



World-Class
Theological Education

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Ridley College Strategic Plan 2019 — 2023

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Students come from a variety of denominations to attend Ridley, adding richness to our learning and experience of the world. I've also appreciated the culture at Ridley where women are respected and our voices are heard, alongside those of our brothers.



Our Context

Ridley College was established in 1910 by a group of Anglican evangelicals, including the Bishops of Bendigo and Gippsland, who wanted to ensure that there was a place to train future generations of gospel-focused leaders.

Their vision was to plant a residential college where people, including ordinands and future missionaries, could train for Christian ministry.

Ridley continues to develop, extending our offerings, expanding our student-base and building for the future. With over 400 students from every state and territory, and growing numbers studying from overseas, Ridley has more reach and influence than ever before.



Recent Achievements

Some recent achievements include:

388 graduates since 2013

Over 30 graduates in active missionary service

Australia's **largest online** theology degree program

A **revitalised centre** for Children's and Youth Ministry program

The **leading research institution** in the Australian College of Theology

A **budget surplus** every year for the past 10 years.

Our Students are Changing

Ridley
Students
of 2000



Ridley
Students
of 2020



Full Time	Part Time
Verbal	Visual
Sit and Listen	Try and See
Lecturer	Facilitator
Job Security	Flexibility
Commanding	Collaborating
Curriculum Centred	Learner Centric
Closed Book Exams	Open Book World
Books and Paper	Glass and Devices
On Campus	Multimode
Melbourne	All Over The World

