



AUSTRALIAN LUTHERAN COLLEGE
L E A R N I N G F O R L I F E

TOWARDS 2028: OUR STRATEGIC DIRECTION

Statement of Purpose

Australian Lutheran College is constituted as the theological and research institution of the Lutheran Church of Australia and New Zealand.

The **vision** of Australian Lutheran College is a Christ-centred, transformative, intercultural learning community for the sake of the gospel of Jesus Christ, serving and leading with confidence, integrity, courage, and compassion in a constantly changing world.

To meet that vision, the **mission** of Australian Lutheran College is to provide contemporary research and a robust and engaging pre-vocational and post-secondary theological education that equips God's people to serve with competence and humility.

We recognize our students are adult learners of all ages, representing a diversity of lived experiences, faith journeys, professional and personal skills, understandings and attributes. We will strive to provide authentic learning opportunities to assist our students in their Christian vocational formation, learning and growth, both personally and professionally. We will prepare our students to lead, serve and contribute to the Christian community, locally, regionally and internationally, and to connect to the wider community in service and hope.

In working to achieve our purpose, Australian Lutheran College is grounded in the Lutheran confessions and supports the mission of the Lutheran Church of Australia and New Zealand (LCANZ).

Our Lutheran Identity

As Lutherans we believe that we are saved 'by grace, for Christ's sake, through faith'. In other words, there is nothing we can do to earn God's favour or to gain eternal life. Through his death and resurrection, Jesus Christ has won all this and more for us. Being transformed by grace, our calling is to teach and share this good news to all. We serve this mission by being faithful to the gospel we confess; ready to give witness to all; receptive of God's gifts given through Word and Sacrament; and by striving for Christian unity and cooperation. This identity shapes our governance, organisational and educational structures.

Our Organisational Character

As an educational organisation, Australian Lutheran College (ALC) further values:

- **Responsive adaptation** to assure high quality service delivery, evidence-based leadership, organisational functionality and financial sustainability;
- **Agile and informed decision-making** focused on those we serve across Australia, New Zealand and the Asia-Pacific, as the highest priority in determining flexibility in delivery options, scope of courses and approaches to learning and teaching;
- **Innovative, rigorous and engaging** educational programs built on principles of life-long adult learning, critical thinking and reflection, real life application and relevance;
- **Inclusive and intercultural practices** in all aspects of ALC operations, activities and programs that reflect the diversity of the people we serve;
- **Evidence based and risk informed** decision making, planning, evaluation and reporting.

Strategic Intentions

STATEMENT OF STRATEGIC INTENT:

Australian Lutheran College (ALC) will model, with intentionality, the mission of the LCANZ and the wider church, as it delivers high quality education, training and research programs that are responsive, transformative and sustainable.

INTENT 1: CONNECT WITH PEOPLE

Goal: To prepare people to courageously and confidently follow Jesus Christ and serve people in their ever changing, diverse, contemporary communities.

By 2028, people gather through ALC for lifelong learning opportunities and to be equipped to serve the mission of the gospel.

Priorities:

- 1.1 Identify, appreciate and actively support the growth of the LCANZ's mission in its fullness.
- 1.2 Provide responsive programs and opportunities for continued learning within the LCANZ community.
- 1.3 Build and promote an inclusive culture that affirms people in their vocation and reflects the diversity of the contemporary, missional church.

INTENT 2: SHAPE FOR TRANSFORMATION

Goal: To be an interconnected and adaptive, gospel-centred, learning community that is transformative, relational and missional.

By 2028, our learners are shaped for a meaningful life and vocation in the world, and are a valued part of a connected and intercultural learning community.

Priorities:

- 2.1 Develop educational innovation and continue to build a quality, digital learning capability to connect with other learners and learning communities.
- 2.2 Develop contextual, practice-driven learning and experience, in the field and in the world.
- 2.3 Develop ALC as a safe place for learners (staff and students) to wrestle with questions of theology and faith.
- 2.4 Develop educational staff in their understanding of how adult learners learn and are formed, using this knowledge to inform the vocational and spiritual formation of students and participants across the scope of ALC educational programs.
- 2.5 Build a staff team that reflects the diversity of the communities we serve; is equipped to deliver strategic outcomes; is research active; values evidence-based decision making; and exhibits the qualities of lifelong learners.

INTENT 3: LEAD WITH INFLUENCE

Goal: To be a community of influence within the LCA NZ and the wider church, being responsive to the issues facing the Church now and in the future.

By 2028, ALC will be the identified open source for theological perspectives on contemporary issues facing the LCA NZ and its people.

Priorities:

- 3.1 Strengthen relationships and expand partnerships with key stakeholders of the Lutheran Church in Australia and New Zealand.
- 3.2 Build dialogue capacity and foster engagement opportunities to facilitate communication within the broader LCA NZ community.
- 3.3 Leverage research capabilities to enable LCA NZ to firmly engage with contemporary issues.

