

新北市美國基督教効力會
臺北基督學院

FREE CHINA FOUNDATION OF NEW TAIPEI CITY

CHRIST'S COLLEGE TAIPEI

2019~2024 Strategic Plan



May 2019

PREFACE

A strategic plan covers a long period of time and might be referred to as a long-term plan. It is broad in scope and basically answers the question of how an institution commits its resources over the next five years in order to accomplish its mission. A strategic plan is revised on a periodic basis, often annually, to reflect changes in the external environment or internal culture and sometimes the overall direction of the institution. A strategic plan emphasizes development and implementation of organization-wide strategies with accountability toward effectiveness, efficiency and quality in mind.

Christ's College Taipei operates with a five-year master plan. The first year of the plan is employed as a short-term plan, with four additional years projecting, usually in less detail, the long-term plan. The plan includes objectives, goals, personnel, timelines, financial projections, and ACTION PLANS for expected outcomes.

This plan is a working document, which is tied to the budget and to the activities of each area of the College. Each area is responsible for evaluation and input into the planning process. While each area does much of its own assessment and formulates objectives, the institutional plan is an organic whole constructed by the entire CC family. This document is a rollover plan that is reviewed and revised annually. Strategic planning is not a one-time-do-a-survey procedure; rather it is an on-going process.

On May 21, 2012 Christ's College Taipei became the first government recognized Christian liberal arts college in Taiwan. This event has, if anything made our strategic planning process all the more important as we prepare for evaluation by the Ministry of Education in Taiwan this year. With the continual leading of the Holy Spirit and the supernatural power of God, we will continue to seek to carry out this strategic plan for Christ's glory and establishment of His kingdom in Taiwan and around the world.

ACKNOWLEDEMENTS

As stated above, a strategic plan is not the work of one person or even one office, but is the combination of the work of many individuals and offices within an institution. I would like to mention some of those individuals here.

We are grateful to Dr. Tanmay Pramanik for providing us with the draft of the strategic plan that he helped develop for Temple Baptist University and for granting us permission to use and adapt that plan as we developed this plan for Christ's College Taipei. Thank you for helping us by keeping us from reinventing the wheel, while at the same time challenging us to develop a document that uniquely meets the needs of Christ's College Taipei at this time.

We are also grateful for the work of Dr. Scott Hovater, who drafted the 2010 strategic plan for Christ's College which laid the groundwork for this plan.

Thanks is also due to the members of the strategic planning committee at Christ's College Taipei, including Vice President Benjamin Wu, Dean of Academic Affairs Dr. Mae Chiang, Dean of Student Affairs, Mrs. Jennifer Lee, Chair of the Christian Liberal Arts Core Course Center, Dr. Vivianne Lee, Director of Human Resource Administration, Mr. Jonathan Lin, Director of Public Affairs, Mr. Matthew Chu, Chair of the English Major, Dr. David Rath, and Chair of the Communication Major, Dr. Julie Shen. I also want to thank our faithful committee secretary Mrs. Joyce Weng. Thank you, too, to all faculty members, staff, students and alumni, who have given input into and supported this process.

Dr. Quentin L. Nantz
President
May 2017

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Chapter 1

Strategic Planning Paradigm

The term *strategic* is derived from the Greek word '*strategos*', a term for a general or commander. Strategic planning has captured the attention of today's forward looking leaders because it addresses a crucial concern, positioning the organization to face the future. Strategy changes the organization by changing its direction, so that mission can be accomplished. Strategy is used to focus action, create consistency and to give organizations a new and renewed sense of purpose. Strategic planning is a technique and a tool for leadership. It is built around a disciplined set of procedures that aim at establishing direction. Careful strategic planning can be among the most valuable investments an institution can make.

We serve a God who plans, and as His followers we are to be planners. Planning is not a contradiction to following **God's Spirit**. Rather, it is a way to understand the divine direction so as to be faithful to Him. A sound knowledge of the biblical and practical principles of strategic planning is the key to successful implementation of planning techniques. Strategic planning should be neither a starting point nor an ending point. Instead, it should serve as a tool for stimulating clear and creative thought about an organization's future and then to link this thought systematically to effective and positive action. Success in strategic planning is greater when an organization is prepared to implement the kinds of change suggested by an effective planning process. It is through commitment to mission, and compelling articulation of a positive vision, that effective leaders can accomplish their greatest results. Along with prayer, discernment, wisdom and a spirit of obedience, this kind of planning helps us to match our goals to God's purposes.

There are three broad characteristics for biblical pattern of planning. These are as follows:

Purpose - planning begins with a development of a clear sense of purpose or mission.

Strategy - the second stage of planning is the development of strategies.

Action - the final stage is development of action plans.

Purpose, strategies, and action are the essential elements of effective planning. Purpose leads to strategy, and strategy leads to action. Effective planning happens when we think clearly about fundamental purposes, creatively about strategies to achieve them, and systematically about the action steps that will lead to their accomplishments.

The words *strategic planning* do not occur in the Bible, but there are many examples of what we would today call strategic planning. There are seven biblical principles for strategic planning. The principles are:

- To focus on the future
- To capture a vision
- To manage opportunities and threats
- To devise effective strategies
- To emphasize action
- To anticipate and respond to change
- To remain flexible

The ultimate principle of strategic planning is to exercise **deep faith** grounded in a clear knowledge of God and living a daily walk with Him. Strategic planning calls for making wise judgments about the future. For Christian organizations, strategic planning is never an attempt to replace faith but rather to plan in faith and express the same.

Strategic Planning involves *strategic thinking*. Strategic thinking is about determining what is truly worthwhile for the future of the organization and setting in place today a series of actions that will make that future possible. The results of strategic thinking live long after the plan was made and even forgotten. If the plan was insightful, bold, in harmony with God's purposes and well executed, it can result in enhanced institutional vitality, effectiveness, and mission fulfillment. Preparing a written strategic plan should be considered the middle step in

a process that begins with strategic thinking and concludes with strategic action. Some of the important characteristics of strategic thinking are:

- To emphasize the goals and outcomes more than methods and processes
- To emphasize opportunities more than the obstacles
- To emphasize possibilities more than limitations
- To emphasize the future more than the present
- To emphasize the external more than the internal
- To emphasize adaptations to the changing circumstances more than preserving existing circumstances
- To emphasize values more than current forms
- To emphasize concepts more than details

There are several beneficial outcomes of strategic planning. Strategic planning repays the efforts invested. Some of the important benefits of strategic planning are:

- Survival
- Adaptation to change
- Direction setting
- Decision making
- Operational efficiency
- Organizational renewal and revitalization
- Organizational integration
- Production of a strategic plan itself

Strategic planning is not only a mindset but a process as well. Strategic planning process includes the plan for planning, mission clarification, vision development, environmental scanning, status analysis, strategic initiatives, operational planning and management of results.

Strategic planning is about doing the right things and doing things right. Doing things right improves **efficiency** whereas doing the right things produces **effectiveness**. Strategic planning in a Christian context must go beyond secular models by taking into account the supernatural power of God. Logical analysis, financial projections or systematic goal statements do not limit our God. Sensitivity to the will of God and the leading of the Holy Spirit are basic at every step in strategic planning and strategic management.

Chapter 2

Mission Statement and Objectives

MISSION STATEMENT

Christ's College Taipei is a bilingual institution of higher education, established for students, based on Biblical truth, and dedicated to: 本院是一所為學生所設立，依據聖經真理以雙語教學的高等教育學府，致力於：

Providing quality education to equip students both in Christian character and professional abilities as life-long learners. 提供優質的教育裝備學生，使其成為具有基督徒的品格和專業能力的終身學習者。

Evangelizing and discipling students in the Christian faith in a loving and nurturing environment. 在充滿愛心與教養的環境中，以基督教信仰傳播福音和栽培學生成為耶穌基督的門徒。

Training students to go into the world and become Christ's ambassadors for change and Christian leaders at church and in the marketplace guided by a Christian world and life view. 培養學生進入社會時，具有基督教世界觀與人生觀，能成為基督改變世界的使者，教會及職場中的基督徒領袖。

VISION STATEMENT

Christ College Taipei will be the preeminent Christian liberal arts college in the Chinese speaking world.

臺北基督學院將成為一所專為華人所設立的、卓越基督教 博雅教育學院。

Values 核心價值:

An institution committed to the Word of God 委身教導聖經的學校

An environment which encourages gospel transformation 以福音轉化生命的學校

A variety of quality academic programs 提供多元優質的學術課程

A loving and family-like international community 充滿愛的國際大家庭

An updated campus with quality facilities and equipment 擁有優質設備的校園環境。

INSTITUTIONAL OBJECTIVES

Objective 1 : To develop a comprehensive plan that: 目標一：發展一套完整的計劃：

- a. evangelizes and discipless students 使學生福音化及栽培學生做耶穌基督的門徒；
- b. is centered on Christian character formation and spiritual disciplines
注重基督徒品格的養成及屬靈的鍛鍊；
- c. is modeled and consistently practiced by faculty, staff and student believers
以教職員和基督徒學生在生活中作實踐的典範；
- d. is integrated with curriculum design and extracurricular activities
並能整合課程設計和課外活動，；

so that students become faithful disciples, ambassadors of Christ and servant leaders.
使學生成為忠心的基督徒、基督的僕人和僕人式的領袖。

Objective 2 : To establish a bilingual (Chinese and English) educational institution that has:
目標二：期盼成為（中、英）雙語教育的學府，具有

- a. a bicultural board, faculty and operational team 雙文化的董事會、教員和行政團隊；
- b. a bilingual educational program 雙語教育的方案，；

so that all students will be able to communicate effectively, orally and in writing, both in Chinese and English 使所有學生在中、英文語文及文字表達上具備有效的溝通能力。

Objective 3 : To recruit and maintain a faculty of faithful Christians who are:
目標三：徵聘並維持忠心的基督徒教員團隊，期盼學校的教員：

- a. academically and spiritually qualified 在學術和屬靈水準上具備適任水準、；
- b. competent and participating in continuing programs of spiritual and professional development
是稱職的老師並在屬靈和專業發展上繼續追求成長、；
- c. committed to student development 對學生成長的發展有負擔，；

so that students grow in Christian Character and become competent professionals and lifelong learners. 使學生在基督徒品格上不斷成長，並成為專業能手和終身學習者

Objective 4 : To provide a curriculum and extra-curricular activities that:
目標四：為學生提供的課程和課外活動能：

- a. integrate faith and learning 整合信仰與學習、；
- b. balance theory and practical application 兼顧理論與實務、；
- c. teach and motivate how to learn 教導學生如何學習並激發學生學習的動機、；
- d. are continually being assessed and updated 評估並更新課程；

使學生成為終身學習者並且具有勝任的專業能力。so that students become lifelong learners and competent professionals.

Objective 5 : To build credibility in the broader academic community by:

- 目標五：不僅在基督教學術圈之內，也要在基督教學術圈以外，建立聲譽：
- a. offering quality academic education 提供優質的高等學術教育、；
- b. regularly evaluating and revising the educational program based on the common standards of the academic community 依據學術圈內一般高等教育的標準，定期評估並修訂教學課程，；

so that students are nurtured, the college is a college of choice and the name of Christ is honored. 使得學生獲得尊榮、學校成為眾所選擇的學府基督的名被高舉

Objective 6 : To provide a ministry training program so that students: 目標六：提供福音事工的訓練方案，使學生能：

- a、discover, develop and use their spiritual gifts 發掘、發展並能善用他們的屬靈恩賜、；
- b、and are equipped as Christ-like leaders 被裝備成具有基督樣式的領袖、；

so that they can impact the church, community and society through their active service.
使他們能透過積極的服事來影響教會、社區以及社會。。

Objective 7 : To Provide a campus that features: 目標七：促使校園具有：

- a、modern facilities;現代化的設備、
- b、quality resources;優質的資源、
- c、current technology in instruction and management 以最新的科技設施從事教學與管理的工作、

so that the curriculum is enhanced, student needs are met and the college's goals are accomplished.
使得課程的內涵提昇學生的需求得到滿足學校的目標得以完成目標八：維護良好校園環境使

Objective 8 : To maintain a campus environment that provides a shepherding and caring relationship between:

- a、faculty,教師、
- b、staff 職員、及、
- c、and students.學生之間，具有相互關懷牧養的關係，

So that students will grow into spiritual, mental, and emotional maturity.以促使學生在靈命、心智、和情緒上臻於成熟。

Objective 9: To create, maintain and implement a development plan that:

- a. establishes a roadmap for the long term development of the school;
建立學校長遠發展藍圖與架構，
- b. creates a broad base of active prayer support for the college and its ministries;
為學校及其事工建立廣泛的代禱支持網絡，
- c. grows the student enrollment and extends the ministry of the college;
增加學生人數以及擴展學校事工，
- d. provides the necessary financial and human resources;
提供必要的財務及人力資源，

so that the mission and vision of the college can be accomplished.
使學校的使命及願景得以完成

Chapter 3

Philosophy of Education And Institutional Purpose

Philosophy of Education

At Christ's College Taipei our philosophy of education flows out of our philosophy of life and our Christian world view. We believe that God created everything, including people, for the purpose of glorifying Himself. People, however, have chosen to rebel against God and have become totally corrupt and estranged from God. The effects of human depravity and rebellion against God can be seen not only in individual human lives but also in the whole of creation. In spite of our rebellion, God loves mankind and has made a way of reconciliation between Himself and us, through the life, death and resurrection of His son, Jesus Christ. Jesus Christ is the way, the truth and the life and with the help of the Holy Spirit, we can know Him through the Bible, His revealed and infallible word to us as well as through what God has created. Therefore, the goal of our lives and of our work as an educational institution is to glorify God and to enjoy Him forever, as we seek to live in obedience to His word in this life with the assurance that we will live forever with Him after this physical life is over. Just as Jesus mentored His disciples, we believe that learning by modeling where both teachers and students serve as models for other learners is an essential element in education. Learning by modeling encompasses learning by teaching and learning by doing; both models go beyond the traditional one-way communication approach.

As an institution of higher Christian education, it is our goal that our students be transformed by knowing God, studying His word and studying the basic physical and cultural structures of the world in which they live. Order and harmony in the universe are the results of divine creation and we should study nature as God's handiwork and seek to redeem and reform the chaos and conflict that we encounter through the transforming truth of God's word. A truly Christian higher educational system must be tied to the absolute moral standards of the Bible and students must be taught that what is right, is right for humankind in general, not just for the members of a particular race or society at a particular time. As students embrace the truth of God's word, they are freed from the destructive grip of fallen social and cultural patterns and given the opportunity to live their lives in the most meaningful way possible.

