



NEW HORIZONS

STRATEGY 2026-2030

NAVIGATING THE FUTURE LANDSCAPE
IN CHRISTIAN EDUCATION



CHRISTIAN
SCHOOLS
Australia





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Excellence in Education | Values for Life | Hope for Eternity



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 for, supporting and resourcing Christian schools and their wider 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 and support families by equipping students to embrace biblical truth, pursue academic excellence, and model Christ-like leadership that influences their homes, churches and communities for eternity.



OUR STRATEGY

Established in 2002, Christian Schools Australia (CSA) has proudly championed innovative and purpose-driven service in Christian education across three decades. Our vision is to see Australia enriched by thriving Christian schools that positively impact individuals, culture, and society.

At CSA, we identify as people of the cross, proclaiming Christ through the delivery of high-quality Christian education. Grounded in this commitment, we align our efforts with a Kingdom vision — one that inspires schools to actively contribute to shaping society as God intended. Rather than adopting a stance of opposition, we embrace a posture of profession, articulating a hopeful vision for a better world as God sees it.

Using the metaphor of “taking flight” to represent our work, we have created a visual model that demonstrates how CSA has, over the years, developed resources, services and support networks to assist schools not only to take off, but also to reach new heights.

In 2017, we began by creating an architectural framework that identified a series of pillars, later referred to as “levers”. This approach, known as CSA 2.0, broadened CSA's operations from that of a movement (CSA 1.0), focused on **preserving a place** for Christian schools, to that of an association providing resources and services to assist schools to retain and **embed their Christian distinctive**. These key levers laid the foundation for significant investment in resources, research, services and events, creating a central hub from which CSA could serve its member schools effectively.

In 2021, this framework was further refined, to move it from a static model to a three-dimensional model with various interactive parts. In doing so, CSA sought to **create deeper value propositions** for its members at all points of their journey. CSA 3.0 provided the framework for a broader range of member opportunities for development and growth, with a focus on areas such as spiritual formation, leadership development, teaching and learning, schooling models, thought leadership and advocacy. These initiatives provided schools with opportunities to recalibrate their trajectory and ensure their flight toward a horizon of flourishing was well-supported. The **Horizon 2021 and Beyond** framework, on the next page, captures each layer of the successive strategies from CSA 1.0 to CSA 3.0 demonstrating a cohesive “flight deck” approach.

Looking ahead, we lift our eyes to the horizon, prayerfully identifying the peaks that will guide the next phase of our approach. Accordingly, this document seeks to define our next strategic approach as we look towards **New Horizons 2026-2030** and position ourselves effectively to navigate the future landscape for Christian education.



STRATEGIC HISTORY

As part of **CSA 2.0** we used the metaphor of an aircraft flight deck to illustrate the core elements that define a Christian school and guide its journey toward maturity. This framework has shaped our approach to supporting schools in flourishing: demonstrating our commitment in providing them with essential resources, training, support and advocacy. The remarkable growth of Christian schools, which has outpaced national averages in recent years, underscores the value and impact of Christian education and CSA's vital role in partnering with member schools during this season.

HORIZON 2021 AND BEYOND

PROCLAIM AND PROFESS

Where CSA 1.0 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 VALUE 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.

Explore our Architecture 

csa.edu.au/architecture

Profess Statements 

csa.edu.au/architecture#profess

Sitting beneath the authority of the cross, built on a platform delivered from advocacy, CSA equips and resources schools to deliver exceptional education where students flourish and communities are transformed.

Proclaim & Profess

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.

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 and responses to guide and assist schools in navigating these new environments. To champion the voice of Christian education in academia & the broader education conversation.