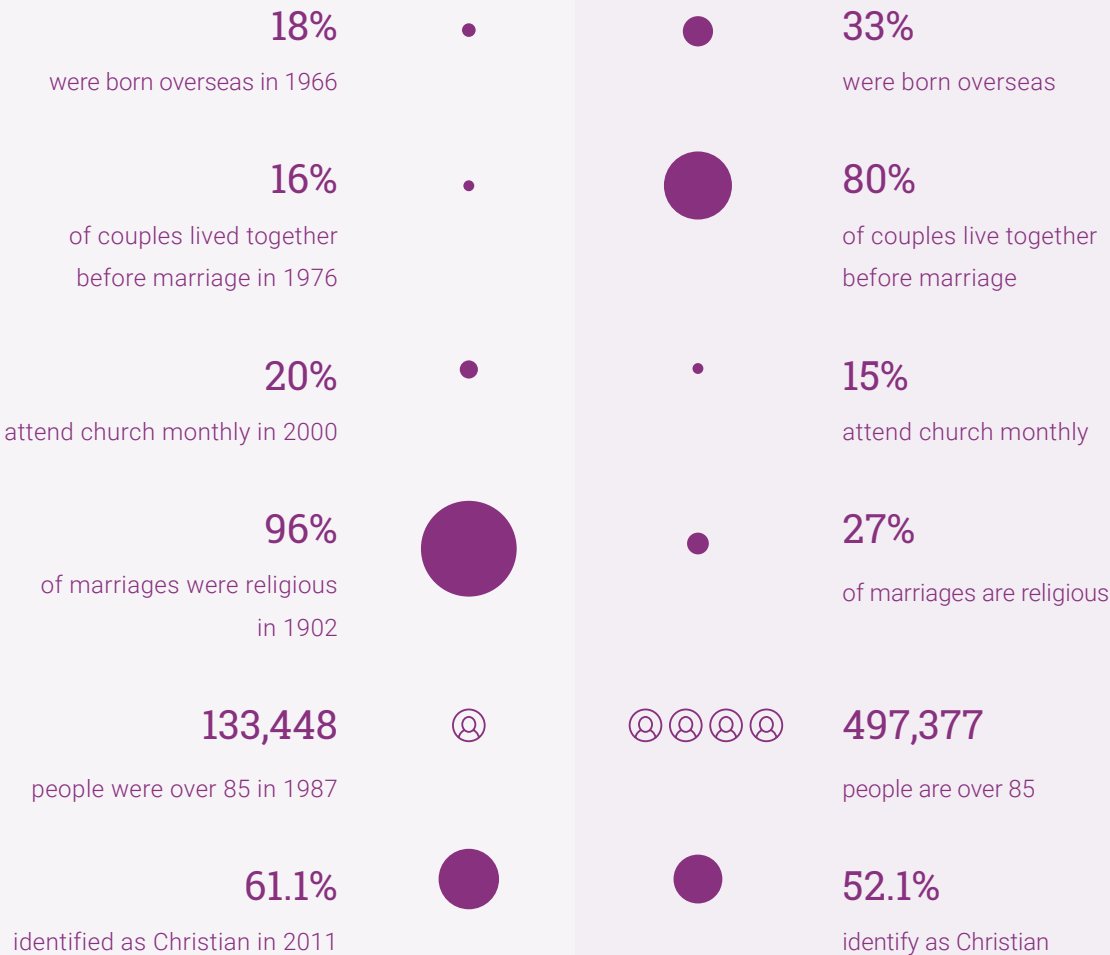


The World is Changing



Australia
Then

Australia
Now





Ministers for a changing world

At this point in our life we face significant new challenges. Changing student expectations, increased demands from our accreditation body and higher costs are major concerns.

At the same time there are many opportunities, including technological developments, potential partnerships, and engagement with new migrant communities.

Ridley is blessed with a strong support-base, solid evangelical culture, and renewed commitment to equip the next generation of leaders for God's mission in a rapidly changing and increasingly complex world. Our position as Australia's leading online provider of theological education, the quality of our staff and faculty, and our recently improved facilities provide a solid foundation for the next stage of the College's life.

This plan highlights our key strategic priorities for the next five years. They are the result of an extensive process of consultation with over 120 stakeholders. While the insights from our stakeholders were many and varied, several strong themes emerged and have shaped this plan. These are captured by the four key areas that will be our strategic foci.

Mission, Vision and Values



Mission

Equipping men and women for God's mission in a rapidly changing and increasingly complex world.



Vision

To be a leading centre of mission and ministry training delivered in supportive communities through flexible study modes.



Theological Framework

Ridley College is committed to academically rigorous theological training in the Anglican, Reformed and Evangelical tradition that engages seriously with contemporary culture.



Values

1. Learning

High academic standards in a spirit of honest inquiry, under the authority of Scripture, and engaging with the history of Christian thought and our contemporary world.

3. Community

Learning in relationships of respect, support and integrity, welcoming people from varied backgrounds and churches, and establishing networks for partnership in ministry.

2. Formation

The intentional development of Christ-like character, prayerful dependence on God, and the integration of life, doctrine and ministry practice.

4. Mission & Ministry

Promoting a global vision for the gospel of Jesus Christ, a heart to serve the church, cross-cultural skills, perseverance, confidence and humility in handling God's word.



Ridley's Commitment

Our strategic focus
over the next five years
will be on four key areas:



Innovation

Innovation in learning, curriculum
and research



Leadership

Building the leadership capabilities
of our students and graduates



Partnership

Developing key partnerships to reach
new networks



Growth

Driving quality and efficiency to
continue Ridley's growth trajectory



Innovation

Our main goal in innovation is to enhance our teaching and learning in order to produce mission-focused graduates fit for the ministry challenges of the next three decades. We believe that this can be achieved through three strategies:

#1

Innovation Strategy

Develop new patterns of student learning and engagement

Objectives

- Enhanced learner engagement;
- Improved retention;
- Higher rates of student satisfaction.

#2

Innovation Strategy

Align curriculum with contemporary needs and mission imperatives

Objectives

- Graduates who are cross-culturally adept and mission-ready;
- Graduates with improved capacity to apply theology to everyday issues, work in teams, and think missionally;

#3

Innovation Strategy

Strengthen research and life-long learning

Objectives

- Graduates who love to learn and continue to grow;
- Faculty who make significant contributions to evangelical scholarships.

Stakeholder Insights



'Ridley has the opportunity to develop new courses in specialty areas like Christian education, chaplaincy and counselling.'

'The mission field is coming to Australia. Cross-cultural mission is a vital subject area.'