Institutional Purpose

We believe that the purpose of higher education, especially that which is in the liberal arts tradition, is the development and/or refinement of higher-order thinking and reasoning skills, the capacity to make relevant judgments and discriminate among values, the ability to come up with creative ideas and solutions and the ability to effectively communicate one's thoughts to others. In order to deal with the ever-increasing amount and complexity of information, college graduates need to be able to think and communicate clearly. This includes the ability to identify the issues involved in complex problems, to collect relevant data, to assemble arguments on every side of the question, and to arrive at conclusions soundly related to the arguments and information available. Thinking clearly about issues requires the acquisition of a large body of information and ideas, without which the mind is too barren to sustain serious thought. In order to gather and process this information it is often necessary for individuals to be able to work cooperatively in interdisciplinary teams. It also requires both guided and independent practice which we believe can best be provided by asking students to apply information in tasks that are as close to those that the student will need to be able to do after graduation as possible. At the same time, information can be forgotten or become irrelevant based on new discoveries so the graduate must be a lifelong learner who is skillful at incorporating new knowledge.

We believe that the value of a liberal arts education is that it not only prepares individuals for some particular vocation but also prepares them to be leaders in whatever fields they choose. The liberal arts graduate will have knowledge and skills related to a particular discipline but will also have the wider perspective that comes from surveying knowledge that cuts across various disciplines. We believe that a liberal arts education that is distinctively Christian has even more value than that which is strictly secular, because it takes as its basis the truth of the Word of God and incorporates this truth into all other aspects of the curriculum. One aspect of this truth is that of God's grace, which, once experienced, leads to a heart of compassion and caring for others. Grounded in the truth of God's word and the wider perspective of knowledge from a variety of disciplines, Christian liberal arts graduates possess tools to continue to grow as individuals and to make a contribution to their disciplines, vocations, families, churches and communities.

Educational Outcomes

Educational outcomes for graduates of the Christian Liberal Arts program at Christ's College Taipei include the following:

- ◆ Christian Character
- ◆ Critical Thinking Skills
- ◆ Communication Skills in English and Chinese speaking and writing
- ◆ Creativity
- ◆ Cooperation
- ◆ Compassion
- ◆ Competence in a Profession
- ◆ Contribution to family, church and society

Chapter 4

Organization Profile and Brief History

PROFILE

- ◆ CCT is Taiwan's first Christian Liberal Arts college to be registered with the Ministry of Education.
- ◆ CCT is the only Christian Liberal Arts College in Taipei.
- ◆ CCT is a Bilingual College that is dedicated to helping students improve their spoken and written English and Chinese ability.
- ◆ CCT offers programs leading to Baccalaureate Degrees in three majors: English (English Language and Literature, English Language Teaching, English Business Communication); Communication and Music.
- ◆ CCT holds accredited status with the Transnational Association of Christian Colleges and Schools (*TRACS*).
- ◆ CCT is an international affiliate member of the Council for Christian Colleges and Universities (*CCCU*).
- ◆ CCT is a member of the International Association for the Promotion of Christian Higher Education (*IAPCHE*).
- ◆ CCT is a founding member of the Taiwan Christian University and College Alliance (*TaiCUCA*).
- ◆ CCT is a residential college with supervised dorms on campus for men and women.
- ◆ CCT has a library collection of 70,169 Chinese and 24,095 English volumes.
- ◆ CCT welcomes students from and supports the ministry of Christian churches of various denominations in Taiwan.

BRIEF HISTORY

Christ's College was founded in 1959 by Dr. James R. Graham III. Dr. Graham's parents, Jimmy and Sophie Graham served as missionaries in China from 1889 to 1940, so Dr. Graham grew up in China. After attending Hampden-Sydney College in America, he felt the call to return to China as a missionary to help the people he loved so deeply. Dr. Graham was a strong believer in Christian education and saw the need for a college in Taiwan based on Christian foundations. In 1952, Dr. Graham began itinerating across the United States and succeeded in founding the Free China Christian College Association (FCCCA) and registered it in the State of California in September 1959. Later that year, he purchased land in Taipei County and organized Christ's College with a four-year Christian Liberal Arts College program. The campus of Christ's College is situated on a beautiful plateau commanding a view of the Tanshui River and the Goddess of Mercy mountain range.

Dr. Graham also founded the Free China Foundation of New Taipei City (FCFNCTC); the legal non-profit foundation that controls Christ's College and registered it with the Taipei County Government (now New Taipei City Government) on September 18th, 1961. In the spring of 1966, the Ministry of the Interior on Taiwan recognized Christ's College as a religious institution and registered in the school (#205648), thereby officially sanctioning the school. In 1974, at the Second General Assembly of the Presbyterian Church in America (PCA), Dr. Graham asked the PCA to adopt Christ's College as one of its mission projects and since that time it has supported the mission of the college by providing board members, teachers and funding through Mission to the World.

Christ's College has been an affiliate member of the Council for Christian Colleges & Universities (CCCCU) since 1999. Also in 1999, Christ's College began to cooperate with CCCU member schools to establish cooperative master degree programs; setting up a cooperative MBA Program with Dallas Baptist University in 1999, a cooperative M.A./TESOL Program with Azusa Pacific University in 2001 and a cooperative M.A./Mass Communication Program with Regent University in 2004. In 2006, Christ's College was accredited by the Transnational Association of Christian Colleges and Schools (TRACS) a national accrediting body of Christian colleges based in the United States. The college also became a founding member of the Alliance of Christian Colleges and Universities in Taiwan (TaiCUCA) in 2006 and a member of the International Association for the Promotion of Christian Higher Education (IAPCHE) in 2008. In 2011, Christ's College was granted Reaffirmation I status, by the TRACS Commission, giving the college international accreditation of its programs until 2021. On May 21, 2012 the Ministry of Education granted Christ's College Taipei registration making it the first government recognized Christian Liberal Arts College in Taiwan.

As a constant reminder of what we stand for; on the wall of the chapel is the motto of the college written in both Chinese and English. It states, "The Fear of the Lord is the Beginning of Wisdom". The distinctive purpose of Christ's College Taipei is to provide a Christian Liberal Arts Education for students from Taiwan and abroad. At Christ's College Taipei, Bible is a required part of the curriculum and provides the essential starting point for the branches of study and for all the vocations of the life. Our goal is to build a strong Christian faith in the lives of our students and to provide a good academic foundation for them. It is our desire to win our non-Christian students to Christ, to disciple Christian students and to send them out to be Christ's ambassadors in the church and in the marketplace in Taiwan and around the world.

Chapter 5

Strategic Planning Process

Christ's College Taipei operates with a five-year strategic plan. The first year of the plan is employed as a short-term plan, with four additional years projecting, usually in less detail, the long-term plan. The plan includes actions, timetables, resources, personnel, and expected outcomes. The strategic plan includes the anticipated financial outcomes of goals both in terms of expenses and revenues for the current year and for each successive year to the fifth year of the plan.

The plan is a working document, which is tied to the budget and to the activities of each area of the College. Each area is responsible for evaluation and input into the planning process. While each area does much of its own assessment and formulates objectives, the institutional plan is an organic whole constructed by the entire Christ's College Taipei family. Each area is also responsible for implementation of plan once it has been approved by the Christ's College Taipei Board. Directors and other area leaders must refer to and seek to implement the plan as they make decisions about how to allocate their time and the human and financial resources that are available to them.

This document is designed to establish guidelines for Christ's College Taipei's strategic planning process. While the development of such a planning document is no easy task, it is, however, an essential ingredient necessary for balanced institutional growth and success.

One very significant element of any successful post-secondary educational institution is a well-designed and well-written strategic plan.

Forecasting and evaluation are inescapable components of internal improvement. Institutions, which are involved in and committed to strategic planning, must accept the following assumptions:

Planning is a continuous process.

Continuous in that it is ever on-going
A Process in that it involves a series of actions

Planning should produce change.

Merely to allow or react to inevitable change is unacceptable for a quality institution.
Strategic Planning should intentionally suggest and establish change.

Planning must involve individuals from all segments of the institution.

PLANNING OVERVIEW

Planning has been practiced since people first began thinking of the future implications of current choices of action. Without question, strategic planning is an integral part of effective leadership and management.

A. Basic steps in planning

Developing and initiating a strategic planning process
Clarifying the institution's mission and mandates
Assessing the present status of the organization's external and internal environments to identify Strengths, Weaknesses, Opportunities, and Threats (SWOT)

Analyze the data that has been collected through the implementation of the Assessment Plan in order to assess the organization's progress towards achieving student learning outcomes.

Setting goals and objectives

Developing a systematic approach by which to achieve goals and objectives

- a. Why should we establish this goal or objectives?
- b. What must be done to achieve it?
- c. Where (at what level) will it be done?
- d. When will it be done (timetable)?
- e. How will it be done?
- f. Who is going to do it?

Implementing the plan

Monitoring the plan's implementation

Evaluating the plan's effectiveness

Incorporating the findings into future revisions of the strategic plan

Reasons for strategic planning

1. It prepares an institution for change
2. It assists in better decision-making
3. It improves an institution's internal operation
4. It helps an institution be proactive rather than reactive

Requirements for an effective strategic plan

1. It must be based on the mission.

It must be needed.

It must consider real outcomes as it is described toward the organization's vision.

It must be accurate.

- a. Factual
- b. Comprehensive
- c. Realistic

It must be cost-effective

- a. Time
- b. Effort
- c. Finances

It must include accountability

- a. Development of the plan
- b. Deployment of the plan

It must involve adequate participation

D. Barriers to effective planning

1. The difficulty involved in forecasting
 - a. Economic conditions
 - b. Government policies
 - c. Rival institutions
2. Inflexibility (institutional traditions)
3. Cost

II. PLANNING TEAM

A. Basic criteria

One goal in the establishment of a Planning Team is to select carefully and prayerfully team members who meet the following basic criteria:

1. Believers in and disciples of Jesus Christ
2. In agreement with the mission statement of the institution
3. Associated with the institution as
 - a. Administrators
 - b. Faculty members
 - c. Board members
 - d. Students
 - e. Alumni
4. Willing to spend time in creative and productive planning sessions

B. Selection Process

1. The President will select each member of the Planning Team.
2. The Planning Team will consist of no fewer than five (5) members and no more than twelve (12) members.
3. The Planning Team will include board, faculty, student and alumni representation.

C. Team Organization

1. The President or his designee (Institutional Effectiveness Officer) will serve as the Chairman of the Team.
2. The Team will meet as often as needed to accomplish the task, but no fewer than two (2) times per year.
3. The Team will make planning proposals addressed to the President. He will, in turn, seek approval from the Board of Trustees.

III. PLANNING GOALS AND OBJECTIVES

A. Defining goals and objectives

Goals are the end results or targets that an institution, department, or individual seeks to attain. Goals provide the basis for decisions. A goal states what the organization wants to accomplish or become over the next several years.

Objectives are measurable targets that must be met on the way to attaining an objective.

- a. Goals are broad and general
- b. Objectives are specific

B. Reasons to establish goals and objectives

1. To encourage institutional unity
2. To incline motivation
3. To provide a sense of accomplishment
4. To serve as a basis for control (management)

C. Guidelines for establishing goals and objectives

1. Be moderate
 - a. To avoid overloading personnel and creating poor morale
 - b. To avoid depleting finances before completion
2. Be specific
3. Be visionary
4. Be balanced
5. Be realistic
6. Be inclusive
 - a. Get people involved in the planning process
 - b. Get people involved in the achieving process
7. Be informed
 - a. Use intermediate performance reports
 - b. Praise and reinforce positive performance
 - c. Coach and correct negative performance

IV. PLANNING DOCUMENT

A. Areas to be included in the strategic plan

1. Institutional Effectiveness
2. Academic and Instructional Programs
3. Student Development
4. Administration
5. Enrollment Management
6. Finances
7. Institutional Advancement
8. Technology and Equipment
9. Physical Plant
10. Ministry

B. Items to be included in each strategic goal

1. Goals (see definition in III. A above)
2. Objectives (see definition in III. A above)
3. Responsible PEOPLE
4. Timeline (Each Year up to Five Years)
5. Financial Projections (Income and Expenses – Each Year up to Five Years)
6. Action Plans (these are action plans that will lead to achieving objectives and eventually goals).

Chapter 6

Strengths, Weaknesses, Opportunities, And Threats (SWOT Analysis)

Discovering the institution's Strengths, Weaknesses, Opportunities, and Threats (SWOT'S) is an exercise that is essential in developing a strategic plan. A SWOT analysis questionnaire with twelve questions was designed and distributed in October and November 2014 to six college constituencies using Google Docs, the Christ's College Taipei email system and Face book. The constituents were:

- ◆ Board Members
- ◆ Administration
- ◆ Faculty Members
- ◆ Staff
- ◆ Students
- ◆ Alumni

Care was taken to attempt to solicit as wide of representation in each category as possible. The responses are available as a separate document on Google Docs. A summary of the responses is provided below:

1. What are the strengths of Christ's College Taipei?

- ◆ Christian
- ◆ Bilingual (Chinese/English)
- ◆ Residential
- ◆ Accredited (Taiwan and Internationally)
- ◆ Liberal Arts
- ◆ Faculty (Christian, committed, called, English speaking, loving)
- ◆ History
- ◆ International
- ◆ Location
- ◆ Campus

2. What does Christ's College Taipei do well?

- ◆ We give students an opportunity to find salvation in Jesus Christ, a life-changing experience that lasts forever.
- ◆ We provide interaction between faculty and students.
- ◆ We teach.
- ◆ We bring spiritual life to all classes.
- ◆ We have a strong English program.
- ◆ The way that the dorm parents lead their children creates a family feeling.
- ◆ We minister to students, including care and outreach.
- ◆ We maintain a safe environment for students.
- ◆ We provide student fellowship.
- ◆ We have straightforward rules.

3. What resources does Christ's College Taipei have?

- ◆ God's love and calling.
- ◆ Access to Chinese and English speaking teachers.

- ◆ A board that has great concern for the college.
 - ◆ Connections to key people in Taiwan.
 - ◆ Alumni that support the college.
 - ◆ Churches that support our missionary teachers and pray for the school.
 - ◆ Christian and international students.
 - ◆ Support from Christian organizations.
 - ◆ Sister schools and opportunities for students to study abroad.
 - ◆ A fine campus in an urban area close to museums and cultural assets.
4. What advantages does Christ's College Taipei have over its competitors?
- ◆ A Biblical foundation.
 - ◆ The ability to shape student's character.
 - ◆ Teachers who teach from a sense of God's calling, not just for a job.
 - ◆ A 4-year residential campus in a good location.
 - ◆ A Christian environment and education.
 - ◆ A high percentage of English speaking teachers and staff.
 - ◆ A focus on life and faith education.
 - ◆ A Bilingual environment.
 - ◆ Chapels and Bible classes.
 - ◆ Prayer with and for students.
5. What are the weaknesses of Christ's College Taipei?
- ◆ We have a small student body.
 - ◆ We have a limited number of majors.
 - ◆ We have limited financial resources.
 - ◆ We have limited human resources.
 - ◆ We have aging facilities and equipment.
 - ◆ We admit students with too wide a range of abilities.
 - ◆ We lack horizontal communication and coordination between different departments.
 - ◆ We lack internal regulations and procedures for administrative and academic affairs.
 - ◆ We are a smaller school in terms of size and resources, but have to meet the same MOE requirements.
 - ◆ We do not do enough promotion, thus, not many people know about CCT and what majors CCT offers.
6. What areas need to be improved at Christ's College Taipei?
- ◆ Recruit more students and have higher entrance standards to prevent bad students from entering.
 - ◆ Hire personnel to help with key areas such as finances, computers, church and alumni relations, international students, the Communication major, and the English major.
 - ◆ Build up stronger relationships with alumni and churches.
 - ◆ Improve the academic quality and the effectiveness of the ministry to students.
 - ◆ Increase the difficulty of courses, especially CLA Core, and really teach bilingually.
 - ◆ Develop an appropriate program and services for international students.
 - ◆ Improve facilities— specifically classrooms; third floor Main Building; stored junk needs to be gotten rid of; clean up and throw stuff away; create student lounges, offices for key personnel need interior design.
 - ◆ Improve the quality and variety of the food provided by the cafeteria.
 - ◆ Improve the dorm environment.
 - ◆ Do more to become a leader in the Taiwan Church both in terms of theology and quality of worship.
7. In what areas does Christ's College Taipei have fewer resources than other colleges?
- ◆ Fewer students which means less tuition.
 - ◆ Fewer financial resources.
 - ◆ Fewer teaching and research resources.
 - ◆ Less ability to attract quality faculty and staff.
 - ◆ Less ability to attract quality students.
 - ◆ Older facilities like athletic facilities, student recreation center, and modern classrooms.