Modes & Models of Schooling

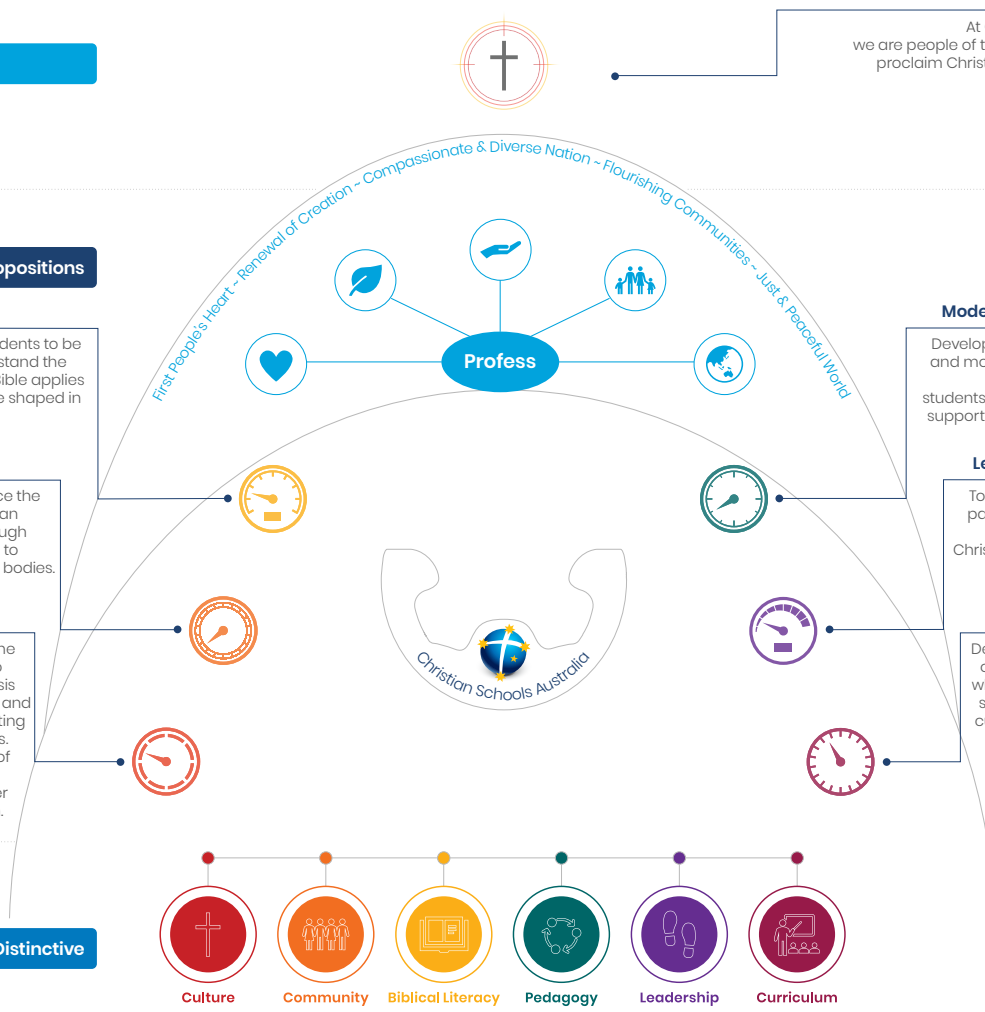
Development of a range of modes and models of schooling to ensure the widest incorporation of students into CSA schools as part of supportive, relational communities.

Leadership Development

To create pools, pipelines and pathways for quality Christian staff and leaders to serve Christian schools into the future.

Teaching & Learning

Development of a framework of ideas and beliefs through which Christian students and staff integrate their faith into curriculum and learning and understanding the world.



CSA 2.0 Embed Christian Distinctive

CSA 1.0 Preserve a Place

Political Advocacy Representation

STRATEGIC PRIORITIES

We brought the vision and mission of CSA to life by developing five key strategic priorities:



Preserve



Protect



Promote



Progress



Perform



NEW HORIZONS

STRATEGY 2026-2030

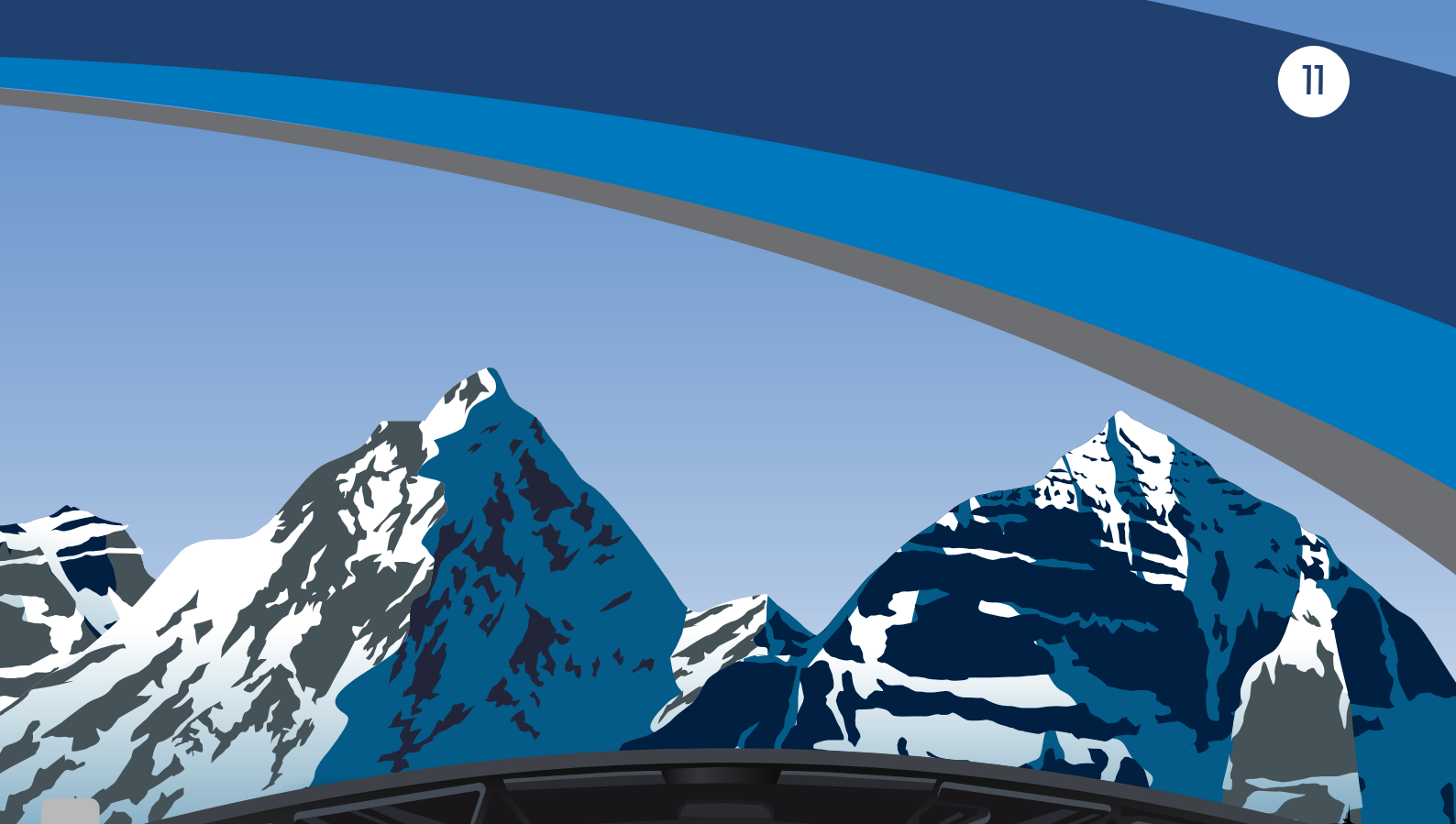
NAVIGATING THE FUTURE LANDSCAPE IN CHRISTIAN EDUCATION

Christian Schools Australia (CSA) is preparing for the next phase of its strategic planning, positioning itself to partner with its members as they navigate the evolving landscape in which their schools seek to flourish. While schools continue to grow and thrive, the broader horizon is shaped by political, economic, social, technological, legal and environmental factors. These dynamics present both challenges and opportunities, requiring a strategic approach to ensure that Christian education remains impactful in an ever-changing world.

While the cross of Jesus remains the steadfast guiding principle, the environment in which CSA member schools operate is constantly shifting. Effectively sharing the Christian education story, engaging with communities, positioning within this evolving ecosystem, demonstrating the reality of Christ, and inspiring students and schools to transform the world — all require careful reflection on the forces shaping the future.

From 2026 to 2030, CSA has identified five key priorities (peaks) to guide its journey toward continued flourishing: **Narrative, Reach, Structure, Embodiment and Impact.**

These five priorities will serve as essential navigational markers, ensuring that CSA and its member schools remain well-positioned for the future.