INTENT 4: STRENGTHEN OUR FUTURE

Goal: To step out boldly with a growth mindset to provide a sustainable future that meets the needs of the church community.

By 2028, ALC will be meeting the needs of the LCA NZ and wider church community by providing fit for purpose service offerings underpinned by a flexible and sustainable operating framework.

Priorities:

- 4.1 Review and refine educational offerings to ensure currency and responsiveness to the needs of the LCA NZ community.

- 4.2 Align the staffing structure of the College to meet the changing and emerging needs of the organisation so that the College can deliver flexible and responsive learning programs.
- 4.3 Develop a sustainable financial base to support the full scope of ALC activities and programs.
- 4.4 Use contemporary marketing strategies to improve visibility and grow enrolments across the whole College.

INTENT 5: BE ECUMENICAL

Goal: To strengthen our presence in the broader Christian community, and open ourselves to give and to receive.

By 2028, ALC has developed dynamic relationships with other educational and faith-based organisations, shares resources, programs, students and staff, and joins in a vibrant faith conversation, serving God's mission in the world.

Priorities:

- 5.1 Expand and streamline the processes for University of Divinity cross college enrolments and the recognition of coursework completed elsewhere.
- 5.2 Develop educational capacity by implementing processes to mutually share staff and resources with other educational and faith-based organisations across the world.
- 5.3 Forge working relationships with other faith based educational institutions, nationally and internationally, to broaden our theological and missional perspective.
- 5.4 Work with the University of Divinity in promoting and developing an ALC contribution to their strategic university wide goals, namely Indigenous theologies, gender and theology, changing culture (responding to the royal commission), climate change and sustainability.

Glossary

The following definitions are provided to support a common understanding of these terms as used in this document.

- **Ecumenical**
Relating to, or representing the whole body of Christian churches and promoting Christian unity, cooperation and witness.
- **Community and Communities**
On one level, a community is a territorially defined collective of people. This is known as a community of locality. A community of interest is defined as a network of people who have some characteristic, identity or interest in common, whether or not they happen to reside near one another. Shared interest, for example, may be related to work, education, sport or leisure. Shared identity might be that of ethnic origin, occupation, disability, age, gender, religion or some other characteristic. Communities of practice is an emerging term specifically applied to groups of people who share a concern or a passion for something they do, and learn how to do it better as they interact regularly. (Drawn from *Hughes et al. Building Stronger Communities. 2007. UNSW Press.*)

- **Learning community**
 Learning communities are made up of people who share a common purpose. They collaborate to draw on individual strengths, respect a variety of perspectives, and actively promote learning opportunities. The outcomes are the creation of a vibrant, synergistic environment, enhanced potential for all members, and the possibility that new knowledge will be created. (*Sue Kilpatrick, Margaret Barrett and Tammy Jones. "Defining Learning Communities". 2003. Faculty of Education, University of Tasmania, Australia.*)
- **The learner and lifelong learning**
 We are all enabled to become learners, or people who are able to learn and actually enjoy learning, through the acquisition of soft skills. Learning is a multi-dimensional and multi-phase phenomenon occurring when individuals attempt to solve what they view as a problem. A lifelong learner is someone who keeps acquiring new skills and capabilities well past their formal education years. It involves not only studying new topics but also developing an open-minded, positive attitude about the dynamic nature of the world. All students and staff at ALC are considered to be learners.
- **Intercultural**
 In multicultural communities, we live alongside one another. In cross cultural communities, we reach across boundaries. In an intercultural community, there is comprehensive mutuality, reciprocity, and equality. Being intercultural, take us deeper and means that there are mutually reciprocal relationships among and between cultures. People from different cultural groups interact with one another, learn and grow together. They build relationships and become transformed, shaped, and moulded from each other's experiences. Intercultural is not a substitute for "ethnic". The focus is on relationship building (not survival), deep connections, interactions, mutual gifting, respect, and learning from one another. No one is left unchanged in the intercultural process: some examine their own culture more deeply, some are changed through their interaction with others, many learn more about what it means to be in community together. Racial and cultural power imbalances are addressed. People are enabled to learn from each other and lead toward the transformation of all peoples. (© 2011 *The United Church of Canada/L'Église Unie du Canada. Licensed under Creative Commons Attribution Non-commercial No Derivatives (by-nc-nd) Licence.*)
- **Missional**
 We are God's instruments. "God has given us the task of reconciling people to him." (2 Corinthians 5:18) God is on a mission to love and bless the world; and God has given us this message to tell others. To be "one holy, catholic and apostolic church" is to be a church at work in the world bringing people together (one); helping people experience the forgiving, saving presence of God (holy); building a bridge between God and God's creation (catholic); and sharing the good news of Jesus Christ with all the world (apostolic). To be missional is to be in action for the sake of God's mission in the world. Being on a mission with God means that the process of listening, discerning and acting is never really finished. (Drawn from *Fryer. K. Reclaiming the "C" Word. 2006. Augsburg Press, Minneapolis.*)