- ◆ Fewer student services like medical, extracurricular activities, counseling service, and career planning resources.
 - ◆ Fewer human resources to support all the areas that we are currently involved in. (2+2, AP students, international students, support raising, support for making needed MOE changes, website development and maintenance, alumni and church relations.)
8. What opportunities exist in the market, or in the environment, from which Christ's College Taipei can benefit?
- ◆ The growing home school movement on the mainland.
 - ◆ The Church in China's desire for Christian Education.
 - ◆ The possibility of a strong honor's English program that could attract Taiwan students.
 - ◆ English, Mandarin Chinese, and internationalization are in high demand in the global market.
 - ◆ Employers are looking for people who know how to work as team members, how to get along with others, and how to think creatively.
 - ◆ This generation has a strong need for young people of integrity and compassion.
 - ◆ Christ's College Taipei can benefit from the MOE's promotion for international education, and deregulation, such as setting up an experimental school which is funded by government.
 - ◆ International students are looking for Christian colleges.
 - ◆ Christian parents in Taiwan are looking for Christian colleges.
 - ◆ The MOE is promoting the idea that residential schools could be a way to solve the problems of the current educational system.
9. What trends could Christ's College Taipei take advantage of?
- ◆ We can implement online education.
 - ◆ We can expand the internationalization of both our student body and faculty and staff.
 - ◆ We can strengthen our English and Mandarin language training programs.
 - ◆ We can set up a high school with a bridge to college education.
 - ◆ We can address the moral decay among College Students at Government schools.
 - ◆ We can capitalize on the need for moral education.
 - ◆ We can provide integration of faith and learning.
 - ◆ We can help our students acquire competence in languages, communications, creativity, cooperation, and interpersonal relationships.
10. How could Christ's College Taipei turn its strengths into opportunities?
- ◆ Do more of what we are doing.
 - ◆ Get our name out on the mainland, in SE Asia and elsewhere.
 - ◆ Market CCT through different media like Facebook, postcards to alumni, short videos, an attractive and truly bilingual website, and photos of campus.
 - ◆ Continue to capitalize on the growing interest in learning English and Chinese.
 - ◆ Do a really great job of welcoming and caring for international students.
 - ◆ Create a special programs designed for international students such as a one semester CLCM or a 2+2 International Studies Major.
11. What factors are potential threats to Christ's College Taipei?
- ◆ The possibility that we will not be able to grow beyond where we are in terms of student numbers because of:
 - The government of Taiwan closing its doors to international students or international countries closing the door to Taiwan.
 - The low birthrate in Taiwan and decline in the number of high school graduates.
 - Competition from other schools that have more choices of majors and are implementing liberal arts education, bilingual education and specialized education.
 - The possibility that we will not be able to provide higher level services to students in the areas of

administration, faculty, courses, facilities, food, and activities due to limited human and financial resources.

- The possibility that due to limitations we are not able to get a good evaluation and eventually program funding from the Ministry of Education.

12. Is your perception of Christ's College Taipei positive?

- 19 out of 21 respondents said “Yes”
- “I am positive about Christ's College Taipei because it is God's college.”
- “I think it is quietly getting the job done and has weathered some difficult times.”
- “I have great confidence and very positive thoughts about the future of CCT, if CCT keeps the purity of the Christian faith, admits that evangelism and discipleship are our main missions, integrates faith and learning, glorifies God in our testimony, and is willing to play a role in the fulfillment of His Kingdom.”
- “Yes, if we can continue to improve our weakness and have an effective administrative support system, teaching programs and ministry. No, if we cannot improve our weakness.”

Chapter 7

Strategic Planning Assumptions

Successful planning is based, in part, on internal and external factors. An examination of these environmental factors enables an institution to respond appropriately and plan strategically. Failure to consider and respond to critical challenges facing the organization will certainly result in institutional stagnation.

Christ's College Taipei has continued to go through a major period of transition within the last five years and there is reason to believe that the transitional phase is not yet complete. This transition had a lot to do with the process by which the board, administration and faculty came to the realization that seeking recognition as a Christian Liberal Arts college with the Ministry of Education under their rules for establishing religious colleges was the direction that Christ's College Taipei needed to take. This direction, however, has not been without its challenges, especially the limitation of 200 total students that the MOE has placed on such colleges, that has required Christ's College Taipei to depend more on fundraising and to develop an extensive extension education program and to increasingly recruit international students in order to remain financially viable.

By way of review, note a few of the accomplishments of the past five years:

- ◆ Recruited and Enrolled first students from Mainland China in 2011
- ◆ Renovated a classroom to serve as an audio recording studio in 2011
- ◆ Received 10 year reaffirmation from TRACS in 2011.
- ◆ Registered as a religious college under the Ministry of Education in 2012
- ◆ Renovated the audiovisual system in G103 in 2013.
- ◆ Added a High-Performance Computer Classroom/Lab in 2013.
- ◆ Upgraded classroom equipment (e desks, projectors, screens) in 2014.
- ◆ Recruited international students from Korea, Japan, India, the Philippines, and Malaysia in 2014.
- ◆ Completed a project to redesign the front gate and front wall of the college in 2015.
- ◆ Renovated the Graham Building and added elevators in the Graham and Main buildings in 2016.
- ◆ Received accredited status for Christian Liberal Arts Department and CLA Core Courses in 2016.
- ◆ Held the first International Conference on Christian Education at CCT in 2016.
- ◆ Received 10 year reaffirmation for Christ's College Taipei from TRACS in 2016.

Based upon our SWOT analysis and additional criteria (informal interviews and observations, student surveys and evaluations, alumni feedback, and information found in local English newspapers, on the website of the Ministry of Education, in the LiBao (Education Profession) Daily News, and from ZG Briefs, environmental factors have been identified and planning assumptions have been developed. In reality, this section deals with the organization's culture, which will affect the strategic plan (and to some degree, the planning process). The following considerations constitute a partial listing of environmental issues affecting Christ's College Taipei. They form a strategic issue agenda from which objectives will be established.

EXTERNAL FACTORS

- ◆ The increase in the number of government recognized colleges and universities in the past five years and the shrinking numbers of high school graduates has created a highly competitive environment for college applicants in Taiwan. In 1986, there were 28 four-year colleges and universities across Taiwan. By 2013 that number had risen to 167. It is predicted that in 2016 there will be 30,000 fewer high school graduates than in 2015. The current Minister of Education has stated that he would like to see the number of colleges and universities reduced to 100 by the year 2021.
- ◆ According to educational affairs officials, Mainland China has about 10 million senior high school graduates intending to enroll in colleges or universities, but its tertiary education institutions can accommodate only about 5 million hopefuls. Therefore recruiting students from mainland China is a logical way to increase our enrollment. Our recruitment efforts have focused on Christian families who value and want Christian education for their children. One indication of the great need for Christian education on the mainland is a recent article (Nov. 1, 2014) in *The Economist* ("Cracks in the atheist edifice") which states that "More than 2,000 Christian schools are also dotted around China, many of them small and all, as yet, illegal."
- ◆ Geo political concerns - Hong Kong protests, Student protests in Taiwan, Local elections, presidential election in 2016.
- ◆ Economic concerns. Affordability, scholarships, recruitment of students from economically depressed areas.
- ◆ The college has been meeting its increasing fundraising goals over the past several years and now has some churches, businesses, board members, alumni, faculty, staff, and other individuals providing support on a regular basis. Though significant, the numbers of people and institutions that are making contributions to the school in each of these categories must increase if fundraising goals are going to continue to be met.
- ◆ There has and continues to be a gap between what is actually happening at Christ's College Taipei and the public's perception of what is happening. In spite of the college's attempts to communicate through the *CC Life* magazine, the Christ's College Taipei website, letters to churches and alumni, press releases, and so on, it appears that there is still much that we need to do get the word out to the Christian community in Taiwan, the USA, and in other countries.

INTERNAL FACTORS

- Christ's College Taipei is a bilingual (Chinese/ English) and bicultural (Chinese/American) institution. While this is a strength, it can also cause some internal problems like cultural misunderstandings, poor communication, and the time it takes to make our programs and documentation bilingual.
- The low enrollment at Christ's College Taipei has caused a lack of financial resources and a reduction of the faculty and staff, so many full time faculty members are burdened with administrative duties. The low enrollment has also caused other problems like class sizes that do not meet minimum requirements and insufficient student numbers in service opportunities, clubs and activities.
- There has not been adequate investment in the infrastructure, buildings and equipment over the past decade so there are many more maintenance and renovation projects that need to be addressed than there are funds to address them.
- In the past Christ's College was able to enroll students simply by advertising and announcing entrance exams, and typically more student than could be admitted to the college would show up so the college could choose those it wanted to admit. This is not the case today, and it has caused the college to have to begin to learn how to recruit students and has also caused the quality of the students who are currently at the college to be lower than in the past.
- The faculty of Christ's College Taipei is aging and, in spite of the fact that a number of faculty members have gotten doctorate degrees, it is still not adequate to meet the TRACS requirement that all faculty members must have 18 graduate hours in the subjects that they teach.
- After many years of work and investment in programming the information technology system at Christ's College Taipei is still antiquated and lacks the integration necessary for information and data to be shared efficiently and effectively.
- There appears to be some misunderstanding among the constituents of the college about the role of that a college board should play in life of a Christian College and of the positive things that individual board members are doing to support the college.
- There continues to be tension between maintaining time honored traditions of Christ's College Taipei and making changes that may help attract and retain some students.

III. CONCLUSIONS

Our vision statement states that Christ's College Taipei aims to be the preeminent Christian College in the Chinese-speaking world. Pre-eminent includes the concept of being forward or in front. From a historical and geopolitical perspective, Christ's College Taipei certainly occupies a forward position.

The Ming Dynasty loyalist Koxinga (國姓爺), also known as Zheng Chenggong (鄭成功), wrested control of Taiwan from the Dutch and sought to reestablish the Ming Dynasty after it lost control of the mainland. At that time, our campus was the site of a fortification that helped to control access to the Danshui river. The name Christ's College Taipei is now written on the embankment of what was probably a gun emplacement. Our campus was also on the frontier between the Han Chinese settlers and the aboriginal inhabitants of Taiwan as indicated by the name Zhu-wei (Bamboo-Stockade), the community in which Christ's College Taipei is located. Christ's College Taipei, thus sits on the frontline of the historical conflicts between European powers, the Ming and Qing dynasties and the aboriginal inhabitants of Taiwan.

In the current economic and military competition between the People's Republic of China and, especially, the United States, Christ's College Taipei is still on the front line. Taiwan's geographic position has offered enough security to allow for the development of a young and dynamic

democracy. However, Taiwan's de facto independence and its proximity to the Mainland represent a continuing military threat that Chinese military strategists cannot ignore.

Yes, we're in a battle! But it's not the geopolitical one we're so often caught up in. The geopolitical conflicts between groups of people are only symptoms of the true problem in every individual's life – sin. Sin is a lack of faith in the goodness of God. It is the arrogance to say that I will do a better job of looking out for my interests than God will. This was the sin that led Adam and Eve to disobey God, and it immediately created a rift in their relationship with God and each other. In the very next generation, this led to envy and murder. This legacy of mistrust and violence has continued down throughout history. The climax of this conflict between mankind and God was the cross, where we chose to kill not only those made in God's image, but we killed the very Creator incarnate. The name Christ's College Taipei signifies that this school is to belong to the one who sacrificed himself to make reconciliation possible. Through Christ we can be reconciled to God and to each other. We are on the front line of a spiritual battle, but our role is not to defeat others, it is to end conflict through love and forgiveness. “[O]ur struggle is not against flesh and blood, but against...the powers of this dark world and against the spiritual forces of evil in the heavenly realms” (Ephesians 6:12).

In this light, Christ's College Taipei is preparing students for life and for eternity, not just a job market. This includes their ongoing relationship with God, their life relationships with family, their ministry in their community, as well as the career they pursue. Graduates currently serve as parents, pastors, Sunday school teachers and teacher trainers, language teachers, language school staff or administrators, tour guides, hotel and restaurant managers, human resource officers, managers and entrepreneurs in various business fields in local and international firms. The fact that we have a liberal arts program implies that our educational programs prepare students with a diverse and flexible set of skills and attitudes rather than the specific skill set of a narrowly defined job description. The job, role or ministry a graduate occupies in the future will undoubtedly change during their lifetime and may not even exist today.

To prepare students for with their future roles, three components of our programs need to be supported and strengthened: the faculty and staff, the students and the curriculum. Here we would like to make a special note concerning the students as a component of this program. Peer interactions are a valuable part of the experience of studying at Christ's College Taipei both in and out of class. The attitudes of classmates are usually more influential than those of faculty members and are an essential support if the curriculum and instruction of our program is to be effective. For this reason it is essential to recruit students who have a positive attitude toward a Christian liberal arts education.

In order to equip student to be cross-cultural bridge builders across the many geopolitical rifts that divides us, students need to spend time working and living with a diverse group of classmates and roommates. Though recruitment cannot be predicted precisely, effort must be made to maintain a demographic balance within the student body in order to ensure that all students benefit from interaction with students from a variety of backgrounds. The current harmonious relationship between students from Taiwan, the Mainland and from overseas is one for celebration and is one of the strengths of the Christ's College Taipei experience. The growth potential for recruitment in Taiwan is, however, only a fraction of that from Mainland China. If the balance of the student population were to shift to being predominantly from the Mainland, the perception of Christ's College Taipei in the mind of students and parents in Taiwan could change, and that could precipitate an even greater decline in enrollment by students from Taiwan. This fear has been expressed by alumni and parents of current students. Having a student body predominantly from the Mainland may also invite unwelcome political attention both in Taiwan and the Mainland. For this reason, extra effort needs to be expended in recruiting students from various backgrounds in Taiwan and from overseas.

