

CLARITAS 28

2025-2028 Strategic Plan for
Christian Education National (CEN)





CLARITAS

[LATIN]

Definition: giving light, shining, luminous, readily understood, manifest to the mind, distinctive, clear, evident or bright.

OUR VISION

To be a thriving, collaborative community that champions Christ-centred, parent-directed education, making it accessible to every family seeking a transformative, faith-driven learning experience.

OUR PURPOSE

Christian Education National exists to guide and support transformative practice in education and schooling.

We are committed to equipping teachers, leaders, and boards to be firmly grounded in the Scriptures and the gospel of Christ, delivering exceptional Christ-centred education shaped by a biblical worldview.

Our purpose is to inspire and develop incisive, skilful, and imaginative witnesses and workers who faithfully and effectively respond to the challenges and opportunities of our rapidly changing world.

MESSAGE FROM THE BOARD CHAIR



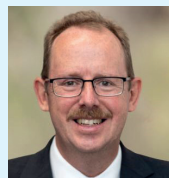
It is with great enthusiasm that I present Christian Education National's revised strategic plan, *Claritas 28*. This plan reflects our unwavering commitment to supporting and strengthening

our member schools as they seek to fulfill their mission of providing Christ-centred education.

In a time of significant change and complexity in the educational landscape, the CEN Board has prayerfully and thoughtfully realigned our strategy to address emerging needs while staying true to our gospel-centred vision. This plan is not only a roadmap for the next season, but also a call to deeper collaboration within our community across national and state boundaries, ensuring that together we can continue to equip and inspire the next generation of students, educators, and leaders for God's glory.

Andrew Goelst

MESSAGE FROM THE CEO



As we embark on the next phase of our journey, I am excited about the revised strategic plan for Christian Education National. *Claritas* reflects the collective wisdom of our Board, leadership

team, and member schools, all of whom have contributed valuable insights into the challenges and opportunities we face.

With a focus on realigning our efforts to address emerging needs, this strategy is designed to provide practical, Christ-centred solutions that empower schools in the CEN network to thrive.

Through intentional collaboration, innovation, and a commitment to Biblical truth, we aim to strengthen our community and equip educators, leaders, and boards for the work ahead, ensuring that the transformative power of education continues to shape lives for God's Kingdom.

Mark Steyn



BACKGROUND

In response to the rapidly evolving education environment, the CEN Board undertook a comprehensive review of the strategic plan initially released in 2022. Recognising the need to address emerging challenges and opportunities, the Board realigned the strategy to better serve member schools and advance Christ-centred education. This process involved listening to feedback from stakeholders, analysing trends, and prayerfully considering how to remain faithful to CEN's vision and purpose. This revised plan reflects our commitment to adaptability, collaboration, and a renewed focus on meeting the dynamic needs of the education landscape.



WHO
WE



WHO WE ARE

Christian Education National (CEN) is a national association of Christian associations/companies and schools that promotes a Christ-centred, parent-directed education model. We seek to foster dynamic and healthy partnerships of home, church, and school that cultivate a biblically authentic approach to education.

Our educational philosophy:

- celebrates the lordship of Christ over all aspects of life
- positions the gospel and God's Word as the foundation of thought and practice, above cultural trends, and
- acknowledges and supports parents as the primary influencers in their children's education.



WHAT WE ARE NOT

CEN does not primarily provide compliance or general educational services. These services are supplied by the independent school associations in each state and territory and by other educational networks.

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WHY WE NEED A STRATEGIC PLAN

The need for a strategic plan is grounded in practical necessity and biblical wisdom. In today's cultural climate, Christian organisations face pressures that demand foresight, unity, and adaptability. Increasing legislative scrutiny, shifting public perceptions of faith-based education, and the internal challenges of leadership and governance require a proactive, strategic approach. More than ever, Christian organisations need a framework for navigating these pressures while staying true to the gospel-centred vision that defines CEN.

The strategic plan for CEN provides a roadmap that:

- **Clarifies Purpose and Focus:** A robust strategy ensures that every decision and initiative aligns with our vision and purpose.
- **Empowers Collaboration:** By strengthening partnerships across our network of schools, we build a community that is united in vision and equipped to support one another.
- **Fosters Growth and Resilience:** Strategy allows us to assist our schools by anticipating challenges, training strong leaders, and strengthening governance structures.

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A BIBLICAL VIEW OF STRATEGIC PLANNING

At the heart of our approach to strategic planning is a commitment to biblical principles. Proverbs 16:9 reminds us, "The heart of man plans his way, but the Lord establishes his steps". Strategic planning, from a biblical perspective, is not about rigidly controlling the future but serving the vision and purpose God has entrusted to us with wisdom, humility and faith.

