



**PBC**  
PERTH BIBLE COLLEGE

2022-2024

# STRATEGIC BUSINESS PLAN



# CONTENTS

Principal's Introduction	2
Vision and Mission	3
Values	4
Strategic Framework	5
Key Focus Areas	6
Academic	7
Support	8
Facilities and Technology	9
Governance	10
Community	11

# PRINCIPAL'S INTRODUCTION

If the COVID pandemic has taught us anything, it is how resilient both our students and the higher education industry can be in the face of great change. Though the industry was already in a changing landscape, the pandemic has had a definite impact on speeding along those changes. With this, however, comes an inescapable need for us as a college to change with it. Fewer students focus solely on their studies, with increased work loads leading to a decrease in study loads. More students are studying on a multi-modal basis, utilising the flexibility that comes with online study, yet displaying a definitive value for face-to-face learning. Across the industry, higher education is still feeling the effects of COVID-19. All of which means, if we are going to make some strategic changes, now is the time to do so, ensuring we move into a new era of higher education ready and from a place of strength.

The need for strong Christian leaders continues to be great, not only in our churches, but in the workplace as well. We are seeing increased demand for education founded on theological enquiry in areas such as the social sciences and business. There is a unique opportunity for us as a college to move into fields we have never been in before, expanding our influence and moving forward with both our vision and our mission. Though denominational boundaries remain, and new challenges present themselves, we believe we can move beyond these to form extensive inter-denominational networks for the purpose of that which Christ calls us into the world.

Perth Bible College is at a pivotal moment in its history. One which may determine its future effectiveness as a ministry of Christ. With this in mind, we have created a new strategic framework from which to operate, as well as the resulting strategic plan. We have pushed past the challenges presented to us, and will continue to do so, moving forward as a tertiary education provider.

Andre van Oudtshoorn  
Principal





## VISION

To advance the mission of Christ through being a key provider and Research Centre in Australia and around the world.

## MISSION

To equip churches and associated organisations with qualified and effective workers by developing leaders through a range of educational programmes.

# VALUES

## **Evangelical**

We believe in the urgent need to reach our broken world with the gospel of Jesus Christ and to train men and women to be effective servants for God.

## **Interdenominational**

We teach people to think through issues by providing foundational knowledge, tools and skills so that they can approach practical ministry with a well-developed framework for leading various forms of ministry rather than prescribing one approach to ministry.

## **Ministry-Oriented**

Our studies contain a high academic level of education, and we are committed to maintaining this high standard as an important foundation for practical ministry. However, all our studies will also have a "How does this apply to my life, church and world situation?" focus as well as contain the practical skills necessary to be effective in ministry.

## **We are Servants of God's Word**

We understand that as humans we need to adopt a posture of humility before the final authority of the revelation of God. We allow God's Word to constantly confront us, placing our ideas and practices before Him to be shaped and moulded for His glory.

## **We are Communication Focused**

In any form of ministry communication skills are paramount. The effectiveness of ministry will depend not only on the knowledge of the message but on how the message is communicated in a relevant and clear way. All of our studies incorporate the need to be able to communicate well that which is being learned.