Chapter 8

**The Strategic Plan: Goals, Objectives and
Action Plans**

1. INSTITUTIONAL EFFECTIVENESS

1.1 GOAL –Compliance with MOE Requirements

Meet all Ministry of Education (MOE) requirements that apply to Christian liberal arts colleges and work to increase the number of students that are allowed in the MOE Christian liberal arts program.

OBJECTIVES

- A. Admit the seventh freshmen class of students for the MOE Program in September 2018.
- B. Work to fill our full quota allowed by the MOE in the CLA program.
- C. Continue to petition the MOE to increase the quota of students allowed in the CLA program.

RESPONSIBLE PEOPLE

President
Vice President
Dean of Academic Affairs
Director of Human Resources and Administration
Director of Public Affairs Office
Chair of the Christian Liberal Arts Department
Major Chairs

Projected MOE Students

Student Number	Timeline	Projected 2019-2020	Projected 2020-2021	Projected 2021-2022	Projected 2022-2023	Projected 2023-2024
Year of Students						
Freshmen		44	44	44	44	44
Sophomore		19	41	41	41	41
Junior		18	17	39	39	39
Senior		25	17	17	38	38
Total		106	119	141	162	162

FINANCIAL PROJECTION

Expenses: \$ 50,000 Registration Expenses (Printing, travel, etc.) (Annually)
 \$100,000 Promotion of New MOE program (Annually)

Revenue:

2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
15,239,000	16,907,000	20,143,000	23,116,000	23,116,000

ACTION PLANS

- A. Continue to develop an effective operational plan (regulations and curriculum) that meets MOE requirements.
- B. Develop and/or recruit faculty that meet MOE requirements.
- C. Advertise and Recruit Students for Christian Liberal Arts Program.
- D. Continue promote school and CLAD educational goals and competencies.

註解 [j1]: 教務長建議修改表格標題如示

註解 [j2]: 會中建議更清楚標示表格如示

1.2 GOAL – Compliance with TRACS Standards

Remain in compliance with all Transnational Association of Christian Colleges and Schools (TRACS) standards and work towards a superior evaluation on reaffirmation II.

OBJECTIVES

- A. Implement a planning, budgeting, and assessment cycle with accountability from the President, Vice President, Dean of Academic Affairs, Chair of the CLAD, Directors and Major Chairs.
- B. Continue to use the assessment data collected to continue to improve all programs and services offered by Christ's College Taipei.
- C. Update the Policies & Procedures

RESPONSIBLE PEOPLE

President
Vice President
Dean of Academic Affairs
Directors
Chair of the Christian Liberal Arts Department
Major Chairs

TIMELINE

Oct/ 2018 Submit Annual Report to TRACS showing compliance with all TRACS standards

FINANCIAL PROJECTION (units of 10,000 NTD)

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
TRACS Annual Fee	32	32	32	34	34

ACTION PLANS

- A. Continue to implement the Assessment Plan and use the data from those assessments to improve the curricular and co-curricular aspects of the college.
- B. Continue to complete the TRACS Annual Reporting Requirements.

2. ACADEMIC AND INSTRUCTIONAL PROGRAMS

2.1 GOAL – Effective academic affairs 提升教務效能

Teaching innovations; cultivates students' core learning ability, flexible major/minor programs; carry out international cooperative programs; internationalize learning environment; Keep applying CAIS & E-learning to increase academic efficiency and service quality.

教學創新，核心能力養成，專業學習彈性分流；國際合作實質化，學習環境國際化；提升教學與教務行政效能。

OBJECTIVES

教學創新，核心能力養成，專業學習彈性分流：

- A. Building high quality Christian Liberal Arts courses, strengthen the integration of faith and learning. Build up qualified Christian Liberal Arts courses, strength combine courses and belief.
建立優質基督博雅教育課程，強化課程與信仰的結合。
- B. Enhance teacher professional development and set up multi-channels promotion for teachers; Emphasize academic integrity, improve teaching and learning outcome.
推動教師專業發展及教師多元升等機制，注重學術倫理，提升教師教學成效。
- C. Promote innovative teaching and learning, and build feature programs; increase education-job match as well as employment and entrepreneurship.
激發教學創新與特色，強化學用合一就業與創業能力
- D. Create effective teaching and learning environment；Setup E-learning platform.
提供優質教學環境及設備，建立數位平台。

國際合作實質化，學習環境國際化：

- E. Promote bilingual education, Improve students' proficiency In English.
推動雙語教學機制，強化學生英語能力。
- F. Set dual programs between school and universities overseas actively.
積極與教育部申請本校與外國學校成立雙聯學位。

提升教學與教務行政效能：

- G. Apply CAIS (including academic affairs administration, courses selection management, courses arrangement, academic status management, graduation evaluation, transcript management, learning/expulsion alert, academic advising mechanism, teaching record, and etc.) to promote academic administration and service raising efficiency.
應用教務資訊系統（含教務行政、選課管理、排課管理、學籍管理、畢業審查、歷年成績單、學習預警與退學預測、學生學業輔導機制、教師教學相關事項登錄紀錄等子系統），提升教務行政服務與品質效能。

RESPONSIBLE PEOPLE

Dean of Academic Affairs
Chief Librarian
Registrar
Curriculum
Chair of CLA
Chair of CLAD
Majors
Faculty

TIMELINE

Action Plans	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
A-G	AG	A-G	A-G	A-G	A-G

FINANCIAL PROJECTION (units of 10,000 NTD)

Action Plans	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
A	0	0	0	0	0
B	24.2	24.2	24.2	24.2	24.2
C	36.6	36.6	36.6	36.6	36.6
D	9	9	9	9	9
E	3.5	3.5	3.5	3.5	3.5
F	9.33	9.33	9.33	9.33	9.33
G	16.19	16.19	16.19	16.19	16.19

Action Plans

A. Strength foundational core courses; deepen Christian Liberal Arts education.

加強基礎核心課程、深化基督教博雅教育：

Open the second language besides English; open courses about Chinese/English writing, communication/expression, information literacy, design/thinking, and multi culture; and qualified Christian Liberal arts education.

增開英語外的第二外語、中英文寫作、溝通表達、資訊素養、設計思維、多元文化等課程，並優化基督教博雅教育。

B. Promote teachers' research

推動教師教學研究

Encourage teachers to propose and execute MOE & MOST (Ministry of Science and Technology) plans
鼓勵教師爭取並執行教育部與科技部計畫。

C. Practice between different programs, shorten differences between knowledge and employment

跨域實作、縮短學用落差：

Expand cross professional abilities, enhance professions, flexible major/minor programs; emphasize learning from doing; cross disciplinary programs, increase students get certificates and employable; strengthen cooperation between school and enterprises, increase graduates employment.

擴大跨域專長，強化專業，彈性分流，強調做中學，跨領域就業學程，加強學生參與專業競賽及取得證照，增強學生就業能力，強化產業合作，提高畢業生的就業機會。

D. Develop E-learning

發展數位學習：

Innovate learning models, promote learning performance, develop E-learning courses.

創新學習模式，提升學習效率，發展數位學習課程與教學。

E. Set more English courses and characteristic courses

增設英語課程及特色課程：

Plan and open programs/group courses with whole English in classes; open characteristic courses; propose English language environment iCorner、iTalk (International Speech)

規劃與開設全英語學位學程、全英語授課課群、加開特色課程，營造英語環境：iCorner、iTalk (International Speech)。

F. Develop dual programs

發展雙聯學位：

Cooperate with overseas universities, such as 2+2 programs, 3+1 programs, 4+1 programs, to attract foreign students. Give scholarship to excellent students.

與國外大學合作，開辦 2+2 制、3+1 制、4+1 制，吸引外籍生至本校修讀，優秀學生給予獎學金。

G. Qualified academic administration

優化教務行政

Qualified academic administration system, provide academic efficiency for teachers and students; provide facility to keep important data.

現行之教務系統更優化，提供教師及學生使用更便利；提供永久或長期保存重要紙本資料及器材之設備。

2.2 GOAL – CLA Core Programs and Faculty

With the Christian faith as our core value, we cultivate students from inside out, and prepare them to think beyond their own academic field, in order to achieve the 8C goals. Continue to develop and implement the Christian Liberal Arts (CLA) Core Curriculum in order to meet the requirements of the MOE, TRACS and the basic education requirements of our college partners in the dual enrollment (2+2) extension program.

以基督信仰為核心，培養內外兼備的博雅全人，型塑跨領域思維能力，達到 8C 核心能力為目標。持續發展核心課程中心，以符合教育部、TRACS、推廣計畫之要求等。

OBJECTIVES

- A. Continue to promote Christian liberal arts education.
持續推廣基督教博雅教育。
- B. Based on Christian liberal arts education to cope with the trend and industry needs, continue to review and adjust courses.
基督教博雅教育為基礎，配合時代趨勢與產業需求，持續檢視與調整課程。
- C. To establish a mechanism to measure the relevance of 8C objectives and courses, and to develop the student learning outcomes that measure 8C goals.
建置可衡量 8C 目標與課程間關聯性的機制，以及發展可評量 8C 目標的學生學習成效。
- D. Establish a systematic mechanism to ensure learning outcomes and aim at outcome basement.
建立系統化機制確保學習成效，以成果導向為目標。
- E. To recruit and train a strong faculty who are committed to the Christian liberal arts model of education, focusing mainly on teaching and ministry but do not neglect research, and remain current in their field of study and are able to integrate faith with learning.
持續建立強大的教師群，著重於教學和服事方面，同時鼓勵教師結合信念與教學，在各自研究領域中保持吸收新知。
- F. Continue to focus on teacher professional development and teaching effectiveness.
持續關注教師專業發展與教學成效。
- G. To strengthen cooperation with other general education centers of other Universities and to share resources.
加強與他校通識課程中心的合作或資源共享。
- H. To organize a variety of student activities to promote student learning outcomes
舉辦多樣化學生活動，以促進學生學習成效。
- I. Continually to improve the teachers' teaching skills and methods.
持續協助教師改善教師教學技巧與方法。

RESPONSIBLE PERSON

Dean of Academic Affairs
Dean of Student Affairs and Ministries
Chair of the Department of Christian Liberal Arts
Major Chairs
Faculty

TIMELINE

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Action Plans	A-I	A-I	A-I	A-I	A-I

FINANCIAL PROJECTION (units of 10,000 NTD)

Action Plans	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
A	0.5	0.5	0.5	0.5	0.5
B	0.5	0.5	0.5	0.5	0.5
C	0	0	0	0	0
D	0	0	0	0	0
E	0.5	0.5	0.5	0.5	0.5
F	0	0	0	0	0
G	0.5	0.5	0.5	0.5	0.5
H	1	1	1	1	1
I	0.2	0.2	0.2	0.2	0.2
J	0.5	0.5	0.5		

ACTION PLANS

- A. Planning to introduce Christian liberal arts education methods and activities.
規劃介紹基督教博雅教育方式及活動。
- B. Based on the spirit of liberal arts education, re-examination and planning courses on a yearly bases.
以博雅教育的精神為基礎，每年檢視與規劃課程。
- C. Discuss the 8C Intension and Capacity Index at the core course meeting, to plan curriculum that conform to the TRACS requirements and include 8C goal, and simultaneously incorporated the 8C assessment method into the student's learning achievement evaluation.
於核心會議中討論 8C 內涵與能力指標，規畫符合 TRACS 要求及包含 8C 關聯程度的課程大綱，並同步將 8C 評量方式納入學生學習成效評估中。
- D. Teachers are invited to fully complete the new curriculum syllabus and student learning outcomes forms, in order to effectively master the student learning achievement.
- E. Encourage teachers to plan teaching in the direction of outcome basement in order to present student learning outcomes.
鼓勵教師以成果導向為方向規劃教學，以呈現學生學習成效。
- F. To co-host seminars, with Academic Affairs Office, for part-time teachers and to invite outside teachers to share teaching issues related to professional.
與教務處共同舉辦專兼任教師座談會，邀請校外教師分享教學專業相關議題。
- G. Continue to recruit qualified faculty through connection with CCCU, TAICUCA, and churches to establish Christian teacher database.
持續保持與 CCCU、TAICUCA、教會間的關係，以建立師資人才庫。
- H. Join the General Education Institute, regular access to relevant journals and seminar information, and to share resources.
加入通識教育學會，定期取得相關期刊與研討會訊息，並且資源共享。
- I. Provide a richer core courses and other activities, in order to enhance students' learning.
提供更多元的核心學習活動，以提升學生學習成效。
- J. Promote teaching innovation and encourage teachers to establish Teacher Professional Learning Community to share teaching methods.
推動教學創新，鼓勵教師建立社群分享教學方法。

2.3 GOAL – CLAD Programs and Faculty

Continue to develop the English, Communications and Music majors by ensuring that MOE and TRACS qualified faculty are hired to teach all courses, that all programs and courses have measurable learning outcomes, and that programs, faculty and courses are reviewed and that data collected is used to improve programs and courses so that learning outcomes are achieved. New programs are added to link the courses with practice.

OBJECTIVES

- A. Recruit full-time and part-time faculty members who are qualified.
- B. Encourage professional development of current faculty members.
- C. Align Courses with MOE requirements.
- D. Add new programs to link the courses with practice.
- E. Work towards better integration of three majors.
- F. Develop a Christian Social Work Major to begin in fall of 2019.

RESPONSIBLE PEOPLE

Dean of Academic Affairs
Director of Human Resources Administration
Chair of the Department of Christian Liberal Arts
Major Chairs
Faculty

TIMELINE	Major Fulltime Faculty				
	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	7	8	8	9	9

FINANCIAL PROJECTION Expenses: Major Fulltime Faculty Salaries

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	11,000,000	12,000,000	14,000,000	14,000,000	14,000,000

ACTION PLANS

- A. Encourage the present full-time faculty members to obtain qualification to teach the courses they are assigned (degrees, courses).
- B. Develop a curriculum map for the CLA Core and Major programs and refine measurable outcomes for all courses and programs.
- C. Continue to review the curriculum annually.
- D. Collect and compile course and program evaluations from CLA Core teachers and each major and store them in a cloud folder shared by faculty members and the Curriculum Office.
- E. Develop a plan for faculty professional development with a focus on building faculty learning communities and communities of practice.
- F. Establish Policy and Procedures on Promotion and Tenure of Faculty.
- G. Continue applying for MOE grants on courses.
- H. Review results and comments from SLOA and Teaching Evaluations in Curriculum Committee and AA meetings.
- I. Conduct market research about feasibility of Christian Social Work Major.
- J. Establish a task force to find ways to integrate the three majors in one professional course.