A biblical approach to planning:

1. **Honours God's Sovereignty:** We recognise that all planning must ultimately be in submission to God's will, and we seek His direction through prayer and discernment.
2. **Builds Community:** As Paul emphasises in 1 Corinthians 12, the body of Christ is interconnected, with each member contributing uniquely. Our strategic plan is designed to foster relationships among schools, families, and communities, encouraging them to work together for the common goal of authentic Christ-centred education.
3. **Prioritises Stewardship and Faithfulness:** Strategic planning allows us to be wise stewards of the resources, talents, and opportunities God has provided. As Jesus taught in the Parable of the Talents (Matthew 25:14-30), we are called to be faithful with what we've been given, investing it in ways that bring glory to God.

CEN's strategic plan is therefore both a practical and spiritual endeavour. It reflects our dedication to ensuring that our schools remain steadfast in their commitment to Christ, equips them to educate the next generation with a biblical worldview, and supports them in navigating the challenges of a changing world with faith and confidence.

CORE VALUES

Supporting our vision and purpose are eight core values which infuse the biblical principles of strategic planning, and which guide our relationships with member schools:

1. **Biblical Centrality:** The Bible is the foundation of all our teaching, decision-making, and actions.
2. **Home-Church-School Unity:** We honour and reinforce the synergy between these three foundational institutions.
3. **Parental Responsibility:** Recognising parents' central role, we support their involvement in education.
4. **Governance Support for Parents:** We equip parents to govern their schools effectively, fostering a supportive environment for students and families.
5. **Christian Teacher Development:** Ongoing professional development ensures all staff are well-equipped to provide Christian education.
6. **Christian Worldview Integration:** We assist our schools to ensure that a biblical worldview permeates every aspect of the curriculum.
7. **Strength in Unity:** Together, we strengthen and empower each school within our community.
8. **Generosity and Sharing:** We foster a culture of generosity, encouraging schools to support and share resources with one another.

The strategic plan over the next four years has five focus areas which inform national and state strategic initiatives.



STRATEGIC FOCUS AREAS

The strategic plan over the next four years has five focus areas. These overarching focuses inform national and state strategic initiatives.

1. **Board-Principal Relationship:** Strengthen this critical partnership to foster cohesive, principled leadership.
2. **Legislative Response:** Prepare schools to respond effectively to legislative changes that impact Christian education.
3. **Revitalising Christian Pedagogy:** Address declining understanding and confidence in teaching from a Christian worldview.
4. **School Association Support:** Provide resources and advice to Associations for the strengthening of board governance and recruitment.
5. **Leadership Pathway Development:** Build sustainable pathways for emerging leaders in Christian education.

STRATEGIC INITIATIVES



Strategic focus areas are distilled into targeted initiatives which are tailored to address priorities at the national and state level.

NATIONAL-LEVEL INITIATIVES

1. **Governance Desk:** Establish a dedicated 'desk' providing governance support to boards and promoting CEN's values at a governance level
2. **Consulting Arm:** Develop a consulting service tailored to meet the needs of member schools in areas such as governance, operations, and Christian educational practice.
3. **National Resource Library:** Create a digital repository of resources, including curriculum support, governance guidelines, Christian education and worldview materials.
4. **National-State Alignment:** Enhance alignment between national and state functions so that support is coordinated for the benefit of all schools.
5. **Sustainable Professional Learning (PL):** Build a self-sustaining PL program that nurtures teachers' growth in Christian education and improves consistency and sustainability across schools.

STATE-SPECIFIC INITIATIVES

1. **Regional and Remote Staffing:** Develop strategies to attract and retain qualified staff in regional and remote areas, including support for transitioning families and building local networks.
2. **Teacher Induction and Long-Term Onboarding:** Strengthen new teacher induction and onboarding programs and provide longer-term schedules to support all teachers' professional and spiritual growth.
3. **Membership Feedback and Risk Dashboard:** Develop and offer a membership feedback and risk dashboard for boards and school leaders, providing real-time insights and data on key risk indicators to support informed decision-making and proactive governance.
4. **Resources for Legislative Challenges:** Develop materials to help schools navigate legislative requirements, equipping them to maintain a Christian teaching framework.
5. **Leadership Development Program:** Design multi-level leadership development initiatives aimed at equipping and inspiring leaders in school governance, administration and teaching.

SERVING YOU



INTERACTION WITH *MEMBER SCHOOLS*

CEN is committed to serving and strengthening its member schools through meaningful engagement and collaboration. Our strategic plan is designed to support member schools by establishing effective alignment of national and state initiatives. By providing practical, tailored solutions and creating opportunities for shared learning and innovation, we aim to build deeper relationships and enhance the collective impact of the CEN network. Together, we seek to navigate challenges, celebrate successes, and advance Christ-centred education with unity and purpose.

CONCLUSION

This strategic plan serves as a roadmap to support Christian schools in providing an education that is distinctly and boldly Christ-centred. By focusing particularly on leadership development, cohesive governance, resource accessibility, and united community support, we actively embrace our responsibility to serve God and one another and to be a transformational presence in the world.