PROCLAIM CHRIST

PROFESS STATEMENTS

DEEPER VALUE PROPOSITIONS

CHRISTIAN DISTINCTIVE

PRESERVE A PLACE

STRATEGIC PEAKS



Narrative

Reach

Structure

Embodiment

Impact

FIRST PEOPLE'S HEART

RENEWAL OF CREATION

COMPASSIONATE & DIVERSE NATION

FLOURISHING COMMUNITIES

JUST AND PEACEFUL WORLD

FORMATION

MODES & MODELS

ADVOCACY

LEADERSHIP DEVELOPMENT

THOUGHT LEADERSHIP

TEACHING & LEARNING

CULTURE

COMMUNITY

BIBLICAL LITERACY

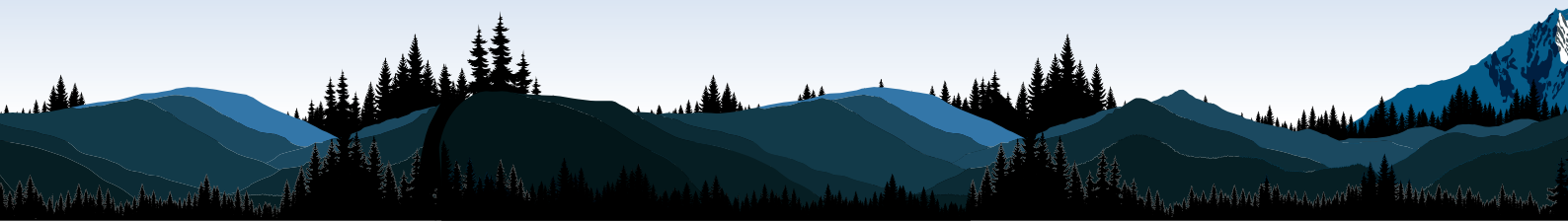
PEDAGOGY

LEADERSHIP

CURRICULUM

POLITICAL ADVOCACY REPRESENTATION

OUR FIVE STRATEGIC PEAKS



1

NARRATIVE

What is a Christian school?

Our goal is to educate, inform, and influence attitudes, narratives, and perspectives on the value of Christian education. We strive to inspire action, guide individuals in discovering their role, and empower them to contribute meaningfully within a mission-driven community.

2

REACH

Whom are we serving?

We strive to provide students with the widest possible access to Christian education, ensuring that barriers such as geography, affordability, learning ability, or operational models do not limit their participation.

3

STRUCTURE

How will we connect with others into the future?

We are committed to fostering and nurturing a thriving community for all members. While championing each individual school, we also cultivate association-wide relationships that enhance capacity and strengthen an interdependent ecosystem of flourishing Christian schools.

4

EMBODIMENT

How will this be lived out?

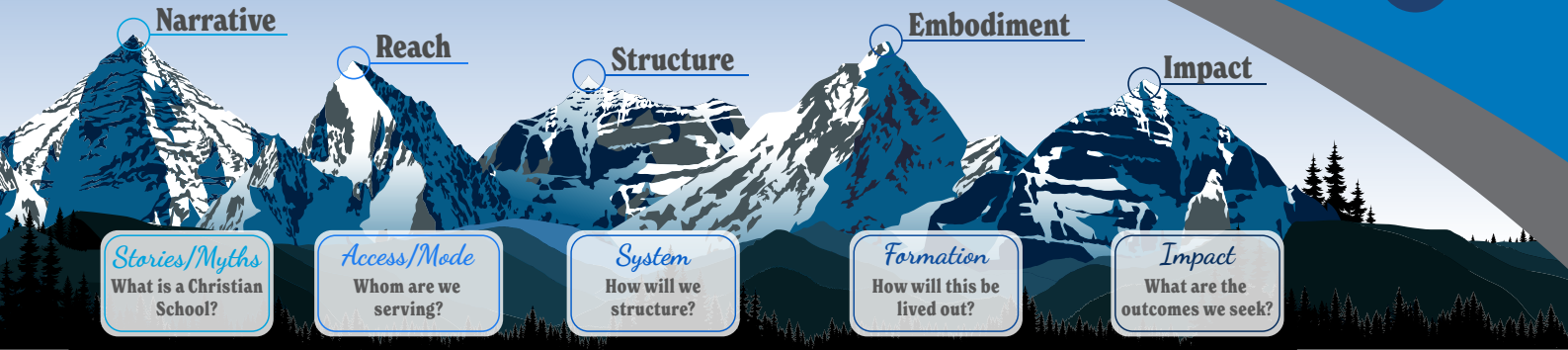
We will shape our identity in alignment with the image of Christ, offering a clear vision of who we are, why we exist, and where we are headed. The story we embrace will serve as the guide by which we live out our faith and determine the authenticity of our actions.