2.3.1 GOAL – English Major, Programs and Faculty

Objectives

- A. Equip students with more Biblical knowledge and strengthen their understanding of the centrality of Christian character and a Christian worldview.
- B. Equip students with more professional knowledge and strengthen their competitiveness in the future job market
- C. Enhance EM faculty's professional knowledge and develop innovative teaching skills
- D. Faculty support
- E. Recruit more English major students

RESPONSIBLE PEOPLE

English Major's Faculty (A-C)

TIMELINE

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Action Plans	A, B, C, E	A, B, D, E	A-E	A-E	A-E

FINANCIAL PROJECTION (units of 10,000 NTD)

Action Plans	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
A	10	10	10	10	10
B	11	11	11	2	2
C	1	1	1	1	1
D	1	1	1	1	1
E	3	3	3	3	3

Action Plans

- A.
 - A-1: Coordinate with the CLACCC Director to offer more English Bible classes;
 - A-2: Review CCT's mission and vision statements and values, the 8Cs and other important values in the first EM chapel;
 - A-3: Encourage teachers to use reflective journals to challenge students to think more deeply about their faith and ways they may need to make changes in their lives;
 - A-4: Encourage teachers to schedule individual and/or small group meetings with their students (this could be included in the class syllabus as a part of the course);
 - A-5: Teachers are also encouraged to respond to what the students have written.
- B.
 - B-1: Evaluate each EM Program with regard to the professional knowledge needed for the current job market and graduate programs;
 - B-2: Invite experts and people with successful experience to share their testimony in the EM chapel and encourage students to find their future goals; encourage students to get certification in their area of interest (TKT, GEPT and others.);
 - B-3: Create a Certificate to be given to graduating seniors for each of the EM Programs;
 - B-4: Develop a general EM practicum course in professional fields in which students might work (investigate potential practicum opportunities such as: ORTV, churches, CRTS, Campus Bookstore, and other Christian organizations).
- C.
 - C-1: Invite speakers to share their teaching and learning experiences in small workshops for part-time and full-time teachers;
 - C-2: Encourage part-time and full-time teachers to attend national and international conferences and apply what they learn in their teaching.
- D.
 - D-1: Develop and implement a simple mentoring plan for new teachers (part-time and full-time);
 - D-2: Develop and implement a plan for peer observation for new teachers, part-time teachers and current teachers; develop a plan for a regular review of the syllabus for each course;
 - D-3: Develop a notebook with bilingual information for teachers and students containing rules and regulations from the MOE, TRACS, AAO, SAMO, and GAO;
 - D-4: Develop a way to get more documents translated for native English speakers (teachers/students);
 - D-5: Put together a library of books that support of the topics of Christian Education and integration of faith and learning;
 - D-6: Continue seeking an EM administrative assistant to free teachers to have more time to develop their teaching skills

and ministry with students.

E.

E-1: Work with PAO to create a bilingual brochure;

E-2: Mail a cover letter and brochures to English-speaking and bilingual churches, high schools, and mission organizations in Taiwan;

E-3: Continue to be available to PAO in visiting schools and other venues with them.

2.3.2 Communication Major and Faculty

To build up the Global Chinese Gospel Center which combines the cooperative flats of theology, education, and media organizations ; To connect the strength of Christian media industry, administration, and education ; To train a devoted Christian professional to share the gospel.

建立全球華人宣教中心，結合神學、教育和媒體的合作平台；打通基督教媒體產官學的架構；訓練敬虔專業的媒體人廣傳福音。

Objectives

- A. To continually improve Comm. Major curriculum to match the current development.
持續改進傳播主修課程，以期與時俱進。
- B. To enhance the student learning outcomes toward digital, publishing, and professional, and exhibitable.
提升學生學習成效朝向數位化、出版化、專業化，和展演化。
- C. To improve the HR plan and the administrative environment of Comm. Major.
改進傳播主修的教職員人力規劃與行政環境。
- D. To build up the faculty community of Comm. and help them to improve the teaching quality.
建立傳播教師社群，協助改善教師教學品質。
- E. To improve the classroom facility and teaching equipment.
改進傳播主修的教室環境與教學設備。
- F. To develop the relationships with Communication industry, government, and academic relationships.
對外持續擴展傳播產業、公部門、和學術界關係。
- G. To keep the connection with alumni and help them to develop further study and career planning.
保持與傳播校友聯繫，並協助其讀書就業之發展。

Timeline

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Action Plans	A,B,D,E,F,G,H	C			

Financial Projection

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Action Plans	4,125,555	4,250,000	4,500,000	4,750,000	5,000,000

Action Plans

- A-1. To follow school's educational strategy, Communication Major will develop two+1 programs from 108 school year. They are journalism program, video production program, and new media marketing program.
為與學校教育方向同步，傳播主修將於 108 學年度開始(大一升大二學生)分學程，分為新聞學程和影像製作學程，外加一個新媒體行銷學程。
- A-2. Plan some small extension program, especially in new media.
籌辦小型推廣教育課程，特別是新媒體課程。
- B-1. This year, we are hosting the Christ's Kingdom Film Festival (CKFF) to combine the efforts of graduation exhibition and 2k film expo, to enhance the quality and quantity of students' production.
今年將舉辦基督教國度影展結合畢業展與 2K 影展，以提升同學製作的熱誠與質量。
- B-2. Advanced Writing course publishes the "CCNews."We are planning to build up a news website, and it will need more hardware and HR next year.
進階採訪寫作課程所製作的「書院報導」，希望朝成立網路新聞台方向進行，明年或後年將需要硬體設備和專責人員。
- B-3. Encourage teachers to add competitions into students' assignments.
鼓勵老師們將參加比賽納入學生作業項目之一。
- C-1. Comm. Major plans to have 3 teachers, 2 assistants, one for administrative, and one for equipment.
傳播主修未來五年應該有三位老師，兩位助理，一位做行政，一位管器材。
- C-2. Comm. Major plans to collect faculty and staff into one office room. We suggest to remodel F101 into office room, and two smaller office rooms into classrooms.

傳播主修盼望將所有教職員集中在一間辦公室，建議將 F101 改為辦公室，將原辦公室和主任辦公室改為教室和綜合討論室。

- D-1. To help faculty to write SLOA & syllabi with the integration of faith and learning.
協助教師撰寫課程大綱和課程評鑑，並整合信仰和學習。
- D-2. To gather faculty regularly, and exchange teaching and developing opinions.
定期與教師們聚集，交換教學與主修發展之意見。
- E-1. To improve the video and audio effect of studio, classrooms, and G103.
改善攝影棚及教室的影音效果。將於攝影棚增設 edesk，及教室改善影音設備。
傳播主修將改善 G103 的影音設備，以符合影展播映之需。
- E-2. Upgrade the white boards, projectors in the classrooms.
更新教室內的白板為電子看板和玻璃板，更新投影機，和投影螢幕。
- F-1. To invite Christian media organizations to school, according to the cooperative model of “TaiHong.”
根據台鴻模式，陸續邀請基督教藝術及媒體機構進駐校園。
- F-2. To cooperate with Christian media for practicum and other opportunities. This April, we will continually host Practicum Expo to keep the relationships between C.C. & Christian Media, and provide students the opportunity to do media practicum.
持續發展與基督教媒體的實習和合作關係，並提供學生實習機會。今年續辦實習博覽會。
- G-1. We already elected one chairperson for Comm. Alumni during the 20th anniversary of Comm. in 2018. We will help this chair to host alumni event every year to unify alumni.
在傳播主修二十年慶中，我們已選出一位傳播校友聯誼會會長，一任三年，將會繼續協助她每年舉辦活動以團結校友。

2.3.3 Music Major and Faculty

Objectives

The aim for the department is to build students with Christian character and specialties:

- A. Professional classical music performers
- B. Music educators with bilingual teaching abilities
- C. Music administrators with international vision
- D. Church musicians with strong Christian faith
- E. Digital music performance, arrangement, and production

Timeline

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Action Plans	A, B, C, D, E	A, B, C, D, E	A, B, C, D, E, F	A-F	A-F

Financial Projection (units of 10,000 NTD)

Action Plans	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
A	5	10	15	20	25
B	2	2	2	2	2
C	0	0	0	0	0
D	15	15	15	15	15
E	50	50	50	50	50
F	0	0	0	0	0

Action Plans

- A. Establish Career-Technical/Vocational program, i.e. digital music technology courses which may include the following:
 - a. Computer Music (elective)
 - b. Sound Engineering (elective)
 - c. Film Music Production/arrangement (elective)
- B. Continue hiring qualified faculty members to teach at CCT.
- C. Continue building cooperative education system with performing arts organizations, high schools and churches.
- D. Hold concerts and musical activities (with faculty and/or students) at off-campus venues, such as concert halls, local high schools and churches.
- E. Collaborates with local schools for joint musical theater production.
- F. Establish Community/Extension programs to attract working people and alumni (holding with CC diploma).

2.4 GOAL – Extension Program

Develop and grow viable “extension” education program to increase student enrollment and serve the educational and evangelism needs of a wider clientele.

OBJECTIVES

- A. Continue to provide classes and program for Christ’s College Taipei students who started in the CC program before it was recognized by the MOE.
- B. Enroll new students who are not concerned about having an MOE recognized diploma in the four year CC extension program.
- C. Continue to develop the dual-enrollment, 2 + 2 program with CCCU sister colleges in the USA and grow the enrollment of Taiwanese and Mainland students in that program.
- D. Revive and grow the enrollment of the cooperative MA TESOL, MBA, and Master of Communications programs and develop a Master of Music cooperative program.
- E. Start a Christian Primary Teacher Education Program to begin in Fall 2018.

RESPONSIBLE PEOPLE

Dean of Academic Affairs
Director of Public Affairs
Chair of the CLAD
Major Chairs

Projected Extension Program Students

Student Number / Timeline / Year of Students	Projected 2019-2020	Projected 2020-2021	Projected 2021-2022	Projected 2022-2023	Projected 2023-2024
Extension program Students	155	161	179	180	180
Extension Graduate Students	5	10	10	15	15
Total	160	171	189	195	195

註解 [j3]: 教務長建議標題修改如示

註解 [j4]: 委員建議表格修改標示如示

FINANCIAL PROJECTION (Revenue)

Timeline	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Revenue	29,866,000	31,792,500	35,179,500	36,398,500	36,747,500

ACTION PLANS

- A. Continue to provide courses and assign faculty to meet needs of CC students.
- B. Recruit more students into Graduate Extension Courses.
- C. Establish a Cooperative Music Master’s Program.
- D. Advertise and Recruit Taiwanese and Mainland Chinese Students for Dual Enrolment 2+2 Program.
- E. Open non-credit courses for the public.
- F. Recruit International Students for MOE and Extension Programs.
- G. To build up Community College and certificate classes with organizations and church.

2.5 GOAL –Library and Teaching Resources

Design and develop a learning and teaching resource plan for both students and faculty of a Christian liberal arts college.

The resources may include but are not limited to the collection in the library, online collections, and learning and study spaces.

OBJECTIVES

- A. To provide learning and teaching resources that are sufficient in meeting the development goal of the CLAD.
提供符合本校基督博雅學院發展策略之學習與教學資源供全校學生學習及教職員教學與研究利用。
- B. To integrate and develop diverse resources. (E- resource)
整合與發展多元化資源(數位資源)。
- C. Develop a new concept of digital library service.
發展新概念圖書館服務。
- D. Investigate other library collection materials on mission history to help establishing the mission history of Christ's College Taipei.
發展宣教歷史資源相關館藏。
- E. Develop quality learning and study spaces.
發展優質的學習空間。
- F. Strengthen communication between Faculty/staff and the library so the library would provide what they need.
強化教職員及學生與圖書館間的溝通。
- G. Analyze the use of book resources to confirm if the resources ordered are in line with the needs of students and teachers
分析圖書資源使用情形以了解所訂購之資源是否合乎學生與教師之需求。
- H. Develop online teaching and learning resources for all the courses.
發展線上教學資源。

RESPONSIBLE PEOPLE

Chief Librarian
Dean of Academic Affairs
Major Chairs
Faculty

TIMELINE

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
ACTION PLANS	B-F,H,K,M-N	A-E,H,K,M-N	B-E,G-H,K,M-N	A-E,H,K-N	A-F,H-N

FINANCIAL PROJECTION (units of 10,000 NTD)

Action Plan	2019 -2020	2020-2021	2021-2022	2022-2023	2023-2024
A		2		2	
B	150	160	160	170	170
C	50	50	50	50	50
D	2	2	2	2	2
E					
F	30	5	5	5	5
G			50	5	5
H	2	2	2	2	2
I			30		30
J					50
K	2	2	2	2	2
L				50	50
M	1	1	1	1	1
N		30		30	

Action Plans

- A. Make an inventory of books and material and cull items of no value or usefulness.
圖書資料盤點與汰舊作業。
- B. Purchase learning and teaching resources that are sufficient in meeting the development goal of the CLAD.
購買符合本校基督教博雅學院發展策略之學習與教學資源，供全校學生學習及教職員教學與研究利用。
- C. Continue membership in different library associations to be able to continue sharing resources with others.
持續參與各種圖書館業務之聯盟組織，以達到電子資源共購與共享。
- D. Host library tour for freshmen and library week activities for all users every year to promote the use of library-related resources.
每年舉辦新生導覽與圖書館週相關活動，以推廣讀者使用圖書館相關資源。
- E. Promote electronic resources for all teachers and students by holding workshops to help users learn how to use new resources, including e-resource, to promote teaching, reading and researching.
推廣電子資源，提供全校師生各種電子資源的介紹與利用指導等相關課程以提升教學、閱讀與研究的風氣。
- F. Through remote patron authentication system, users can access the library's electronic resources from off-campus.
更新校外遠端認證系統功能，全校師生可透過系統遠端登錄，使用圖書館之電子資源。
- G. Purchase Library e-resource management system and integrate multiple electronic resources. The single interface summarizes and classifies all resources accurately. All of the resources can be accessed efficiently through one single interface. The librarians can manage electronic resources efficiently and analyze usage statistics.
購置圖書館電子資源管理系統，有效整合多元化之電子資源，透過單一介面，增加資源檢索的便利性與可取得性，提高電子資源使用率，並有效地管理電子資源與進行使用者統計。
- H. Through the UHF RFID Smart Library Security system to manage our books and equipment for both security and keeping accurate statistic of usage purposes.
透過 UHF RFID 智慧型圖書館圖書安全系統，加強圖書資料等學習與教學資源之有效管控，有效彙整進館人次之統計資料。
- I. Upgrade the library automation system and expand its functions.
圖書館自動化系統升級及功能擴充。
- J. Develop m-library to provide service on the cloud.
發展行動圖書館，提供全校師生雲端行動服務。
- K. To develop the missionary collection: We plan to make e-books to keep a record of Dr. Graham's work.
發展宣教專區的資源：賈嘉美牧師著作之電子化。
- L. Reconstruct the library space. Update and improve library equipment.
圖書館空間改造與更新相關設備，增加閱讀空間。
- M. Prepare the Library Statistics Report and Annual Assessment Report, with the detailed analysis on resource usage which will be the basis for the library to purchase resources meeting the needs of teachers and students.
編著圖書館統計報告與圖書館年度業務評估報告，透過圖書資源使用情形的分析，作為圖書館館藏之發展與購置的依據。
- N. We support all teachers to develop the e-learning projects.
支援與協助老師實施數位學習相關訓練。

2.6 GOAL - Information Technology

提供全校教職員和學生在教學、行政、學習上的各樣安全便利的資訊技術服務；維護專業教室資訊設備、校務行政電腦化、機房管理、建立優質網路基礎架構，以及各樣資訊技術支援等，以改善資訊服務品質，使全校教職員生皆能享受方便而有效率的資訊技術服務。

To provide a high technology information system service for teaching, administration and study that is available to faculty, staff and students in a secure convenience environment. Maintain professional classroom information equipment, school administration computerization, campus network service, manage server room, and upgrades comprehensive network infrastructure, as well as various information technology supports, to improve the quality of information services, so that the teaching can be enhanced and the administration efficiency can be improved.

