



Alphacrucis College New Zealand

Strategic Plan

2025-2029

V5 June 2025

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Strategy

Alphacrucis College New Zealand will participate with Alphacrucis University College (AC) to become a global Christian University which equips Christian leaders to change the world.

ACNZ will produce Christian leaders who inspire hope, courage, and enthusiasm. They will constitute a Spirit-inspired movement of church, community, professional, organisational, and academic leaders. They will provide a clear, relevant, and bold articulation of the Gospel of Jesus Christ. Neighbourhoods and nations will be transformed.

ACNZ will challenge gender-based stereotypes of leadership and will champion female leaders who will contribute towards greater collaboration and cooperation within society.

ACNZ will advance the cause of New Zealand Indigenous and Pacific communities with appropriate leadership training and education.

ACNZ will deliver education that transforms students intellectually and morally and enables them to realise their potential in serving Jesus Christ. This education will connect students of advantage and disadvantage, and of all ethnic and social backgrounds. It will be of the highest quality, delivered in class and online, relevant to and engaged with ACNZ's constituent communities, and measured in terms of impact and influence.

ACNZ will aim to achieve full EFT (Equivalent Full-Time) enrolment consumptions annually, increase international student body with offshore delivery offerings, supported by student services and systems that reflect and respond to the diversity and needs of our student population, in alignment with the NZQA Education (Pastoral Care of Tertiary and International Learners) Code of Practice.

Awards will be offered in theology, ministry, leadership, chaplaincy, micro-credentials, graduate certificates and diplomas, post graduate staircasing pathways and offshore delivery options. All offerings will be Christ-centred, Bible-based, and grounded in robust research and scholarship. They will also be market-focused, outcome-oriented, and relevant to industry and employment needs.

Research will be collaborative, original and creative, and designed for maximum benefit to end-users. Learning and teaching will be dynamic and exemplify best practice for others to follow. Academic leaders will embody the mission and ethos of the College and provide the leadership necessary to grow their course offerings and student enrolments.

ACNZ will have growing learning hubs and partnerships with faith-based institutions within New Zealand, Asia Pacific and globally.

ACNZ will continue to be Pentecostal, entrepreneurial, and committed to the growth and flourishing of the church. ACNZ will position itself to participate in innovation and disruption within the New Zealand higher education sector and won't be limited to existing models and paradigms.

Mission, Vision and Values

Mission:

- To equip Christian leaders to change the world.

Vision:

- To participate with Alphacrucis University College to be a global Christian university, transforming neighbourhoods and nations.

Values:

- **We Believe:** We believe in God who has revealed himself in Jesus Christ and through the Holy Spirit and Scripture. We worship and seek truth in light of this revelation.
- **We Serve:** We serve Jesus Christ, his church, our students, our stakeholders, and one another. We serve with love, faithfulness and excellence.
- **We Grow:** We grow personally and corporately. We encourage one another in creativity and initiative to fulfill our calling and potential in Jesus Christ.

Graduate Attributes

Attribute 1: Christian Worldview

Knowledge of the Christian story derived from the Scriptures and tradition of the church, and awareness of the implications of this story for self-identity in the context of local and global communities. This includes a commitment to engage with alternate worldviews and show appreciation of the values and perspectives of others.

Attribute 2: Leadership

Ability to provide effective Christian leadership to individuals, groups, and organisations, demonstrated in the capacity to influence and enable others to accomplish worthwhile objectives which contribute to the human good and the kingdom of God. This includes seeking to emulate the example of Jesus Christ in serving and empowering others.

Attribute 3: Integrity and Justice

Ability to apply a Christian worldview in the diverse situations and responsibilities of life, and to exercise faith, hope, love and generosity as prevailing attitudes. This includes the active promotion of the gospel, social justice, equality, mutual respect, and an ecological ethos.

Attribute 4: Communication

Ability to communicate effectively to a range of audiences, in appropriate contexts using high levels of verbal, written and technological skills. This includes visual and media literacy, numeracy, rhetoric, and persuasion.

Attribute 5: Personal and Social Skills

Relational skills that incorporate the flexibility for both independent and collaborative situations. This includes personal and group organisational skills, conflict management and resolution, as well as the ability to value and respect the opinions of others.