5

IMPACT

What are the outcomes we seek?

We aim to present a biblically aligned, research-based vision of flourishing that draws families to Christian education, shapes the broader narrative on the purpose of education, and creates a positive impact on society as a whole.



STRATEGIC GOALS

NARRATIVE

1. Define the narrative (purpose) for Christian education (in terms of flourishing)
2. Reinforce education as the core business of every school, and academic excellence as a foundational element
3. Create positive messaging (solutions) for complex issues
4. Equip schools to understand their unique identity and engage effectively with students, families, the wider community, and decision-makers
5. Imagine (create a line of sight) schools of the future (anticipate) (language, image, metaphor)
6. Enable schools to think more deeply about topical issues and prepare for future contexts
7. Promote the profession of Christian teaching as a vital, missional, life-giving profession



REACH

1. Facilitate continued researching, innovation and training
2. Increase "access" to and "diversification" of Christian schools
3. Establish a greater "voice" in the public domain because of greater reach
4. Develop a greater "financial" base for CSA schools, leading to greater opportunities
5. Support & equip partners to plant new schools, campuses & units
6. Work with government for better funding and regulatory models for diversification of offerings



STRUCTURE

1. Create additional membership categories and tiers for schools, groups and individuals with clear value and offerings
2. Move to an Ecosystem based organisation through building collective "capacity" and "synergies" between schools and across segments
3. Strengthen core leadership formation within schools to ensure the retention and promotion of their mission
4. Enact strategic external partnerships and programs to accelerate Christian teacher training



EMBODIMENT

1. "Formation" to be a key focus of living and educating faithfully
2. Define formation in the Christian school context so it may be pursued, supported and measured
3. Expand resources, programs and pathways to support the spiritual and biblical development of staff, students and communities
4. Provide the people, expertise and services to lift school and staff capacity
5. Develop an ideal candidate guide of crucial aptitudes for Christian teaching



IMPACT

1. Pursue biblical "flourishing" as the optimum outcome of Christian education
2. Establish research and data-driven practices to promote best practices to bring about flourishing
3. Measure and promote increased longitudinal flourishing
4. Ensure flourishing is seen as an attractive, beneficial and sought after outcome of Christian education
5. Send out and celebrate graduates who impact society in healthy and life-giving ways



OUR STRATEGIC ACTIVITIES



NARRATIVE

What is a Christian school?

Our goal is to educate, inform and influence how attitudes, narratives and perspectives shape the value of Christian education. We strive to inspire action, guide individuals to discover their role and empower them to contribute meaningfully within a mission-driven community.

Mission & Communication:

- » **Refine and Communicate CSA Mission:** Develop high-quality digital resources (videos, facilitator guides, induction material) to effectively communicate the refined CSA mission to stakeholders.

Christian Education Definition & Resources:

- » **Articulate Definition of Christian Education** that permeates all resources, defining purpose and outcomes.
- » **Develop Exemplar Case Studies** - approaches to educate and inspire.

Engagement & Identity:

- » **Equip Christian Schools** to understand their unique identity and offer flexible approaches to give voice and influence students, families, the community and decision-makers.

Content & Thought Leadership:

- » **Publish Core Elements Book Series** on the core elements of Christian schooling (Foundations, Faith Formation, Flourishing, End Goals).
- » **Contribute to Public Discourse** on education through opinion pieces and strong policy positions promoting the positive impact of Christian schooling.

Advocacy & Policy:

- » **Engage in Political Campaigns**, provide submissions on government / regulatory bills related to Christian schooling.
- » **Engage more explicitly** with state and local governments.