OBJECTIVES

- A. Maintain and design school web site. 設計及維護學校網站。
- B. Establish a secure information environment and support all campus network service.
監管資安並提供全校網路服務。
- C. Establish administrative information support system and make administrative services more timely, effective and efficient.
維護校務資訊系統並協助行政作業更有效率
- D. Make teaching more effective.
協助教學更有效率
- E. Make greater use of electronic equipment in teaching and learning environment.
在教學學習環境提供較好的資訊設備

RESPONSIBLE PEOPLE

Director of Academic Affairs

IT Staff of Library

TIMELINE

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
ACTION PLANS	A-G	A-G	A-G	A-G	A-G

FINANCIAL PROJECTION Other Purchases: (units of 10,000 NTD)

Action Plans	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
A	5	5	5	5	5
B	90	90	90	90	90
C	40	40	40	40	40
D	30	30	30	30	30
E	35	35	35	35	35
TOTAL	200	200	200	200	200

ACTION PLANS

- A. Manage and update unceasingly the school website, and input more content and creatively professional design.
維護且不斷更新學校網站，增加更多的內容及創新專業的設計。
- B. Improve our information security (include the firewall, Intrusion prevention system (IPS), and load balance) and Internet traffic management.
加強學校校園網路的資訊安全（包含防火牆、入侵防禦系統 IPS、以及負載平衡器）以及網路流量的監控及管理
- C. Manage and maintain these E-System and communicate with company and user.
管理及維護學校 E 化行政系統，協助溝通處理廠商與使用者相關問題。
Establish online video equipment in classroom for distance learning including developing teaching material and purchase equipment and software.
建置線上網路直播設備提供並協助教師遠距教學，包括協助發展數位教材，及購買相關軟硬體。
- E. Manage e-desk, projector and computer lab for more convenient teaching environment.
管理電子講桌、單槍、互動式白板等設備以及電腦教室，提供教師良好教學環境。

3. STUDENT DEVELOPMENT

3.1 GOAL – Code of Conduct

Integrate the student Code of Conduct into the programs and culture of the college

OBJECTIVES

- A. Make the original Conduct Grade system consistent in nature with the way Conduct Grades are calculated at other colleges in Taiwan.
- B. Create a new evaluation system to measure each student's compliance with the Code of Conduct.
- C. Divide the evaluation into different aspects/areas of conduct so that it has comprehensive coverage of students' lives.
- D. Help students to embrace and follow the Code of Conduct.

RESPONSIBLE PEOPLE

Dean of SAMO
SAMO Secretary
Male Counselor
Female Counselor

TIMELINE

	2019-2020	2019-2020	2019-2020	2019-2020	2019-2020
ACTION PLANS	A,B,C	A, B, C	D,E	E	E

FINANCIAL PROJECTION (units of 10,000 NTD)

	2019-2020	2019-2020	2019-2020	2019-2020	2019-2020
Action Plan E	0.5	0.5	0.5	0.5	0.5

ACTION PLANS

- A. Survey the way Conduct Grades are calculated at other colleges and universities in Taiwan, both private and public.
- B. Change the way we calculate our Conduct Grades that are included on our transcripts to be consistent with the majority of schools surveyed.
- C. Divide the evaluation into different aspects of conduct (e.g. "love God" → respect for authority and rules, healthy lifestyle, etc.; "love others" → respect others, serving heart, etc.)
- D. Review the Code of Conduct with students at the beginning of each semester.
- E. Collect data and maintain the evaluation system for both the Conduct Grade and the Code of Conduct, allow students to check their status and give notice to students who are in danger of failing.

3.2 GOAL – Student Growth

Prepare students to live in a way that honors God after they are no longer under our supervision.

OBJECTIVES

- A. Create and implement a differentiated student management system.
- B. Communicate the purpose of our differentiated student management system to the students.
- C. Monitor students closely throughout this growing process.
- D. Create an assessment on the evaluation of student's personal growth which will be done by the student, dorm counsellors and class advisors every semester.

RESPONSIBLE PEOPLE

Dean of SAMO
SAMO Secretary
Male Counselor
Female Counselor

TIMELINE

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
ACTION PLANS	A-E	B-E	B-E	B-E	B-E

FINANCIAL PROJECTION (units of 10,000 NTD)

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Action Plan B	0.5	0.5	0.5	0.5	0.5

ACTION PLANS

- A. Create a differentiated student management system that treats them differently based upon their year and their conduct, giving them more freedom to choose and bear responsibility for their choices as they demonstrate they are ready for such freedom.
- B. Review the differentiated student management system with the students each year.
- C. Collect data on each student as to how well they are learning to manage themselves to live in a way that honors God.
- D. Give students feedback at least once a semester as to how they are doing.
- E. Assess the overall effectiveness of the differentiated management system each year and modify when necessary.

3.3 GOAL – Student Habits

Improve students' daily habits.

OBJECTIVES

- A. Improve students' sleep habits.
- B. Improve students' eating habits.
- C. Improve students' exercise habits.
- D. Improve students' time management.
- E. Improve students' self-management.
- F. Improve students' study habits.

RESPONSIBLE PEOPLE

Dean of SAMO
SAMO Secretary
Male Counselor
Female Counselor

TIMELINE

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
ACTION PLANS	A-H	A-H	A-H	A-H	A-H

FINANCIAL PROJECTION (units of 10,000 NTD)

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Action Plan A	1	1	1	1	1
Action Plan G	1	1	1	1	1

ACTION PLANS

- A. Hold seminars on improving daily habits for objectives A-F.
- B. Give student's merits and/or honorary campus leave for having good sleeping habits.
- C. Give student's merits and/or honorary campus leave for having good eating habits.
- D. Give students merits and/or honorary campus leave for having good exercising habits.
- E. Give student's merits and/or honorary campus leave for studying between 8-9 AM.
- F. Give students regular feedback on how they are doing.
- G. Review good daily habits with students on a regular basis.
- H. Encourage more PE groups and clubs.

3.4 GOAL – Service Learning

Implement a service learning requirement for all students.

OBJECTIVES

- A. Create a service learning program with the educational characteristics of Christian liberal arts philosophy.
- B. Help students to learn in other ways (rather than just in a classroom).
- C. Help students develop a habit of service and volunteerism.
- D. Help students learn to communicate and cooperate with others.

RESPONSIBLE PEOPLE

Dean of SAMO
SAMO Secretary
Dean of AAO

TIMELINE

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
ACTION PLANS	A-C	A-C	A-C	A-C	A-C

FINANCIAL PROJECTION (units of 10,000 NTD)

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Action Plan B	5	5	5	5	5
Action Plan C	5	5	5	5	5

ACTION PLANS

- A. Incorporate a service component into the Graduation Requirements for CLA degrees.
- B. Plan and lead service opportunities for students on campus and off campus.
- C. Have students design and implement their own service project as part of course work (i.e. as part of Challenge Based Learning).

3.5 GOAL –Student Activities

Increase number and quality of student activities.

OBJECTIVES

- A. Improve the quality of student life.
- B. Increase the opportunity for students to develop social skills.
- C. Increase the opportunity for students to learn to serve, lead, communicate and cooperate.

RESPONSIBLE PEOPLE

Dean of SAMO
SAMO Secretary

TIMELINE

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
ACTION PLANS	B-C	B-C	B-C	A-C	A-C

FINANCIAL PROJECTION (units of 10,000 NTD)

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Action Plan C	5	5	5	5	5

ACTION PLANS

- A. Consolidate student associations and clubs to reach critical mass for student led activities.
- B. Provide training and support to student associations and clubs to plan and hold activities.
- C. Plan and hold student activities.

3.6 GOAL – Community Service

Increase the amount and variety of community service projects done by students.

OBJECTIVES

- A. Help our students understand better the community in which they live.
- B. Help our students contribute to the community in which they live.
- C. Help our students understand the current and future employment opportunities and the skills required.

RESPONSIBLE PEOPLE

Dean of SAMO
SAMO Secretary
Faculty

TIMELINE

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
ACTION PLANS	A-C	A-C	A-C	A-C	A-C

FINANCIAL PROJECTION (units of 10,000 NTD)

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Action Plan A	4	5	6	6	6
Action Plan B	3	4	5	5	5

ACTION PLANS

- A. Lead students into the community on civil and social service projects.
- B. Take students on field trips to companies and organizations.
- C. Help arrange internships for students.

3.7 GOAL – Health Services

Evaluate and improve health services to students.

OBJECTIVES

- A. Guarantee students have adequate health services while at school.
- B. Provide these services without the need for a full-time health services staff.

RESPONSIBLE PEOPLE

Dean of SAMO
SAMO Secretary
Male Counselor
Female Counselor

TIMELINE

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
ACTION PLANS	A-D	A-D	A-D	A-D	A-D

FINANCIAL PROJECTION (units of 10,000 NTD)

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Action Plan D	6	6	4	4	4

ACTION PLANS

- A. Search and recruit medical service volunteers.
- B. Survey students' needs and opinions.
- C. Do an annual evaluation.
- D. Hold more first aid training for faculty, staff and students.

3.8 GOAL- Special Education

The Establishment of the CCT Special Education Section

OBJECTIVES

- A. The promotion of special education policy according to the Special Education Law.
- B. The recruitment of the Christian psychiatrists.
- C. The Installment of the resources room and required facilities.

RESPONSIBLE PEOPLE

Dean of SAMO
Staff of SAMO

TIMELINE

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
ACTION PLANS	A.B.C	B.D.E.F.G	B.D.E.F.GH	B.D.E.F.G.H	B.D.E.F.G.H

FINANCIAL PROJECTION (units of 10,000 NTD)

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Action Plan D	20	20	20	20	20

ACTION PLANS

- A. To recruit 1-2 Christian psychiatrists.
- B. To pass CCT Special Education laws and regulations.
- C. To renovate the campus facilities.
- D. To install the resources room and the required facilities
- E. To install the IT facilities.
- F. To invite a consultant group.
- G. To hold the regular workshops for the faculties and staffs.
- H. To organize the volunteer team.

4. Administration

4.1 GOAL – Support Staff

Recruit and maintain an administrative and support staff members of the highest caliber who are committed to managing and promoting the College, and maintain high standards, strong vision and engagement and who are committed to professional development and integrity.

OBJECTIVES

- A. Make sure that all administrative and support staff has up-to-date job descriptions.
- B. Use job descriptions to evaluate administrative and support staff annually.
- C. Provide training for administrative and support staff to address weaknesses identified in evaluation process.
- D. Strengthen recruitment process and procedures so that only highly qualified candidates are selected to fill vacant positions.

RESPONSIBLE PEOPLE

Director of Human Resources and Administration

TIMELINE

Total Number of Staff

2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
24	26	28	30	32

FINANCIAL PROJECTION

Expenses: Staff Salaries

2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
18,000,000	19,500,000	21,000,000	22,500,000	24,000,000

ACTION PLANS

- A. Evaluate Job Duties and amend job descriptions in July, 2019.
- B. Make sure that all administrative and support staff have up-to-date job descriptions and that they are used in annual evaluation.
- C. Provide training for administrative and support staff to address weaknesses identified in evaluation process.
- D. Collect Position Rationale and Job Descriptions from offices requesting additional staff
- E. Hire qualified staff to fill vacancies as they become available.

4.2GOAL Performance Appraisal System

Enhance the efficiency and effectiveness of administrative jobs by establishing a performance appraisal system.

OBJECTIVES

- A. Improve the work flow.
- B. Improve the working skills and capabilities of the staff.

RESPONSIBLE PEOPLE

Vice President
Director of Human Resources and Administration

TIMELINE

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
ACTION PLANS	ABCD				

Action Plan A, B July, 2019
Action Plan C, D August, 2019 to July. 2020

FINANCIAL PROJECTION (units of 10,000 NTD)

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Action Plans	10	11	12	15	16.5

ACTION PLANS

- A. Revise the job descriptions.
- B. Revise the annual evaluation forms.
- C. Accomplish the motivation guidelines.
- D. Provide the courses for improving the working skills.

5. ENROLLMENT MANAGEMENT

5.1 GOAL- Student Recruitment

Meet the annual goals outlined in the Christ's College Taipei Recruitment Plan by recruiting Christian students who are academically qualified, have a diversity of talents, are highly motivated, and eager to contribute to the Christ's College Taipei community.

OBJECTIVES

- A. Increase the total number of students at Christ's College Taipei.
- B. Improve the financial situation of Christ's College Taipei.
- C. Eliminate the many problems that are associated with low enrollment.

RESPONSIBLE PEOPLE

Director of Public Affairs
Recruitment Staff
CLAD Chair and Major Chairs

TIMELINE Recruitment Goals

2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
105	125	135	145	155

FINANCIAL PROJECTION (units of 10,000 NTD) Advertising Expenses

2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
37	42	48	53	58

ACTION PLANS

- A. Strengthen relationships with Alumni and get them to help us recruit students.
- B. Strengthen relationships with Churches and Pastors who help us recruit students from churches.
- C. Strengthen relationships with High Schools and recruit more students from them.
- D. Serve our customers (students) and stakeholders (parents, pastors and those who recommend Christ's College Taipei) with excellence so that Christ's College Taipei becomes a valued educational brand in Taiwan.
- E. Increase and strengthening our relationships with Christian organizations such as ORTV, Campus Evangelical Fellowship, LOGOS, and TWR and asking them to help us recruit students.
- F. Increase the numbers of students coming from Indonesia, Malaysia, the Philippines and Mainland China.
- G. Increase the number, quality and distribution of the publications (CC Website, Recruitment Brochures, CC Life Magazine, and DVD's) that Christ's College Taipei produces.
- H. Strengthen our relationship with International Christian Colleges such as Azusa Pacific University, Dallas Baptist University, and Regent University and ask them to send students to our CLCM program.
- I. Continue to develop relationships with Christian Colleges overseas through our CCCU and IACHPE connections in order to establish 2 + 2 programs and recruit students for our CLCM program.
- J. Evaluate, revise and develop our scholarship and financial aid system so that financial aid can be used as tool to attract additional students to Christ's College Taipei.

5.2 GOAL – Student Retention

Evaluate and improve the process by which students drop out of school, and make sure that ample opportunities are given to provide input and early intervention with students who are considering quitting in order to increase the student retention rate.

OBJECTIVES

- A. Increase the total number of students at Christ's College Taipei.
- B. Improve the financial situation of Christ's College Taipei.
- C. Eliminate the many problems that are associated with low enrollment.
- D. Promote students learning outcomes.