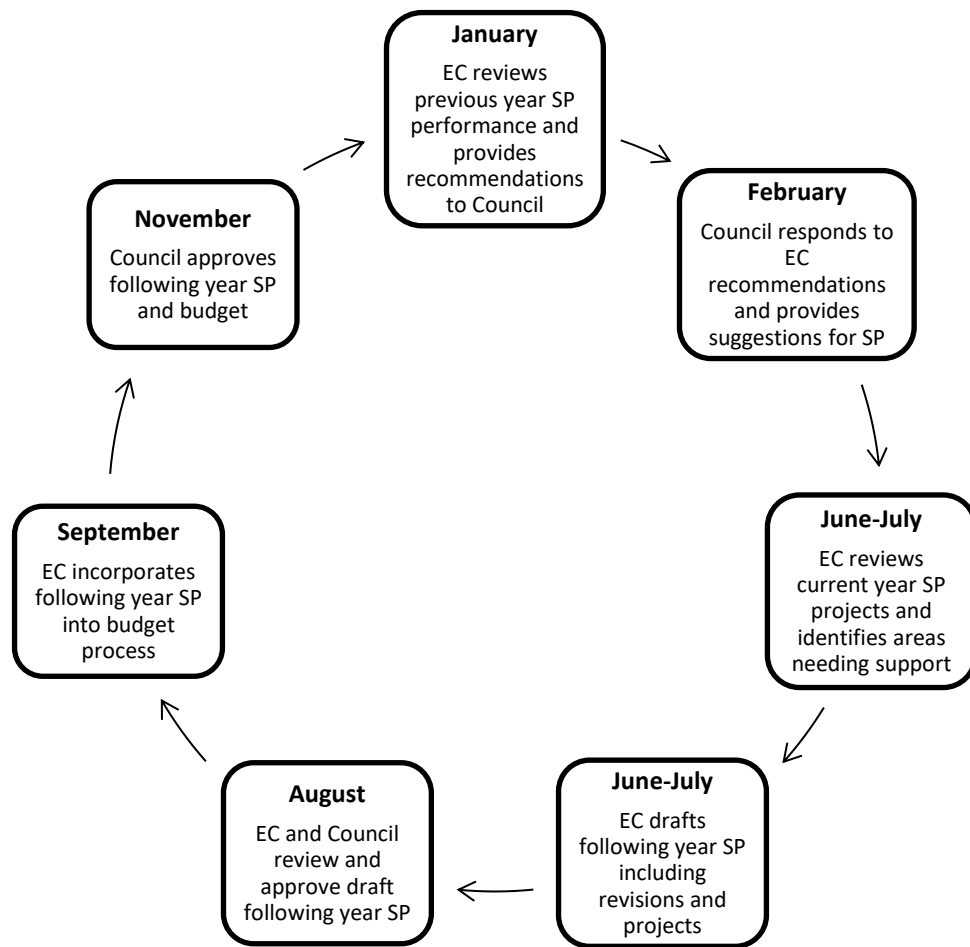
Attribute 6: Critical and Creative Thinking

Capacity for critical and reflective thinking that is explored not only individually but also within a community context. This includes the ability to be creative and to research, analyse and resolve problems in innovative and prophetic ways.

Attribute 7: Professional Knowledge

Use and maintain knowledge about a discipline or field, in terms of theoretical, conceptual, and methodological elements, striving continually and independently to secure further knowledge and where appropriate, defined professional skills.

Strategic Planning Cycle



Strategic Themes

Theme 1: Strategic Alignment

Vision (by 2029):

By 2029, ACNZ is achieving mission, vision, and strategic objectives. It has effective fundraising, development, and political engagement programs, and strong constituency and public profile and acceptance.

Theme 2: Organisational Progress

Vision (by 2029):

By 2029, ACNZ is demonstrating strong progress towards organisational goals, supported by stable profitability and viability, efficient performance, alignment and collaboration across institutional departments, and positive staff morale and engagement.

Theme 3: Academic Excellence

Vision (by 2029):

ACNZ will have established and growing departments delivering high-quality courses across disciplines, excellent student services supporting satisfaction and retention, and research.