'There is potential for greater creativity and innovation in curriculum development — this generation of students are open to this.'





Leadership

The development of the leadership capacity of every student is vital to their future ministry impact. We aim to develop future leaders through:

#1

Leadership Strategy

Create a leadership development program that significantly enhances student leadership capacity.

Objective

- Graduates who have an enhanced capacity to lead, an applied understanding of leadership principles, and a servant-hearted leadership style.

#2

Leadership Strategy

Encourage and build female leadership by reducing barriers to women entering Ridley, creating opportunities for women to lead, and supporting women in research degrees.

Objectives

- Significantly increased numbers of capable female leaders in Christian ministry;
- Increased representation of women across the College.

Stakeholder Insights

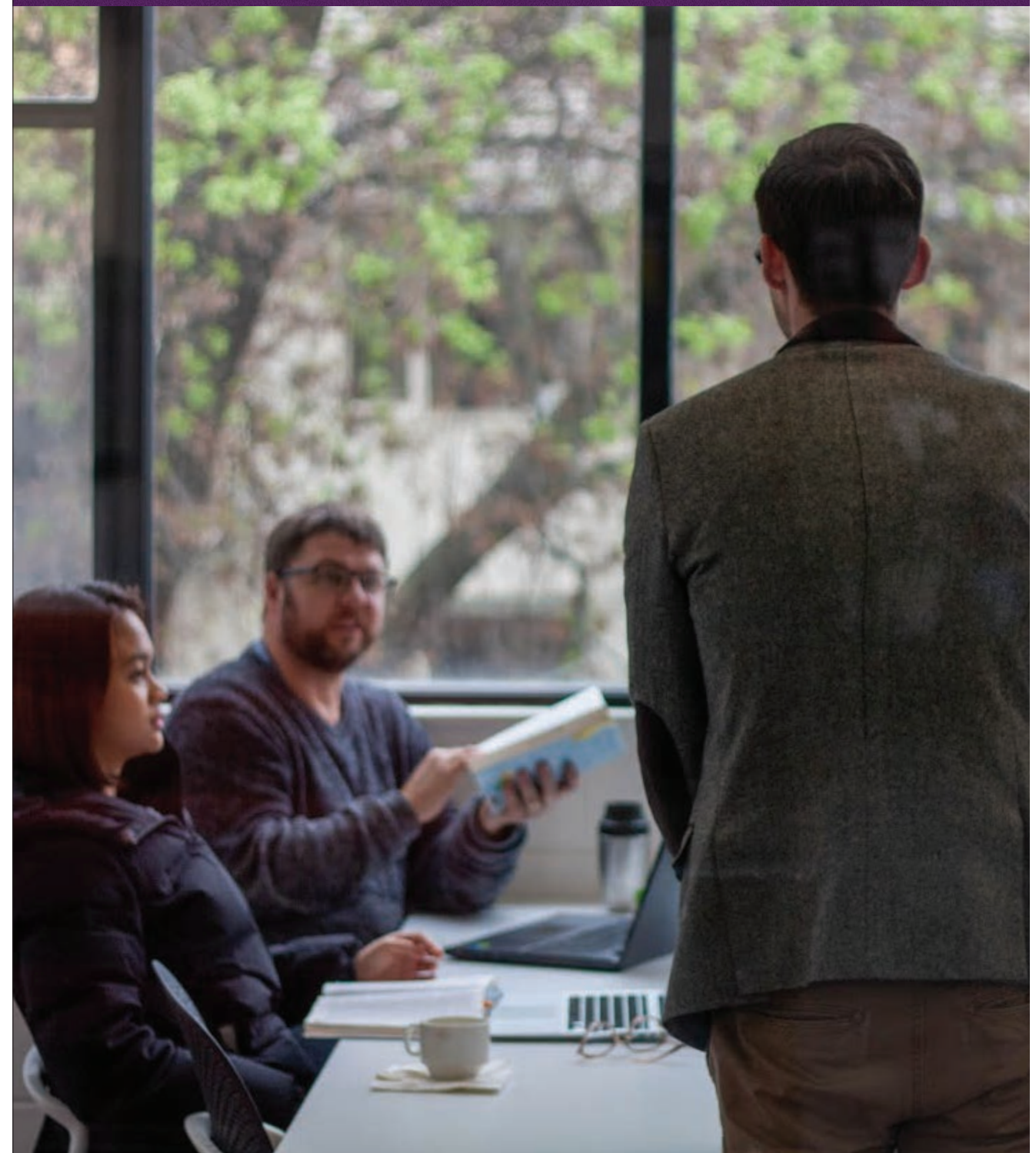


'Ridley's key focus must continue to be equipping gospel leaders for diverse ministry and mission contexts.'

'Ridley hasn't created leaders!'

'Ridley is increasingly recognised as a safe place for women to learn, grow and graduate. However, a strategic approach is needed to increase the potential for female faculty appointments in the future.'

'There are few women in (theological) academia with PhDs in Australia.'



The challenges to Christian faith are arguably more acute than at any other time in the last fifty years.



Partnerships

The purpose of developing partnerships is to extend our reach, specifically in terms of ethnicity and geography. Our key strategies are:

#1

Partnership Strategy

Identify and develop strategic partnerships.

Objectives

- Better use of kingdom resources;
- Reach new networks;
- Enhance partner organisations.

#2

Partnership Strategy

Develop degree level programs for established ethnic communities.

Objective

- Ethnic communities that are led by well-equipped pastors.

#3

Partnership Strategy

Deliver credible certificate level training for new migrant communities.

Objective

- Build biblical literacy and ministry capacity of new migrant churches and equip their leaders.

#4

Partnership Strategy

Become a key resource for Anglican networks in Australia and internationally.

Objective

- Ensure Anglican pastors in majority world churches and regional Australia are better trained and resourced.

#5

Partnership Strategy

Wider use of College facilities.

Objectives

- Serve churches and organisations;
- Strengthen stakeholder engagement;
- Increase rental income.