RESPONSIBLE PEOPLE

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Dean of Academic Affairs	1	1	1	1	1
Dean of SAMO	1	1	1	1	1
Class Advisors	1	1	1	1	1

TIMELINE

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
ACTION PLANS	A-N	A-N	A-N	A-N	A-N

FINANCIAL PROJECTION (units of 10,000 NTD)

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Action Plans A-N	1	1	1	1	1

ACTION PLANS

- A. Calculate and report the student retention rate to the coordination meeting, board and accreditors.
- B. Interview all students who apply to quit school and maintain records of reasons for dropping out.
- C. Find out the reason that students want to drop out and see if the issues can be resolved so that students stay in school.
- D. Create a record of the reason(s) why students want to drop out and how students have been advised and what the results were.
- E. Make "supervision of students" one of the important requirements in the policy on teacher promotion.
- F. Analyze the reasons the students have given for wanting to drop out of the college.
- G. Review and improved college programs and student services.
- H. Establish policy's for promoting students learning outcomes.
- I. Invite expert scholars to speak on how to identify students with learning difficulties and supervise them.
- J. Include talks on effective learning strategies in class and major chapels.
- K. Link websites of effective learning to CC website.
- L. Support freshmen (or transfer students who arrive school at their first year) fit in study in College soon, to Strengthen the first year experience in Christ's College.
- M. Encouragement and rewards for those who have most progress in academic performance
- N. Continually support student learning by implementing mid-term alert, learning advisory mechanism and building up and rewarding peer mentor to create positive students outcome.

6. FINANCE

6.1 GOAL- Gift Income

Meet the annual goals outlined in the Christ's College Taipei Fundraising Plan.

OBJECTIVES

- A. Balance the budget and allow the college to achieve an annual positive financial outcome even with low student enrollment.
- B. Help students who have financial needs through scholarships.
- C. Generate funds to help with the achievement of the strategic goals and the development of the school.

RESPONSIBLE PEOPLE

Director of Public Affairs
Public Affairs Staff

TIMELINE

Fundraising Goals(units of 10,000 NTD)

2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
2000	2200	2200	2400	2400

FINANCIAL PROJECTION (units of 10,000 NTD)

Donation Expenses

2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
90	100	110	120	130

ACTION PLANS

- A. Strengthen relationships with and support from alumni.
- B. Strengthen relationships with and support from churches.
- C. Strengthen relationships with and support from the business community.
- D. Strengthen relationships with and support from students and their parents.
- E. Strengthen relationships with and support from the faculty and staff of Christ's College Taipei.
- F. Increase the number of donors in each category (i.e. alumni, churches, businesses, parents/students and faculty/staff.).
- G. Increase the amount of funds raised through appeals for support of specific projects (i.e. faculty development, student scholarships, ministry teams and projects, endowment, teaching/library/technology resources, and building renovation projects).
- H. Improve service to and continuity of support from donors.
- I. Investigate foundations and government programs and write grants that will bring additional donations.
- J. Develop a campus plan that supports the Christian Liberal Arts program at Christ's College Taipei and develop and execute a successful capital campaign to fund the first phase of that plan.

6.2 GOAL Budget Management

To balance the annual operating budget of Christ’s College Taipei and begin to rebuild the Free China Foundation of New Taipei City’s cash reserves.

OBJECTIVES

- A. Ensure that Christ’s College Taipei operates with a balanced budget.
- B. Ensure that Christ’s College Taipei has the operational funds necessary to operate a quality educational program.
- C. Increase the cash reserves of the Free China Foundation of New Taipei City.

RESPONSIBLE PEOPLE

President
Director of Finance Office

TIMELINE

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
ACTION PLANS	A-E	A-E	A-E	A-E	A-E

FINANCIAL PROJECTION

The five year budget projections in the appendix of this document give the actual financial projections in terms of surplus.

2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
0	1,000,000	29,806	424,567	924,567

ACTION PLANS

- A. Continue to control expenses.
- B. Increase income through increased student recruitment.
- C. Increase income through higher student retention rates.
- D. Increase income through increased fundraising activities.
- E. Build up closer relationships with alumni, parents, pastors and other friends of Christ’s College Taipei.

7. Institutional Advancement

7.1 GOAL Public Relations

Create and implement a marketing and public relations master plan that improves the public understanding of and recognition for Christ's College Taipei programs.

OBJECTIVES

- A. Communicate College's mission and philosophy of education effectively.
- B. Enhance the College's stature and recognition of its special strengths and distinctive character among critical constituencies and in the Christian community in Taiwan.
- C. Keep closer relationship with our alumni and the broader Christian community in Taiwan.
- D. Expand our relationships with other Christian organizations in Taiwan, Asia and around the world.
- E. Broaden the contact between Christ's College Taipei and the outside world.
- F. Make outsiders impressed with what the college is doing.

RESPONSIBLE PEOPLE

Director of Public Affairs
Staff of Human Resources and Administration

TIMELINE

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
ACTION PLANS	A-D	B-D	B-D	B-D	B-D

FINANCIAL PROJECTION (units of 10,000 NTD)

Advertising Expenses:

2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
40	45	50	55	60

ACTION PLANS

- A. Create a marketing and public relations master plan.
- B. Continue to have CC representatives attend the monthly organization joint prayer meeting.
- C. Build a culture of confidence at Christ's College Taipei and create a college that is "Making a Difference."
- D. Continue to publish CC Life magazine in fall and spring of each year.

7.2 GOAL – National and International Partnerships

Increase the perception of Christ's College Taipei as the Christian liberal arts college in Asia that offers a quality bilingual undergraduate education at an affordable price.

OBJECTIVES

- A. Solidify and reinforce awareness of the College's quality, distinctiveness, and potential among the TaiCUCA community (Taiwan Christian University and College Association).
- B. Further develop our affiliation relationship with CCCU (Council for Christian Colleges and Universities) and enhance our mutual relationships with the members of the CCCU.
- C. Enhance our membership and become one of the leading organizations in IAPCHE (International Association for Promotion of Christian Higher Education).
- D. Establish an International Affairs Division.

RESPONSIBLE PEOPLE

President
Dean of Academic Affairs
Director of Public Affairs
Major Chairs

TIMELINE

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
ACTION PLANS	A-G	A-G	A-G	A-G	A-G

FINANCIAL PROJECTION (units of 10,000 NTD)

2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
160	200	210	220	230

ACTION PLANS

- A. Set up 2+2 cooperative undergraduate programs with CCCU member schools.
- B. Continue to host and develop the Christian English Teachers Association Symposium and Book Fairs.
- C. Encourage faculty to attend conferences and symposium sponsored by TaiCUCA, CCCU and IAPCHE.
- D. Encourage full time faculty to publish academic papers to be presented at these conferences.
- E. Invite scholars from TaiCUCA, CCCU, and IAPCHE member schools to visit Christ's College Taipei.
- F. Establish strategic partnerships with Christian sister universities abroad.
- G. Apply for MOE grants on sending students abroad for study or practicum training.

8. PHYSICAL PLANT

8.1 GOAL - Facilities Renovation

Invest in the renovation and improvement of current old facilities.

OBJECTIVES

- A. Develop an appropriate renovation plan for each building based on the need, the government code, and the future development.
- B. Support academic excellence and student engagement by upgrading the teaching facilities.
- C. Upgrade the equipment as needed in the existing buildings.
- D. Find a place to store important files, documents, and historical papers.

RESPONSIBLE PEOPLE

Dean of General Affairs
Dean of Academic Affairs
Dean of Student Affairs and Ministries
Director of Human Resources

ACTION PLANS

- A. Renovate the president's house.
- B. Convert the bedrooms in the Mary Cannon Morris Hall into the suites.
- C. Renovate the Administration building and the library in order to provide modern offices for the stakeholders on campus.
- D. Renovate the facilities in the Billy and Ruth Hall in order to improve the living condition for the boarders.
- E. Repair the faculty housings/dorms as needed.
- F. Renovate the Sophie Graham Hall for rent in the future.
- G. Design and renovate a room to store and retrieve files, documents and historical papers efficiently and conveniently.

TIMELINE

Action Plan	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
A	04, 2019				
B	10, 2019	06, 2020			
C	08, 2019	09, 2020			
D	08, 2019	08, 2020	08, 2021,	08, 2022	08, 2023
E	08, 2019	08, 2020	08, 2021	08, 2022	08, 2023
F	08, 2019	08, 2020	08, 2021	08, 2022	
G	06, 2019	06, 2020	06, 2021	06, 2022	

FINANCIAL PROJECTION (units of 10,000 NTD)

Action Plan	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
A	220*	200			
B	1200**	800**			
C	400*	400*			
D	200*	150*	150*	150*	50*
E	60	60	50	50	50
F	250*	200*	150*	150*	
G	25	20	20	20	

* The budgets are expected from the CC special fund or donation.

** The budgets are from the donation of Mrs. Liu (NTD 2,000).

8.2 GOAL - Campus Environment

Promote a clean, safe and accessible campus environment.

OBJECTIVES

- A. Maintain a clean, natural, and beautiful campus environment.
- B. Provide a safe and secure campus for students to have a better educational environment.
- C. Set up a security system to ensure campus safety.
- D. Find a place to store important files, documents, and historical papers.
- E. Design and construct the sewer system on campus to carry off sewage from all buildings to a public waterway for disposal.

RESPONSIBLE PEOPLE

Dean of General Affairs
Dean of Student Affairs and Ministries

ACTION PLANS

- A. Review the current campus master plan based on the need for future development and the campus environment survey
- B. Organize and train the workers to maintain a clean, comfortable campus environment.
- C. According to the government safety code to inspect the facilities and hold drills on campus.
- D. Improve the current monitoring system in the dorms and the outside of buildings on campus within the Internet infrastructure.
- E. Improve the quality and accessibility of the roads on campus in order to ensure the safety for the pedestrians.
- F. Design and renovate a room to store and retrieve files, documents and historical papers efficiently and conveniently.
- G. Design and construct the sewer system on campus to carry off sewage from all buildings to a public waterway for disposal.

TIMELINE

Action Plan	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
A	09, 2019		09, 2022		09, 2023
B	08, 2019	07, 2020	07, 2021	07, 2022	07, 2023
C	06, 2019	06, 2021	06, 2022	06, 2023	06, 2024
D	09, 2019				
E	09, 2019	09, 2020		09, 2022	
F		12, 2020			
G	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024

FINANCIAL PROJECTION (units of 10,000 NTD, ~330 USD)

Action Plan	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
A	10		10		10
B	1	1	1	1	1
C	5	5	5	5	5
D	15*				
E	40*	40*		40*	
F	500*	500*			
G	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024

* The budgets are expected from the CC special fund.

8.3 GOAL - Energy Saving

Develop and implement an energy saving plan.

OBJECTIVES

- A. Reduce the usage of electricity and that of oil fuel to lessen the emission of carbon dioxide.
- B. Build up the sense of energy saving among faculty, staff and students.
- C. Cut down the energy expenses by one percent per year.

RESPONSIBLE PEOPLE

Dean of General Affairs
Dean of Student Affairs and Ministries

ACTION PLANS

- A. Renovate the hot water facilities into energy saving style.
- B. Replace old electrical facilities with those having energy saving functions to minimize the use of electricity.
- C. Work with SAMO to teach students using electricity in an efficiently way.

TIMELINE

Action Plan	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
A	08, 2019		08, 2021		
B	08, 2019	08, 2020	08, 2021	08, 2022	08, 2023
C	08, 2019 ~	~	~	~	~ 08, 2024

FINANCIAL PROJECTION (units of 10,000 NTD, ~330 USD)

Action Plan	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
A	30		30		
B	10	10	15	15	15
C	--	--	--	--	--

8.4 GOAL – Cafeteria Facilities

Improve and modernize the cafeteria facilities

OBJECTIVES

- A. Provide fresh and healthy food for all faculty, staff and students.
- B. Improve sanitation and cleanliness of the cafeteria.
- C. Create better dining areas.
- D. Allow students to prepare light food/snacks in the Cafeteria.

RESPONSIBLE PEOPLE

Dean of Student Affairs and Ministries Office (SAMO)
SAMO Secretary
Dean of General Affairs Office (GAO)
GAO Section Head
Director of Finance
Student Representative

ACTION PLANS

- A. Work with the Cafeteria Committee to check the sanitation and cleanliness of the cafeteria on a regular base.
- B. Renew the old kitchen utensils or facilities in order to improve the sanitation and cleanliness in the kitchen.
- C. Work with a company and the Cafeteria Committee to renovate the second floor of the kitchen.
- D. Provide students with DIY kitchenettes in Cafeteria.

TIMELINE

Action Plan	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
A	08, 2019~	~	~	~	~08, 2024
B	08, 2019	08,2020	08, 2021	08, 2022	08, 2023
C	05, 2019				
D	08, 2019	08, 2020	08, 2021	08, 2022	08, 2023

FINANCIAL PROJECTION (units of 10,000 NTD, ~310 USD)

Action Plan	2018 -2019	2019-2020	2020-2021	2021-2022	2022-2023
A	--	--	--	--	--
B	1*	5*	1*	5*	1*
C	65*				
D	30*	15*	2*	2*	2*

* The expenses are expected from the Cafeteria Fund

8.5 GOAL – Dorm Facilities

Provide student a comfortable environment of accommodation.

OBJECTIVES

- A. Reduce the humidity in the dorms.
- B. Well-designed light and moving lines give students ample privacy and security in the dorms.

RESPONSIBLE PEOPLE

Dean of General Affairs Office (GAO)
Dean of Student Affairs and Ministries Office (SAMO)
Male Counselor
Female Counselor
SAMO Secretary
GAO Section Head
Director of Finance

ACTION PLANS

- A. Install more humidifiers in the dorms.
- B. Establish a safe and provide space in dormitory.

TIMELINE

Action Plan	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
A	09, 2019	09,2020	09, 2021		
B	09, 2019	09, 2020			

FINANCIAL PROJECTION (units of 10,000 NTD, ~310 USD)

Action Plan	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
A	10	10	10		
B	5	5			

8.6 GOAL – Campus Store

Create a store on campus to serve the needs of students, faculty, staff, and the college.

OBJECTIVES

- A. To have a place on campus for people to purchase Christ’s College souvenirs.
- B. To have a place on campus for people to purchase books or magazine.

RESPONSIBLE PEOPLE

Dean of General Affairs Office (GAO)
Dean of Academic Affairs Office (AAO)
Director of Library
Director of Finance
GAO Section Head

ACTION PLANS

- A. Survey students, faculty and staff on specific needs.
- B. Work with a designer, the library director and the GAO to develop a business plan.
- C. Initially stock the store.

TIMELINE

Action Plan	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
A	09,2019				
B	06,2020				
C		09, 2020			

FINANCIAL PROJECTION (units of 10,000 NTD, ~330 USD)

Action Plan	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
A	--				
B	--				
C		10			

8.7 GOAL – Student Center

Create a Student Center.

OBJECTIVES

- A. Provide office space for student associations and clubs.
- B. Provide a place for students to have social gatherings.
- C. Provide an additional more casual place for student activities (e.g. to study, do group work, etc.)

RESPONSIBLE PEOPLE

Dean of General Affairs Office (GAO)
Dean of Student Affairs and Ministries Office (SAMO)
SAMO Secretary
GAO Section Head
Director of Finance
Student Representative

ACTION PLANS

- A. Survey students on their specific needs in the future.
- B. Rearrange the current space in the Gym for student associations and clubs.
- C. Renovate the Cafeteria building to create an additional more casual place for student activities.

