



# STRATEGY

2021 - 2025





## WHO WE ARE

Christian Schools Australia (CSA) is a national association providing support for the delivery of Christ-centred educational excellence within Christian Schools.

Established in 2002, CSA is committed to advancing the Kingdom of God by advocating, supporting and resourcing Christian schools, and their wider school communities.

## WHAT WE DO

Christian Schools Australia (CSA) supports and serves member schools directly and through extensive professional, development and networks.

CSA provides professional services, bespoke resources, direct assistance, information and advice to its members.

We are a voice for Christian schools, advocating for their needs in the national and global environment

## WHY WE EXIST

In pursuit of excellence in education the mission of Christian Schools Australia is to assist & support families by equipping students to embrace biblical truth, strive for academic excellence, and model Christ-like leadership to influence their homes, churches and communities for eternity

Excellence in Education | Values for Life | Hope for Eternity



# O U R M I S S I O N

The mission of CSA is to intentionally pursue the outworking of our vision in the following three areas:

## Preserve a Place

To protect and enhance the freedom to operate Christian Schools in Australia through effective representation to government, the media and community bodies and professional associations.

## Embed Christian Distinctives

To preserve the biblical distinctiveness of schools through the continued development of Christian approaches to policy, educational practices, employment, training and community development.

## Create Deeper Propositions

To ensure the continued growth and fruitfulness of Christian schooling by retaining an outward focus, generational appropriateness and cultural awareness.

CSA  
1.0

CSA  
2.0

CSA  
3.0



# OUR ARCHITECTURE

## The Horizon 2020 and Beyond conceptualisation seeks to capture the outworking of the mission of CSA

CSA has designed a framework, or architecture, that recognises that schools are on a pathway to maturity, and have varying needs. The 'flight deck' illustration seeks to consider the horizons that schools will encounter on their own development journey, and is the basis for all new CSA resources and services that are generated from this point forward.

- At the baseline, is **CSA 1.0**, where we work to **Preserve a Place** for our schools to operate.
- Built on that foundation is **CSA 2.0**, where our Core Elements unfold. This is where CSA provides resources and support to ensure the retention of a **Christian Distinctive**.
- Building onto this, is **CSA 3.0**, where we **Create Deeper Propositions** in the 6 areas formation, advocacy, thought leadership, modes & models of schooling, leadership development, teaching and learning.
- The ultimate horizon piece in this diagram is the headship of Christ, and where we **Proclaim and Profess** Him as we deliver high quality education to the world.

### PROCLAIM AND PROFESS

Where Horizon 1 looked at "protecting" a space for Christian schools, a well-formed Christian school is also able to "profess" a genuine alternative to our broken and fallen world. To this end, CSA has developed a range of **profess statements** to assist schools in articulating this vision for individuals and society.

Ultimately, CSA recognises that all we do comes under the headship of Christ and that He is leading and directing us beyond what we can think or imagine.

### CSA 3.0 CREATE DEEPER PROPOSITIONS

Seeks to ensure the continued growth and fruitfulness of the Christian schooling movement by retaining an outward focus, generational appropriateness and cultural awareness. Schools are at different organisational life cycles and at different stages of maturity. CSA seeks to differentiate its services by equipping and challenging schools to grow in the areas of formation, advocacy, thought leadership, modes & models of schooling, leadership development, teaching and learning

### CSA 2.0 EMBED CHRISTIAN DISTINCTIVE

Seeks to preserve the biblical distinctiveness of schools through the continued development of Christian approaches to educational practice, employment, training and development. Six key levers have been identified as essential, including: culture, community development, biblical literacy, pedagogy, leadership and curriculum.

### CSA 1.0 PRESERVE A PLACE (POLITICAL ADVOCACY)

Ensures that members have the freedom to operate Christian schools in Australia through effective representation to governments and other bodies.

Proclaim & Profess

CSA 3.0 Create Deeper Propositions

- Formation**  
To train up staff and students to be able to read and understand the Bible. To know how the Bible applies to life, to serve and to be shaped in Christ's likeness.
- Advocacy**  
To preserve and enhance the future to operate Christian schools in Australia through effective representation to governments and other bodies.
- Thought Leadership**  
To prepare schools for the emerging landscape. To provide research, analysis & responses to guide and assist schools in navigating these new environments. To champion the voice of Christian education in academia & the broader education conversation.