Theme 4: Operational Effectiveness

Vision (by 2029):

ACNZ will have efficient marketing and recruitment strategies, streamlined campus operations, advanced IT systems, and robust HR and compliance frameworks.

Theme 1: Strategic Alignment

Vision (by 2029):

ACNZ is achieving mission, vision, and strategic objectives. It has effective fundraising, development, and political engagement programs, and strong constituency and public profile and acceptance.

Ownership		Kaitiaki (National Director)
Role Summary		The Kaitiaki role provides high-level strategic guidance, fosters innovation, and nurtures key relationships for ACNZ, ensuring strong alignment with the College's mission, Pentecostal distinctives, and Aotearoa New Zealand's cultural identity. This position champions people and culture, strengthens external partnerships, drives innovation, and offers governance-level support to the Director of Campuses. • Strategic and Cultural partnerships with churches, iwi, hapū, marae, and Christian movements • Missional innovation and future-focused initiatives across Aotearoa and beyond • Governance input, including engagement with the AC Council and national leadership • Spiritual oversight, reinforcing ACNZ's identity as a Christ-centred, Spirit-empowered learning community
Objectives		Supported by projects
O.1.1	Strengthen Strategic and Cultural Partnerships Build, nurture, and increase meaningful relationships with Assemblies of God Movement New Zealand (AoG), Christian churches, iwi, hapū, and marae.	P.1.1 P.1.2
O.1.2	Foster Innovation to Advance Mission and Learning Encourage creative innovation and approaches that strengthen ACNZ's delivery, engagement, and global reach.	P.1.3
O.1.3	Embed Pentecostal Distinctives and Cultural Alignment Ensure alignment to mission, vision, and spiritual identity through leadership, content, and practice.	P.1.4
2025/2026 Projects		KPI
P.1.1	Nurture and build cultural and meaningful partnerships.	 Minimum of 2 new or strengthened partnerships formed with churches, marae, iwi, and strategic community groups.
P.1.2	Represent ACNZ at key partnership events and gatherings aligned with our mission.	 Attendance and representation at 2+ key partnership events (e.g., AoG conferences, symposiums etc, marae events, Christian networks).
P.1.3	Build and pilot learning hubs (physical/digital) through innovative partnerships.	 At least 1 new innovation implemented to support flexible learning or engagement.
P.1.4	Embed Pentecostal values in leadership training, communications, and curriculum development.	 Pentecostal distinctives embedded in curriculum and training content.

Theme 2: Organisational Progress

Vision (by 2029):

ACNZ is demonstrating strong progress towards organisational goals, supported by stable profitability and viability, efficient performance, alignment and collaboration across institutional departments, and positive staff morale and engagement.

Ownership		Director of Campuses
Role Summary		The Director of Campuses is overall responsible for managing and overseeing the day-to-day performance, operations, staffing and financial management of Alphacrucis College New Zealand. This includes ensuring that budgets are met, enrolment and income targets are achieved, staff and systems operate effectively, and strategic objectives are implemented consistently across all campuses. of Alphacrucis University College.
Objectives		Supported by projects
O.2.1	Optimise Focus and Collaboration to Achieve Enrolment and Income Targets Align efforts across departments to meet enrolment and financial goals.	P.2.1 P.2.4
O.2.2	Improve Long-Term Viability through Revenue Growth and Efficient Management Strengthen financial sustainability and effective resource use across ACNZ.	P.2.2 P.2.3 P.2.4
O.2.3	Improve Organisational Performance and Accountability Enhance institutional effectiveness through strong systems and measurable outcomes.	P.2.2. P.2.3.
O.2.4	Manage, maintain Internal Cooperation, Alignment, and Morale of Staff Manage staff effectively, foster a positive, aligned, and high-performing workplace culture.	P.2.5
2025/2026 Projects		KPI
P.2.1	Increase marketing visibility in church and Christian networks, including social media and alumni engagement	 Enrolment targets met  Marketing plan executed across channels
P.2.2	Strengthen admin processes to reduce errors and support student success	 Fewer errors and reporting issues  Improved student continuation rates
P.2.3	Embed dashboard tools to monitor performance metrics	 Executive and Management use dashboards effectively  Dashboards reviewed regularly by leadership
P.2.4	Develop and market micro-credentials to diversify income	 At least two new micro-credentials launched with enrolments  Increased income from short courses and micro-credentials  Annual budgets met