## **We are Community Centred**

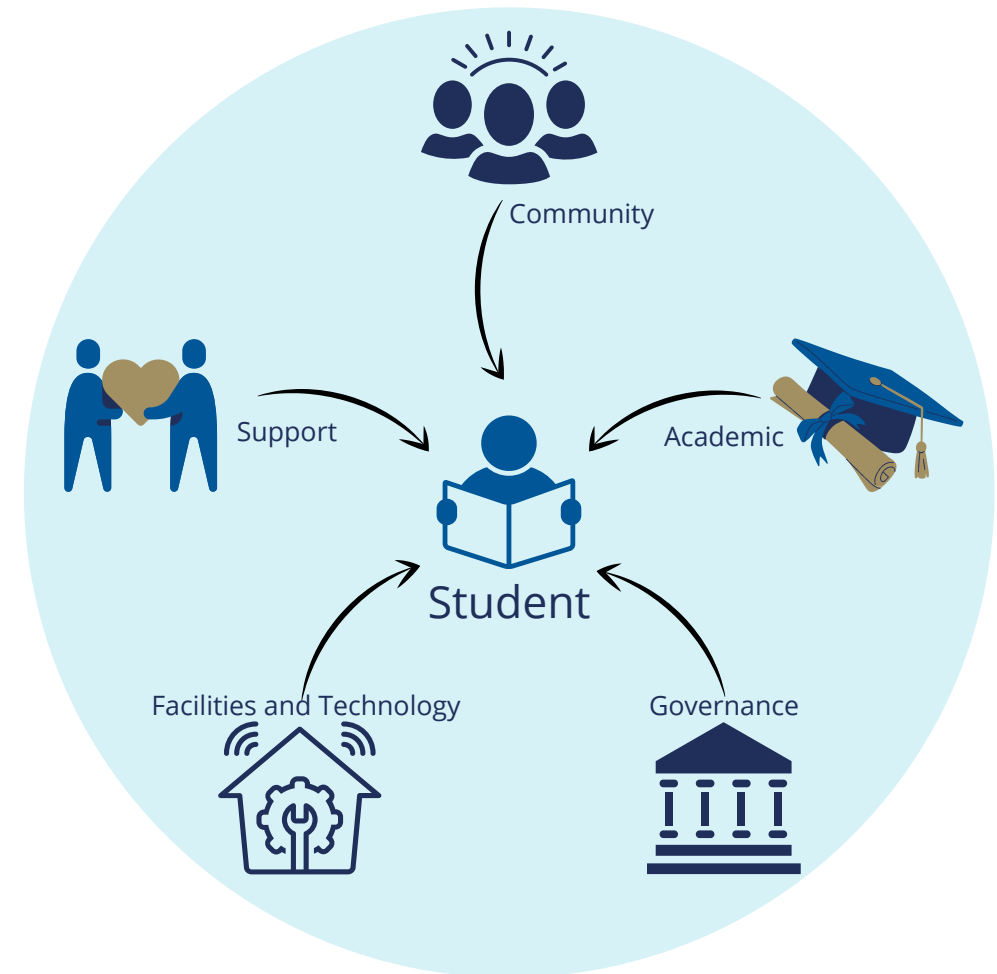
We believe that community is a primary means for personal transformation as well as foundational for healthy church ministry. To facilitate this, part of our training includes students experiencing and being part of a transforming community at College.

## **We Equip for the Kingdom**

Rather than only educating the individual, we desire to give students tools so they can develop others as well as themselves. Each graduate should be able to not only effectively impact the world in which they minister but equip others to also impact their world for Christ.

# STRATEGIC FRAMEWORK

Perth Bible College (PBC) seeks to create an educational experience that enriches both the students and the staff. To do this, the organisation recognises the need for placing the student at the centre of all that PBC aims to achieve. Though there are a few key areas that immediately come to mind when doing this, such as the courses themselves, the lecture itself is but a small aspect of the learning experience. By applying a holistic approach to the learning environment, the staff themselves are included, suggesting that a student-centred strategic plan must also seek to improve the lives of all involved in the running of the College. By keeping the student at the centre and acknowledging the impact of the staff, the Strategic Framework was created.

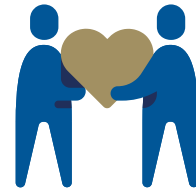


# KEY FOCUS AREAS



## Academic

This includes aspects such as course design, teaching staff, research, and other learning environment aspects.



## Support

This includes aspects such as staffing, support for both staff and students, and their overall health and wellbeing.



## Facilities and Technology

This includes aspects such as the College facilities and the technological infrastructure in place.



## Governance

This includes aspects such as policies and procedures, strategies, reporting systems, and corporate documents.



## Community

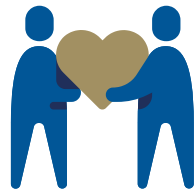
This includes aspects such as networking, stakeholder engagement, and external partnerships.