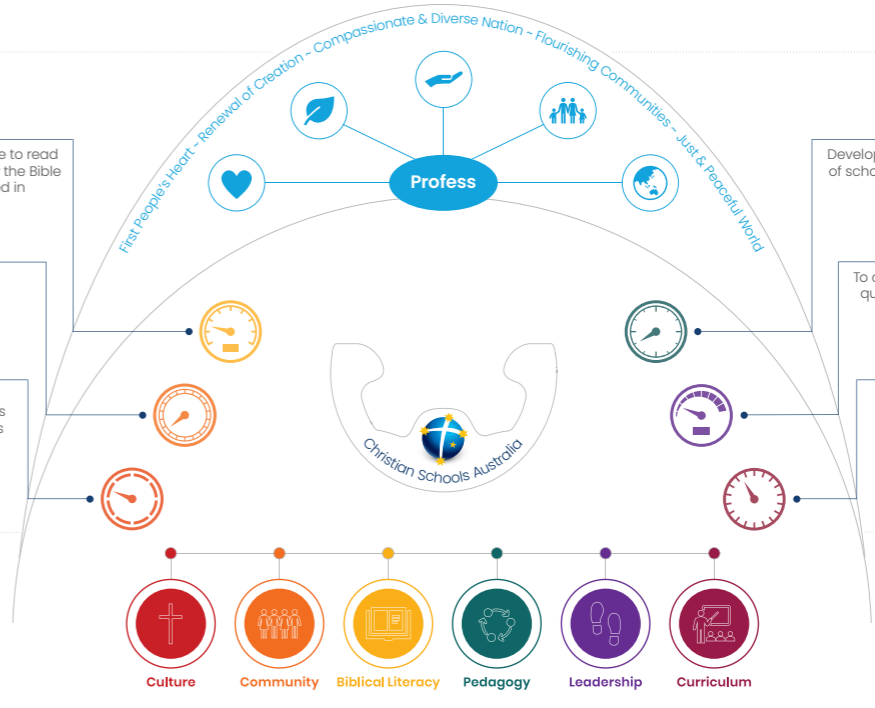
CSA 2.0 Embed Christian Distinctive

- Culture**
- Community**
- Biblical Literacy**
- Pedagogy**
- Leadership**
- Curriculum**

CSA 1.0 Preserve a Place



**Proclaim**  
At Christian Schools Australia, we are people of the cross, who are called to proclaim Christ, as we deliver high quality education to the world.



Explore our Architecture

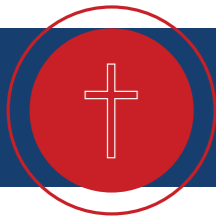
Profess Statements

# OUR CORE ELEMENTS

CSA seeks to resource its members to meet the challenges of a rapidly changing Christian environment within Australia, with the place of churches and faith continuing to be pushed to the periphery of society. Within such a context, Christian schools remain a vital ministry not only to ensure Christian families are provided with environments which reflect their home values and beliefs, but also to provide opportunities which support, nurture and minister to the broader Australian population which is finding itself increasingly fractured and less willing to adhere to traditional norms. To conduct their vital ministry, our schools need practical support, resources, and services from CSA.

Accordingly, CSA provides resources and support to ensure the retention of a Christian distinctive (**CSA 2.0**) within schools. Core elements for delivering this support include: Culture, Community, Biblical Literacy, Pedagogy, Leadership and Curriculum.

**CSA member schools provide high quality education within an authentic Christian learning community.**



## Culture

Clearly articulated understanding of what Christian education is about. The basic pattern of shared assumptions, values, beliefs and practices that govern the behaviours exhibited and approaches taken in a Christian school



## Community

Based on the principles of Ecclesia (the body of the faithful) and Koinonia (fellowship), Christian schools recognise the place of calling, journeying and participation as aspects of doing community together. Schools are able to work together as a body of believers in the pursuit of biblical truth, grace & shalom



## Biblical literacy

The ability and motivation of staff and students to read the Bible with sufficient understanding so that they can discern its basic meaning and apply these spiritual truths to their lives (wisdom)



