2 change(s) completed 2022.</li> </ul>	<p>P1.1 P1.3 P1.4</p>
<b>2023 Projects</b>		<b>KPI</b>
<b>P.1.1</b>	<p>Identify key focus areas for 2023 such as in AC Research and Scholarship, Learning and Teaching, Student Services and Support and Engagement and Social Responsibility and develop plans accordingly based on priority, and develop plans annually.</p>	<p>Identification of key focus areas and completion of Plans accordingly to Council for approval.</p>
<b>P.1.2</b>	<p>Preparation of EER submission for March 2021 evaluation.</p> <p>Actions.</p> <p>2021 EER Category 3 rating.</p> <p>2022 – 2023</p> <p>Preparation of EER submission for June 2022 evaluation.</p> <p>Actions.</p> <p>Informal Formative Review (IFR) in progress with EER lead evaluator</p>	<p>Achieve a “confident” or higher outcome in self-assessment and in educational performance in the next EER.</p> <p><b>2021 EER cat. Rating 3</b></p>
<b>P.1.3</b>	<p>Redesign the Quality Management System with policies and procedures to ensure best educational practice.</p>	<p>Completion of QMS for approval by Academic Committee and EC.</p> <p><b>Completed.</b></p>
<b>P.1.4</b>	<p>Ongoing development of the concepts associated with the five identified strategic growth indicator education plans (annually) for Māori /Pasifika, Youth, Apprenticeships, Missions, Credentials across ACNZ faculty and associated partnerships.</p>	<p>Completion of Māori Advancement plan, Youth Plan, Apprenticeship plan and Credential Plan for approval by EC. In progress.</p>

## Theme 2: Sustained Advancement

In 2025 AC is achieving its budgeted enrolment and income growth targets with operational effectiveness in marketing and recruitment, campus operations, and fundraising. It has viable growing campuses in New Zealand and the Pacific and partnerships with Christian churches and organisations nationally and throughout the world.

Sustained achievement will be reached through:

- Obtaining Equivalent Full-time Student allocations annually (through on-campus, online, partnership sites, youth guarantee enrolments), (AC Objective O.2.1)
- Improved marketing and recruitment practices to achieve annual enrolment targets, (AC Objective O.2.2)
- Promotion of the college through authentic relationships with stakeholders (AGNZ) and other churches in NZ, and (AC Objective O.2.3)
- Increasing annual donation income to exceed \$20,000 (AC Objective O.2.4).

<b>Ownership:</b>	<b>National Director</b>	
<b>Objectives:</b>		<b>Supported by Projects:</b>
<b>O.2.1</b>	<p>Maintain Equivalent Full-time Student (EFTS) allocations annually (through on-campus, online, partnership sites, youth guarantee enrolments).</p>	<p>P2.1 P2.2 P2.3 P2.4</p>

		P2.5
<b>O.2.2</b>	Improve marketing and recruitment practices to achieve annual enrolment targets. Actions. Website re-development in progress 2022 Online enrolment function included	P2.1 P2.2 P2.4 P2.5
<b>O.2.3</b>	Promote the college through authentic relationships with stakeholders (AGNZ) and other churches in NZ.	P2.6
<b>O.2.4</b>	Increase annual donation income to exceed \$20,000.	P2.6
<b>2023 Projects</b>		<b>KPI</b>
<b>P.2.1</b>	Upgrade ACNZ Website in consistency and brand recognition to AC.	Completion of project 2022. In progress.
<b>P.2.2</b>	Completion of 2022 project; Upgrade student management system to enhance capabilities and efficiencies. Actions. Adopted Selma to Increase capability by instalment of Moodle plug in for 2022 enrolment	Increase capability by instalment of Moodle plug in for 2023 enrolment. <b>Implementation of new SMS completed.</b>
<b>P.2.3</b>	Completion of 2022 project; improve Library systems and resources with inclusion of AC library upgrade 2021 and efficiencies of self-issuing capabilities. Actions. Completed. E-library available.	Professional development of library staff by AC. <b>Completed.</b>
<b>P.2.4</b>	Creation of a specific marketing and recruitment plan for each NZ campus to help achieve enrolment targets over the 5-year period.	Achieving annual enrolment targets of 10% growth year on year.
<b>P.2.5</b>	Increase revenue e.g., YG funding allocations through site exploration and relationship development in new locations within NZ, as outlined in NZQA Strategic Plan. Submit proposal for future advancement June 2021 to TEC as part of Apprenticeship Plan.  Action. Discontinuation of YG due to impact of Covid-19 from Jan 2022.	Submission due June 2021 for 2022. Future growth submissions on hold until EER category 2 obtained. YG <b>Discontinued YG 2022.</b>
<b>P.2.6</b>	Promote the College through every AGNZ church. Action. Connection to AGNZ website link with AC (NZ) AGNZ / AC communication plan	Targeted plan to contact each AGNZ Church in 2021. <b>Completed.</b> 2022. End of year comms 2023.