Staff & Resources:

- » **Re-develop Core Statements**, documents and policies to ensure the preservation of Christian staff employment and biblically based Christian education.

Teacher Development & Recruitment:

- » **Increase Engagement with Tertiary Providers:** Improve strategic engagement with tertiary providers to promote teaching in Christian schools as a vocational pathway.
 - » **Promote Christian Schooling as a Profession:** Create a promotional campaign showcasing Christian schooling as a vital and engaging profession.

2 REACH

Whom are we serving?

We strive to provide students with the widest possible access to Christian education, ensuring that barriers such as geography, affordability, learning ability, or operational models do not limit their participation.

Research & Market Analysis:

- » **Demographic Needs:** Conduct research to identify demographic and projected gaps where Christian schools are/will be needed.
- » **Develop Business Cases:** Develop “how-to” guides on starting Christian schools and/or developing into an MSO.

Membership & Engagement:

- » **Sustain and Attract** like-minded member schools in each state.
- » **Highlight Diversity** and reach of Christian schools (e.g. CAPS, SAS, DE).
- » **Provide Case Studies** and profiles on innovative new schooling models identified in research.
- » **Targeted Engagement:** Provide opportunities to specific membership segments through a broad range of channels, media and networks.
- » **Investigate Innovative Membership Categories** to allow access and support.

Global Reach & Influence:

- » **Participate in Global Events** and lead Christian schooling conferences globally, bringing together thought leaders.
- » **Scale Internationally** and meet education needs internationally through leadership training, mentoring and coaching.

Partnerships & Advocacy:

- » **Engage Wider Sector Partners**, including LEA / Catholics / Anglicans.
- » **Broaden Political Advocacy** approaches to encompass state-based representation and local expression.
- » **Advocate for Funding** to ensure the viability of alternative modes of schooling.

Accessibility & Affordability:

- » **Provide Affordable Events** nationally through in-person, streamed, hybrid and on-demand packages.
- » **Enhance Digital Platforms and the use of AI:** Increase the use of technology and digital platforms for connection, communication and development.



3 STRUCTURE

How will we connect with others into the future?

We are committed to fostering and nurturing a thriving community for all members. While championing each individual school, we also cultivate association-wide relationships that enhance capacity and strengthen an interdependent ecosystem of flourishing Christian schools.

Vision & Innovation:

- » **Reimagining Christian Schools:** What will Christian schools of the future look like?
- » **Explore a New Paradigm:** Moving CSA from a movement, to an association, to an ecosystem, while retaining the strengths of each.
- » **Increased adoption of the CSA Collective:** Embracing a new paradigm for networking, connection and collaboration.

Membership & Collaboration:

- » **Explore Additional Membership Categories** school and individual membership (e.g. multi-campus, MSO, association, international, subscriptions).
- » **Develop Geographic Hubs** to facilitate an increased collaborative approach across member schools.
- » **Build Interschool Networks:** Continue to build and extend interschool networks based around roles (in person and online via collective).

Culture & Values:

- » **Focus on Christian DNA** beyond a relational feel, into our distinct Christian DNA both as individuals and collectively.
- » **Further Develop Leadership Resources:** Including professional development courses, guides and reflection tools.

Professional Development & Expertise:

- » **Build the CSA Team** through targeted recruitment, training, and profile development.
- » **Develop Internal Research Team** to increase capacity and expand the scope of research.

Wellbeing & Support:

- » **Establish Pastoral Care for Principals** team made up from school principals, chaplains, wellbeing coordinators, and local church pastors.
- » **Mentoring and Coaching:** Provide executive level coaching and mentoring services to senior and emerging leaders.

4

EMBODIMENT

How will this be lived out?

We will shape our identity in alignment with the image of Christ, offering a clear vision of who we are, why we exist, and where we are headed. The story we embrace will serve as the guide by which we live out our faith and determine the authenticity of our actions.

Formation & Identity:

- » **Develop Definition of Formation** to be communicated and supported with resources to equip members.
- » **Research Case Studies on Formation** arising from the *Student Flourishing in Australian Christian Schools* project.
- » **Develop Christian Distinctiveness Element** to the People & Culture Advisory service and present it in a suite of resources, offerings, and training.
- » **Deepen Formation Exploration** expanding resources, programs, and pathways to support the spiritual and biblical development of staff, students, and communities.