## Pedagogy

Comprehension of how faith forms the actual process of teaching. Moving beyond perspectives on the teaching matter and thinking about the teaching itself as Christians



## Leadership

Leaders understand the calling and the commitment they are making to Christian education. Leaders have the ability to inspire others, develop people, plan and execute strategy and encourage both the heart and spirit of those they lead



## Curriculum

The ability to identify the basic beliefs that impact the way curriculum matter is viewed from a biblical worldview. An ability to apply a lens approach to teaching and learning and to identify and exemplify the biblical themes and principles which underpin academic subjects



# OUR STRATEGY

To realise our vision, we will focus on 5 key priorities to build and sustain our Christian distinctive and internal capacity to achieve these outcomes.

## OUR FIVE KEY STRATEGIC PRIORITIES



### PRESERVE

We are distinct in our character. We will preserve our Christian distinctive, maintaining a missional focus and sense of community within each school and as a movement.



### PROTECT

We are deliberate in our approach. We are research and evidence based in our approach. We will ensure a favourable environment for Christian schools through representation, advocacy and engagement.



### PROMOTE

We are developmental in our focus. We promote generational relevance for the growth of leaders and teachers, schools and our sector. We seek to engage and connect with like-minded individuals, groups and associations.



### PROGRESS

We focus outwardly with a commitment to progress quality curriculum in accordance with State and National best practice and continuously improve curriculum development, faith formation and practiced pedagogy, corporate and overall school improvement.



### PERFORM

We will deliver on our promises and commitments with effective coordination of specialist staff, impacting events and conferences.



# OUR PRIORITIES



## PRESERVE

We are distinct in our character. We will preserve our Christian distinctive, maintaining a missional focus and sense of community within each school and as a movement.

- Development of a Christian Schools Framework (Horizon 2020 & Beyond)
- Provision of digital materials "What is a Christian School?" "Who is CSA?" for families and prospective staff
- Develop the full range of Profess statements to articulate what Christian Schools stand for: First Peoples' Heart; Renewal of Creation; Compassionate & Diverse Nation; Flourishing Communities; and Just & Peaceful World
- Develop profess statements which articulate flourishing for: the individual student (what does a well-formed student look like?); school communities; society at large; first peoples
- Develop Christian Schools model 4.0 - What is a Christian school of the future?
- Research / evidence approach to Christian schooling and advocacy
- Engagement in Research - School profile, Graduate profile, Community profile, Wellbeing
- Sustain and attract like-minded member schools in each State
- Encourage the diversification of school models to ensure accessibility and affordability of Christian schooling
- Increase access to CSA through reaching member segments and developing a range of membership categories
- Increase staff access and ownership over CSA materials and digital platforms
- Development of high quality digital packages for key elements of the architecture including videos, facilitator and participant guides
- Participate and lead Christian schooling conferences and events in Asia-Pacific and globally, bringing together thought leaders from around the world
- Formalise CSA's approach to Christian Schooling - CSA Field Guide





## P R O T E C T

We are deliberate in our approach. We are research and evidence based in our approach. We will ensure a favourable environment for Christian schools through representation, advocacy and engagement.

- Engage in political campaigns as they relate to religious freedoms and equal opportunity legislation
- Provide submissions on all government or regulatory bills and inquiries as they relate to Christian Schooling
- Expand staffing of political advocacy at Federal level
- Broaden political advocacy approaches to encompass State-based representation
- Expand provision of essential Industrial Relations and Governance materials: agreements, guides to classifications, packages and resources to include all States
- Use research to develop policy and advocacy positions in three key areas: funding; employment; and, broader (non-traditional) educational outcomes, such as wellbeing, the impact of SAS schools, Christian indigenous education
- Fully utilise State Alliance Leadership Teams and Principal groups to ensure the best inter-school and inter-association support structures adopted
- Re-develop essential core statements, documents and policies for schools to ensure the preservation of a space for the employment of Christian staff and the provision of biblically-based Christian education
- Use workforce data to inform school-based, faith-based, HR strategies
- Develop exemplar case studies and approaches taken by schools to share with members, so as to educate and inspire
- Continue to develop model documentation such as: enrolment toolkit, constitutions, etc
- Continue involvement of CSA advocacy personnel and thought leaders in responding to media requests and responses to topical issues



## P R O M O T E

We are developmental in our focus. We promote generational relevance for the growth of leaders and teachers, schools and our sector. We seek to engage and connect with like minded individuals, groups and associations.