## ACADEMIC



ACTION	TIMELINE	RESPONSIBILITY	RESOURCES	KPI
Adapt existing units to be run as intensives, ready for the Summer Semester	Jun 2022	Academic Dean	N/A	Hold 2 intensive units over the Summer Semester.
Employ internationally recognised scholars	Dec 2022	Principal	\$350,000 per year	Academic staff publish 2 articles per year
Develop a plan for the College to become self-accrediting	Dec 2022	Principal	N/A	An approved plan is implemented
Develop a plan to deliver PBC courses internationally online	Feb 2023	Principal and Academic Dean	N/A	An approved plan is implemented
Develop a Research Centre to serve the Church and academic community	Jul 2023	Academic Dean	TBC	Publish 4 research papers with internationally recognised publishers
Develop new innovative and industry relevant courses	Dec 2024	Academic Dean	\$15,300	Submit 2 new courses for accreditation in 2024





# SUPPORT

ACTION	TIMELINE	RESPONSIBILITY	RESOURCES	KPI
Provide regular professional development sessions for all staff	Annually	Principal	\$500	2 professional and development session are conducted each year
Conduct a review of the current Workforce Plan and staffing arrangements	Apr 2023	Principal	N/A	An improved Workforce Plan is approved and implemented
Work with external groups to increase the support provided to minority group students	Feb 2024	Dean of Students	TBC	Implement a study enabling course specifically for Aboriginal and Torres Strait Islander students
Conduct a review of the Mental Health Strategy and develop it further into a Health and Wellbeing Strategy	Jul 2024	Dean of Students	N/A	An approved Health and Wellbeing Strategy is implemented
Develop foundational programs focussing on Culturally and Linguistically Diverse students	Dec 2024	Academic Dean	\$20,000	Provide one course catering to ESL students and one course catering to students requiring assistance with technology

# FACILITIES AND TECHNOLOGY



ACTION	TIMELINE	RESPONSIBILITY	RESOURCES	KPI
Research grants and other avenues for funding of potential projects	Jun 2022	College Administrator	N/A	Find 10 potential funding avenues and/or grants
Develop an Asset Management Plan	Jun 2022	Facilities Committee	N/A	An approved Asset Management Plan is implemented
Upgrade technology and equipment in the lecture rooms	Feb 2023	College Administrator	\$15,000	Install smart tech in all lecture rooms and have an action plan for further upgrades
Improve disability inclusion and access at the College	Jul 2023	Dean of Students	TBC	Submit a report to the Board of Management with suggestions of required projects and estimated costs
Refurbish the College facilities	Dec 2023	Facilities Committee	\$20,000	Complete refurbishments of 2 main facilities
Deliver NBN to all residential units	Jun 2024	College Administrator	\$20,000	All residential units have NBN connections
Improve the safety and security at the College	Dec 2024	Facilities Committee	TBC	Submit a report to the Board of Management with suggestions of required projects and estimated costs

# GOVERNANCE



ACTION	TIMELINE	RESPONSIBILITY	RESOURCES	KPI
Conduct a review of the Vision, Mission and Values of the College	May 2022	Board of Management	N/A	A comprehensive report on the review is published
Conduct a review on current reporting systems	Jun 2022	Compliance and Strategy	N/A	A comprehensive report on the current reporting systems is published
Develop a fundraising strategy	Dec 2022	Board of Management	N/A	A Fundraising Strategy is published
Conduct a review of the Risk Management Plan and related framework	Jun 2024	Audit and Risk Committee	N/A	An updated Risk Management Plan is published, incorporating suggested improvements from the review
Conduct a review of the Quality Assurance Framework	Aug 2024	Compliance and Strategy	N/A	An updated Quality Assurance Framework is published, incorporating suggested improvements from the review

## COMMUNITY



ACTION	TIMELINE	RESPONSIBILITY	RESOURCES	KPI
Develop a networking strategy	Apr 2022	Compliance and Strategy	N/A	A Networking Strategy is published
In liaison with external organisations, conduct a review of marketing processes and create a Marketing Strategy	Jun 2022	Dean of Students	\$7,000	A Marketing Strategy has been developed and implemented
Develop a Stakeholder Management Plan, stipulating engagement strategies for stakeholder, including Life Members and Alumni	Sep 2022	Compliance and Strategy Dean of Students	N/A	A Stakeholder Management Plan is published
Develop a partnership package tailored towards churches	Jan 2023	Principal	N/A	A detailed package, stipulating various levels of product offerings, has been developed
Explore partnerships with international educational institutions	Sep 2023	Principal	N/A	Conduct preliminary negotiations with 1 international educational institution