P.2.5	Conduct annual staff appraisals and satisfaction survey	 Staff surveys and appraisals completed  Results reviewed by Executive and Council  Actions implemented to strengthen team culture and morale
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Theme 3: Academic Excellence

Vision (by 2029):

ACNZ will have established and growing departments delivering high-quality courses across disciplines, excellent student services supporting satisfaction and retention, and research.

Ownership		Director of Campuses
Objectives		Supported by projects
O.3.1	Align Course Offerings with Areas of Growth Ensure programme offerings match market and ministry opportunities for expansion.	P.3.1. P.3.3.
O.3.2	Improve Student Uptake of Study Pathways Support students in progressing from entry-level to advanced qualifications.	P.3.1. P.3.3.
O.3.3	Increase Research Output for Compliance and Contribution Strengthen research activity and academic credibility across identified fields.	P.3.2.
O.3.4	Maintain Student Engagement and Satisfaction Ensure students are supported academically and pastorally for success.	P.3.4
2025/2026 Projects		KPI
P.3.1	Embed short courses and micro-credentials into core offerings Offer clear entry and progression options via micro-credentials and short courses	 Enrolments in short courses and micro-credentials  Pathway options mapped and promoted across all delivery sites
P.3.2	Work with research leader to shape ACNZ's research focus and output	 Research narrative and positioning strategy created  Outputs aligned with quality benchmarks and regulatory expectations
P.3.3	- Scope new qualifications (Graduate Diploma, Master's level) for development - Develop postgraduate programme pathways aligned to learner demand	 Graduate Diploma and Master's proposals scoped and submitted for NZQA approval  Measurable increase in students continuing to higher-level study
P.3.4	- Ongoing monitoring of student feedback, engagement metrics, and academic success - Use of student support services to foster retention	 Student satisfaction data reviewed and acted upon  Retention and course completion rates maintained or improved

Theme 4: Operational Effectiveness

Vision (by 2029):

ACNZ will have efficient marketing and recruitment strategies, streamlined campus operations, advanced IT systems, and robust HR and compliance frameworks.

Ownership		Operations Manager
Role Summary		The Operations Manager oversees the day-to-day operational functions of ACNZ, including budget monitoring, HR compliance, health and safety, campus management, and marketing coordination. The role ensures systems run efficiently to support growth, compliance, and effective service delivery across all campuses.
Objectives		Supported by projects
O.4.1	Monitor and Maintain Operations Budget and Cashflow Ensure sound financial oversight to support stability and responsiveness	P.4.1.
O.4.2	Maintain HR Functions and Ensure Compliance Keep HR processes compliant, current, and efficient.	P.4.2.
O.4.3	Maintain Marketing and Promotional Effectiveness Support recruitment and visibility through effective digital marketing.	P.4.3.
O.4.4	Maintain Health, Safety, and Efficient Premises Management	P.4.4
2025/2026 Projects		KPI
P.4.1	Maintain regular financial communication with AC CFO, ACNZ Executive and report key changes	- Timely financial reports delivered to CFO, Executive, and Management - Any variances or risks identified and addressed promptly
P.4.2	Review and ensure accuracy of HR systems; update processes in line with IRD, Audits, Charities NZ, Tertiary Education Commission, Public Trust, Xero, and legal requirements	- HR compliance maintained - Changes reported to Executive and Management - Zero compliance breaches or unresolved errors
P.4.3	Develop and implement a digital marketing plan for courses, intensives, short courses, and events	- Digital marketing plan launched and monitored - Updates and performance reports submitted to Management - Increased visibility across key target audiences (measurable reach) - Monitor and update digital platforms (website, social media, etc) when required
P.4.4	Submit weekly health and safety reports and manage premises operations	- Weekly H&S reporting to Management completed - Premises incidents tracked, resolved, and reviewed - Zero unresolved H&S issues reported monthly