- Adopt a generationally appropriate distributive leadership model nationally and at all State Alliance Leadership Teams
- Develop emerging leaders and female leader's program with specific training units (FLAME, FUSE, ASPIRE)
- Establish formal leadership certification in partnership with a Christian training partner - Graduate Certificate in Leadership
- Develop a range of field guides in the areas of leadership, pedagogy, formation, culture, community, curriculum
- Release an HR suite of resources and proformas to be developed through the Staff Relations Service
- Development and systematic roll-out of Governance Training Package: model, focus and approach
- Provision of discipleship and evangelism materials and programs through Compass

## PROMOTE | DEVELOPMENTAL FOCUS

- Systematic "packaging" of all resources as training package with video, digital resources attached
- Launch of Christian School culture ACSI Flourish School model and review tool
- Encourage new models of governance and support between schools to ensure sustainability, quality and mission focus - through a communities of practice approach
- Re-engineer all operations to provide consistent support and delivery of services nationally
- Digital development and approach, to shift CSA to an online paradigm. To seamlessly draw together an association management system, website, digital library of resources and suite of online communication channels and a community engagement platform.





## P R O G R E S S

We focus outwardly with a commitment to progress quality curriculum in accordance with State and National best practice and continuously improve curriculum development, faith formation and practiced pedagogy, corporate and overall school improvement.

- Systematic roll-out of quality curriculum and pedagogy along with strategic connections in line with the CSA Horizon 2020 & Beyond approach.
- Development of a Christian Pedagogical approach (PeRL) and Framework
- Development of a CSA Architecture Christian School Tool (ASIT)
- Development of a peer coaching program for teachers (TCT)
- Development of online course God's Big Story (GBS)
- Full release of GBS in KLAs (HPE, Languages, Arts and Technologies), CCPs (Asia and Australia's engagement with Asia, Flourishing Community, and Just and Peaceful World) and seven General Capabilities
- Development of a formal pedagogical framework tool for schools
- Adoption of Community Engagement Platform (Higher Logic) "CSA Collective"

## PROGRESS | DIRECTIONAL OUTWARD

- Adoption of Association Management System (iMIS) to understand and support member preferences and needs
- Greater segmentation engagement through networks & community content and involvement
- Development of Communities Practice (commencing with leadership, research and teaching and learning)
- Increased school diversification through school plants, campuses, support units & specialisations
- Provide CSA members with tangible access to conferences, professional development, certification, resources through multi-media and hybrid approaches
- Provide avenues for formal certification as well as micro-credentials



## P E R F O R M

We will deliver on our promises and commitments with effective coordination of specialist staff, impacting events and conferences.

- Align all resource, services & staff to Horizon 2020 & Beyond approach moving CSA from 2.0 to encompass 3.0 (deeper value proposition)
- Thematic approach to roll out of resources and thought leadership approaches at state and national conferences
- Communication to all segments of CSA's membership through a broad range of digital channels & media
- National Secretariat Approach employment of staff to provide support and development in Deeper Value Propositions
- Appointment of specialist staff: digital communications, school improvement, community engagement, staff relations support
- Adoption of State Alliance Leadership Teams in place of State Councils
- Increased use of technology and digital platforms as a means of connection, communication and development
- Greater access to affordable events nationally through in-person, streamed, hybrid and on-demand packages
- Publication of research and thought leadership pieces such as white papers, journal articles, field guides and books
- Deepening of Christian identity through the adoption of CSA Architecture and support materials
- Greater perceived benefit for the public good of Christian schooling through story telling opportunities in social and mainstream media
- Influential advocacy at both a State and National level, which cements the place of Christian schooling in the educational landscape both now and into the future
- Innovative and viable membership structures that reflect the evolving structures and characteristics of members
- Stronger connections between member schools through joint projects, research and staff interaction
- Production of highly engaging digital resources and community tools that are adopted by members as part of their daily use
- Adoption of the CSA Collective as a new paradigm approach for networking, connection and collaboration



# CHRISTIAN SCHOOLS AUSTRALIA

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