### Theme 3: Operational Effectiveness

In 2025 all of AC’s activities are functioning effectively and efficiently and are supported by robust operational systems including financial control and risk management, information technology, campus services and maintenance, and staff welfare and development.

To optimise effectiveness, the college will:

- Improve the accuracy and rigor of budgeting, financial control, and risk management to maintain financial viability and growth, (AC Objective O.3.1)
- Improve the effectiveness of information systems to provide efficient service to all college functions, (AC Objective O.3.2)
- Enhance the design, functionality, and integration of all AC campuses, and (AC Objective O.3.3)
- Improve processes and systems to streamline operations, reduce manual work, and enhance inter-departmental collaboration (AC Objective O.3.4).

Ownership:		National Director
Objectives:		Supported by Projects:
<b>O.3.1</b>	Improve the accuracy and rigor of budgeting, financial control, and risk management to maintain financial viability and growth.	P3.1
<b>O.3.2</b>	Improve the effectiveness of information systems to provide efficient service to all college functions.	P3.1
<b>O.3.3</b>	Enhance the design, functionality, and integration of all ACNZ campuses.	P3.2
<b>O.3.4</b>	Improve processes and systems to streamline operations, reduce manual work, and enhance inter-departmental collaboration.	P3.3
2023 Projects		KPI
<b>P.3.1</b>	2022. Project completed. Plan to achieve integration of ACNZ as an international campus.	All ACNZ financial systems integrated into AC Australia. By 2022 have completed full integration of IT systems with Australia. <b>Completed.</b>  Completion of projects and initiatives as outlined in plan and reported to the Council. <b>Completed.</b>
<b>P.3.2</b>	Development of a plan to relocate Penrose campus based on AC’s new campus model plan.	Completion of the plan in 2021 for budgeting in 2022. In progress.
<b>P.3.3</b>	Conduct review of registry department for operational effectiveness.  Action. TEC Desktop audit 2022 final report. TEC Corrective action evidence to be submitted 31/1/23 JSA Student Fee Protection audit 2022 JSA Financial audit 2022	Completion of review and identification of general criteria for reviews of other AC departments in future. <b>Completed.</b>

## Organisational Effectiveness

The college will use the following measures to assess its effectiveness:

### Educational Performance Measures:

KPI	Measure
Student Retention Rate	95%
Student Attendance Rate	90%
Course Completions	85%
Qualification Completions	85%
Graduation Rate	85%

### Learning and Teaching Performance Measures:

KPI	Measure
Staff with Advanced Certifications or Degrees	100%
Staff Training Sessions Per Year	4 - in each term break
Lecturer Attendance Rate	100%
Lecturer Retention Rate	80%
External Moderation Success	100%
Student Satisfaction Rate	90% excellent or good

### Industry and Stakeholder Engagement Performance Measures:

KPI	Measure
Alumni	<ul style="list-style-type: none"> <li>Graduates join each semester</li> <li>Participation in social media</li> <li>Attendance at functions</li> <li>Good testimonials received</li> </ul>
Local Advisory Committees	<ul style="list-style-type: none"> <li>Attendance at bi-annual meetings</li> <li>Quality input from members</li> </ul>
Industry Engagement	<ul style="list-style-type: none"> <li>A range of industry stakeholders attend functions</li> <li>Good relations with industry during student work placements</li> </ul>

## Organisational Capability Performance Measures:

KPI	Measure
Financial Stability	Meeting TEC Financial Viability standards Meeting operational expenses Annually audited accounts
Staff Stability	Low staff turnover Qualified and experienced staff High staff satisfaction rates
Consistency Review	Attaining 'Satisfactory' status
Compliance	Successful Code of Practice reviews Accurate Student Fee Protection audits Timely Annual Returns
Campus Buildings	Campus environment is suitable and fit for purpose Optimal occupancy of classrooms, practical teaching areas, library and office space
Profile	Diverse mix of nationalities Positive recommendations from external stakeholders High job placements