Stakeholder Insights



'New migrant communities offer opportunities to reach whole new groups and to support migrant churches.'

'Ridley is uniquely placed among Anglican colleges to provide training for dioceses right across Australia.'

'Consideration should be give to offering classes in Chinese, Indonesian or other languages.'





Growth

The main goal of Ridley's growth is to ensure long-term viability in the face of significant challenges in the higher education sector. Our key strategies for growth include:

#1

Growth Strategy

Continue at the leading edge of online education.

Objective

- An online platform with material that is current and employs the latest developments in online pedagogy.

#2

Growth Strategy

Enhance the experience of campus learning and formation.

Objective

- A viable and vibrant campus community that is the hub of the College life.

#3

Growth Strategy

Enhance business and operational quality, capacity and efficiency.

Objectives

- More efficient administration;
- Improved student experience;
- Enhanced staff well-being.

#4

Growth Strategy

Improve fundraising from churches and individuals.

Objectives

- Reduce financial vulnerability;
- Fund strategic initiatives;
- Improve long term viability.

Stakeholder Insights



'You can't take your position as the leading online college for granted. You must stay ahead of the curve. Keep asking, "What's next?"'

'Facilities are dated/tired...need informal gathering spaces, student lounge, breakout spaces, auditorium for larger lectures.'

'There seems to be a lack of graduate and alumni engagement. The College is not generating "fund and friend raising".'



Major Objectives

Ministry outcomes are hard to measure, and often the fruit of our labour is not seen for many years. Nevertheless, by God's grace, our objective is that by the end of 2023 we will see:

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- Graduates with a greater mission-focus fit for the ministry challenges of the next three decades.
 - Graduates with enhanced leadership capacity.
 - A truly national College with training in every state and territory.
 - A College with greater ethnic diversity and a higher proportion of female students.
 - A College that is flexible, efficient and viable, and able to keep pace with the demands of technological change and uncertainty in the higher education sector.

We pray that God will bless our labours as we serve his gospel purposes at Ridley. Thank you for your interest in Ridley. Please join us in this prayer as we embark in this Strategic Plan for the next four years.