Resources & Content:

- » **Develop Mission & Service-Learning Resources** (blogs, short videos, printed material, case studies) to support and inspire school communities.
- » **Re-write/Re-imagine CSA Resources** in light of the Formation Framework, including field guides: leadership, pedagogy, formation, culture, community, and curriculum.
- » **Develop Measurement Tool** linked to the Formation Framework.
- » **Develop Further Resources & Expand Compass** to meet the needs of students and staff formation.

Professional Development & Training:

- » **Expand Governance Training Courses** around key themes relating to ethos, identity, Christian distinctives, and cultural sustainability.
- » **Promote the Formation Framework** with practical applications for staff and emphasize its role in sustaining a Christian school culture amid growing challenges in Australia.
- » **Collaboration with Tertiary Partners** to further course development / micro-credentialing of framework outcomes.

Leadership & Implementation:

- » **Refine and Expand Leadership Framework:** (Called, Connected, Committed) rubric, and 360 tool across member schools.
- » **Provide the people, expertise and services** to lift school and staff capacity with a goal to see improved learning, leading and teaching across all member schools.



5 IMPACT

What are the outcomes we seek?

We aim to present a biblically aligned, research-based vision of flourishing that draws families to Christian education, shapes the broader narrative on the purpose of education, and creates a positive impact on society as a whole.

Research and Innovation:

- » **Research & Impact:** to demonstrate the positive outcomes and societal impact of Christian schooling.
- » **Faith-Based Alignment:** Undertake and publish research on how faith-based schools in Australia align their ethos and practices with Christian identity.
- » **Student Flourishing Analysis:** Conduct deeper analyses of Student Flourishing project data, to provide fresh findings for schools, advocacy, and policy reporting.
- » **Scholarship Support:** Actively promote and support scholarships for member school staff.
- » **Establish research and evidence-based practices** to promote best practices to bring about flourishing in students' lives and learning.

Advocacy and Influence:

- » **Political Recognition:** Implement strategies to develop political recognition of the role of faith in student flourishing and school success.
- » **Advocacy:** Articulate and promote the impact of Christian schools, providing a clear case for protections in terms of culture, and formation in Christian schools.
- » **Graduate Success Stories:** Share stories of CSA graduates positively impacting society on the website and in social media.

Professional Development and Expertise:

- » **Leadership Development:** Develop resources to strengthen leaders in preserving their school's place.
- » **Ethos & Identity Resources:** Assist leaders in aligning Christian ethos and identity in member schools.
- » **Graduate Partnerships:** Develop pathways for graduates to feed back into Christian Schooling.

Mission and Communication:

- » **Student Destinations & Satisfaction:** Track and celebrate student destinations and measure their life satisfaction/calling/embeddedness.
- » **Showcasing:** Compile case studies showcasing excellence in Christian schooling and share effective promotion strategies with member schools and associated churches.
 - » **Reinforce:** Excellence in Teaching and Learning as an important witness both academically and holistically.

CONCLUSION

God never leaves us where He finds us but takes us on a continuous journey of refinement, growth and transformation (Romans 12:2). The same is true for communities, schools and movements such as Christian education. While we hold firmly to biblical truth and acknowledge the Lordship of Christ in our lives, we must also be prepared to be challenged, moved and inspired by the Holy Spirit to step into the next part of the story Christ has prepared for us.

The **New Horizons Strategy 2026-30** seeks to assist CSA and its member schools to navigate the new and emerging cultural, political and generational landscape before us. The strategy provides a fresh vantage point to reassess what has gone before and to discover how we might reimagine, reshape and express ancient truths and approaches in contemporary, impactful ways (1 Cor. 9:23). The strategy also ensures that we maintain a currency and a voice that help shape society's understanding of true flourishing. Above all, this strategy champions the vital role Christian education plays in forming young people well, so they may take their place in society and make an impact that echoes through eternity.

No eye has seen,
nor ear heard,
nor the human heart conceived,
what **God** has prepared,
for those who love Him.

1 Cor 2:9





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