TIMELINE

Action Plan	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
A	09, 2019				
B	10, 2019	08, 2020			
C		10, 2020	08, 2021		

FINANCIAL PROJECTION (units of 10,000 NTD, ~330 USD)

Action Plan	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
A	--				
B	10				
C		25*			

* The expenses are expected from the Cafeteria Fund

8.8 GOAL - Outdoor Leisure Areas

Develop the areas for recreation on campus.

OBJECTIVES

- A. Create more places for students to hold outdoor activities while they are staying on campus.
- B. Add more facilities for recreation on campus.

RESPONSIBLE PEOPLE

Dean of General Affairs Office (GAO)
GAO Section Head
Director of Finance

ACTION PLANS

- A. Work with a designer to design and construct outdoor leisure areas where people can sit around.
- B. Work with the Cafeteria Committee to create a BBQ area near cafeteria.
- C. Work with a designer to design and construct an outdoor gazebo that is big enough for 20 people and is free of mosquitoes with some built-in seating.

TIMELINE

Action Plan	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
A	08, 2019	08, 2020	08, 2021		
B		08, 2020			
C		08, 2020			

FINANCIAL PROJECTION (units of 10,000 NTD, ~310 USD)

Action Plan	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
A	3	3	3		
B		20*			
C		60			

* The expenses are expected from the Cafeteria Fund

8.9 GOAL – Campus Safety and Security

Improve the campus and dorm's security and safety system.

OBJECTIVES

- A. Provide adequate emergency escape routes.
- B. To have better security and regulation at the front gate.
- C. Reduce the risk of fire in the old buildings and the dorms.
- D. Upgrade security camera systems.

RESPONSIBLE PEOPLE

Dean of General Affairs Office (GAO)
Dean of Student Affairs and Ministries Office (SAMO)
SAMO Secretary
Male Counselor
Female Counselor
GAO Section Head

ACTION PLANS

- A. Investigate and mark the dangerous spot on campus map.
- B. Hold fire and earthquake drills each semester.
- C. Upgrade campus security camera system.
- D. Upgrade dorm's security camera system.
- E. Install emergency phone at the blind spots on campus.

TIMELINE

Action Plan	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
A	09, 2019				
B	05, 2020	05, 2021	05, 2022	05, 2023	05, 2024
C		08, 2020		08, 2022	
D		08, 2020		08, 2022	
E	12, 2019				

FINANCIAL PROJECTION (units of 10,000 NTD, ~310 USD)

Action Plan	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
A					
B	1	1	1	1	1
C		10		10	
D		5		5	
E	12				

8.10 GOAL – Outdoor Exercise Facilities

Provide better facilities for students to do physical exercises.

OBJECTIVES

- A. Maintain the well condition of the outdoor exercise facilities and the basketball/volleyball court.
- B. Ensure the safety of using the track and field.

RESPONSIBLE PEOPLE

Dean of General Affairs Office (GAO)
Dean of Student Affairs and Ministries Office (SAMO)
SAMO Secretary
GAO Section Head

ACTION PLANS

- A. Renew the net for the outdoor basketball and volleyball courts.
- C. Improve the quality of track and field.
- D. Work with SAMO to design and add new outdoor exercise facilities

TIMELINE

Action Plan	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
A	09, 2019	09, 2020	09, 2021	09, 2022	09, 2023
B	09, 2019	09, 2020	09, 2021	09, 2022	09, 2023
C	10, 2019		10, 2021		10, 2023

FINANCIAL PROJECTION (units of 10,000 NTD, ~330 USD)

Action Plan	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
A	1	1	1	1	1
B	8	200	8	8	8
C	10		20		20

8.11 GOAL – Meeting Facilities

Improve the meeting rooms and their facilities.

OBJECTIVES

- A. Modernize the current meeting rooms according to their purposes.
- B. Provide appropriate vehicles for the communication between the audiences and the speaker.
- C. The audiences can see the multi-media presentation better in meetings.

RESPONSIBLE PEOPLE

Dean of General Affairs Office (GAO)
Dean of Student Affairs and Ministries Office (SAMO)
Dean of Academic Affairs
GAO Section Head

ACTION PLANS

- A. Evaluate the function and the location of the current meeting places.
- B. Upgrade the facilities in the Archives room.
- C. Upgrade the facilities in the F004 in the Tian–Lan building.
- D. Work with a designer to design a meeting room in the Administrative building.

TIMELINE

Action Plan	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
A	06, 2020	06, 2020	06, 2021,	06, 2022	06, 2023
B	06, 2020				
C		08, 2020	08, 2021		
D		08, 2020			

FINANCIAL PROJECTION (units of 10,000 NTD, ~330 USD)

Action Plan	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
A	--	--	--	--	--
B	10				
C		50	50		
D		30			

9. MINISTRY

9.1 GOAL – Gospel Associations

Increase shepherding of Gospel Associations

OBJECTIVES

- A. Regularly meet with students leaders
- B. Assist student leaders in planning mission trips
- C. Be available to help them carry out their responsibilities

RESPONSIBLE PEOPLE

Chaplain
Faculty Advisers

TIMELINE

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
ACTION PLANS	A-F	A-F	A-F	A-F	A-F

FINANCIAL PROJECTION (units of 10,000 NTD, ~330 USD)

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
ACTION PLANS	0	0	0	0	0

ACTION PLANS

- A. Write clear purpose statement and rationale for Gospel Associations
- B. Perform annual survey to measure Gospel Association activities and student involvement as it pertains to purpose and rationale for Gospel Associations
- C. Have regular discipleship times with the leaders of the Gospel Associations.
- D. Require a faculty or staff member to be an active adviser of each Gospel Association.
- E. Implement evangelism training as part of their weekly gathering time
- F. Have optional events for students to gain experience sharing the Gospel using the 4 Laws and other methods down in Zhuwei

9.2 GOAL – Chapel Services

Improve the sermons that are preached in chapel services

OBJECTIVES

- A. Root the imperatives of the Christian life in the indicatives of our identity in Christ.
- B. Teach students through demonstration that sound teaching is rooted in the authority of Scripture.
- C. Have expository preaching that unpacks the Biblical story in a comprehensive manner.
- D. Invite preachers who will not only teach sound doctrine but will also do so in a way appropriate for a college chapel context.

RESPONSIBLE PEOPLE

Chaplain
Dean of SAMO
SAMO Staff

TIMELINE

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
ACTION PLANS	A-G	A-G	A-G	A-G	A-G

FINANCIAL PROJECTION (units of 10,000 NTD)

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Action Plan A	7	7	7	7	7

ACTION PLANS

- A. Find speakers who practice expository preaching and who are experienced doing so to a young audience.
- B. Have an overarching preaching plan for each semester that addresses stated objectives: preach through portions of Scripture as well as have topics that are covered in a series of sermons.
- C. Require all chapel speakers to affirm that they hold to Christ's College Taipei's statement of faith
- D. Evaluate chapel speakers to assess their effectiveness at expository preaching and sermon quality
- E. Provide regular shepherding of student worship leaders.
- F. Make the chapel services more like chapel services
- G. Obtain regular feedback from students about chapel services and use this information to improve their effectiveness.

9.3 GOAL – Night Devotions

Determine how night devotions fit into the mission of Christ's College Taipei

OBJECTIVES

- A. Discover how often night devotions are being held.
- B. Make changes as necessary so that night devotions are serving the greater mission of the school.

RESPONSIBLE PEOPLE

Chaplain
Dean of SAMO
SAMO Staff

TIMELINE

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
ACTION PLANS	A-E	A-E	F-G	F-G	F-G

FINANCIAL PROJECTION (units of 10,000 NTD)

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
ACTION PLANS	0	0	0	0	0

ACTION PLANS

- A. Have students fill out a survey regarding night devotions by the end of Spring semester 2015
- B. Based on feedback work with SAMO office to determine the effectiveness of night devotions.
- C. Make changes to night devotions in response to student survey.
- D. Develop a clear rationale for night devotions by which to measure their effectiveness.
- E. Implement new policies and procedures regarding nightly devotions.
- F. Conduct a survey at the close of each semester to continue measuring the effectiveness of night devotions.
- G. Implement additional training and policies if necessary to improve the effectiveness of night devotions.

9.4 GOAL – Spiritual Life in the dorms

Improve the spiritual environment in the boys’ and girls’ dorms

OBJECTIVES

Recruit missionaries to focus on ministering to students in the dorms.

RESPONSIBLE PEOPLE

Chaplain
Missionary Staff

TIMELINE

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
ACTION PLANS	A-D	B-D	B-D	B-D	B-D

FINANCIAL PROJECTION (units of 10,000 NTD)

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
ACTION PLANS	0	0	0	0	0

ACTION PLANS

- A. Develop a job description for these missionaries
- B. Communicate with potential missions agencies to notify them of our need and ideal candidate
- C. Develop recruiting materials to distribute among churches and missions agencies
- D. Assign a current missionary the responsibility for recruiting and communicating with potential missionaries

9.5 GOAL – Student Involvement in a local church

Encourage all students who are Christian to be actively involved in a local church.

OBJECTIVES

- A. Make sure the majority of the Christian students attend a local church.
- B. Direct students toward churches that agree with our Statement of Faith.
- C. Enhance the Spiritual life on campus through the improved spiritual life of students who are involved in local churches.

RESPONSIBLE PEOPLE

Chaplain
Dean of SAMO
SAMO Staff

TIMELINE

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
ACTION PLANS	A-C	B-E	D-F	D-F	D-F

FINANCIAL PROJECTION (units of 10,000 NTD)

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
ACTION PLANS	0	0	0	0	0

ACTION PLANS

- A. Conduct a survey to find out how many of our students regularly attend a local church and which one.
- B. Using feedback from student survey, develop campus policies that encourage student involvement in a local church.
- C. Have an opportunity for partner churches to meet our students
- D. Have information available to students looking for a church.
- E. Conduct an annual survey to measure the number of students who attend church
- F. Coordinate with students and churches to facilitate transportation on Sunday morning.

9.6 GOAL – Partnering with local churches

Develop sustainable partnerships with local ministries and churches that help further Christ’s College Taipei’s Mission and God’s mission here in Taiwan.

OBJECTIVES

- A. Utilize resources of local churches to assist Christ College in achieving its mission and goals.
- B. Enhance recruiting efforts of Christ’s College Taipei through these relationships
- C. Establish Christ’s College Taipei as an integral part of the evangelical Church in Taiwan and the broader region.
- D. Influence the theology and philosophy of ministry of local churches and ministries

RESPONSIBLE PEOPLE

Chaplain

TIMELINE

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
ACTION PLANS	A-B	A-D	A-D	A-D	A-D

FINANCIAL PROJECTION (units of 10,000 NTD)

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
ACTION PLANS	0	0	0	0	0

ACTION PLANS

- A. Develop and maintain a list of partner churches and ministries that we value and want to maintain a healthy relationship with.
- B. Regularly meet with pastors from key churches and ministries and identify ways we can partner together
- C. Invite pastors from these churches and ministries to speak in chapel services or other ministry events on campus
- D. Work with churches to develop internship opportunities for students

9.7 GOAL - Prayer

Improve prayer among students, especially student leaders.

OBJECTIVES

- A. Develop a habit of spiritual formation/growth among students.
- B. Increase the students' knowledge of Scripture.
- C. Improve students' relationship with Christ.
- D. Help students understand the balance between putting forth our own effort and God's work.

RESPONSIBLE PEOPLE

Chaplain
Dean of SAMO
SAMO Staff

TIMELINE

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
ACTION PLANS	A-C	A-D	A-E	A-E	A-E

FINANCIAL PROJECTION (units of 10,000 NTD)

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
ACTION PLANS	0	0	0	0	0

ACTION PLANS

- A. Help support and promote prayer times of student associations and groups.
- B. Have a weekly faculty prayer time.
- C. Hold prayer time on a quarterly basis during chapel service.
- D. Hold a series of messages on prayer in chapel in the 2015-2016 school year.
- E. Encourage faculty prayer by providing a bi-monthly chapel devotion and prayer guide.

General Summary

GOAL	RESPONSIBLE PERSON	Progress Report Due
1.1 Compliance with MOE	Dean of Academic Affairs	11/1/2018 and 5/1/2019
1.2 Compliance with TRACS	President	11/1/2018 and 5/1/2019
2.1 Effective Academic Affairs	Dean of Academic Affairs	11/1/2018 and 5/1/2019
2.2 CLA Core Programs & Faculty	Dean of Academic Affairs	11/1/2018 and 5/1/2019
2.3 CLAD Programs & Faculty	Dean of Academic Affairs	11/1/2018 and 5/1/2019
2.4 Extension Program	Dean of Academic Affairs	11/1/2018 and 5/1/2019
2.5 Library & Teaching Resources	Dean of Academic Affairs	11/1/2018 and 5/1/2019
2.6 Information Technology	Dean of Academic Affairs	11/1/2018 and 5/1/2019
3.1 Code of Conduct	Dean of Student Affairs and Ministries	11/1/2018 and 5/1/2019
3.2 Student Growth	Dean of Student Affairs and Ministries	11/1/2018 and 5/1/2019
3.3 Student Habits	Dean of Student Affairs and Ministries	11/1/2018 and 5/1/2019
3.4 Service Learning	Dean of Student Affairs and Ministries	11/1/2018 and 5/1/2019
3.5 Student Activities	Dean of Student Affairs and Ministries	11/1/2018 and 5/1/2019
3.6 Community Service	Dean of Student Affairs and Ministries	11/1/2018 and 5/1/2019
3.7 Health Services	Dean of Student Affairs and Ministries	11/1/2018 and 5/1/2019
3.8 Special Education	Dean of Student Affairs and Ministries	11/1/2018 and 5/1/2019
4.1 Support Staff	Director of Human Resources & Administration	11/1/2018 and 5/1/2019
4.2 Performance Appraisal System	Director of Human Resources & Administration	11/1/2018 and 5/1/2019
5.1 Student Recruitment	Director of Public Affairs	11/1/2018 and 5/1/2019
5.2 Student Retention	Dean of Academic Affairs	11/1/2018 and 5/1/2019
6.1 Gift Income	Director of Public Affairs	11/1/2018 and 5/1/2019
6.2 Budget Management	President	11/1/2018 and 5/1/2019
7.1 Public Relations	Director of Public Affairs	11/1/2018 and 5/1/2019
7.2 Partnerships	President	11/1/2018 and 5/1/2019
8.1 Facilities Renovation	Director of General Affairs	11/1/2018 and 5/1/2019
8.2 Campus Environment	Director of General Affairs	11/1/2018 and 5/1/2019
8.3 Energy Saving	Director of General Affairs	11/1/2018 and 5/1/2019
8.4 Cafeteria Facility	Director of General Affairs	11/1/2018 and 5/1/2019
8.5 Dorm Facility	Director of General Affairs	11/1/2018 and 5/1/2019
8.6 Campus Store	Director of General Affairs	11/1/2018 and 5/1/2019
8.7 Student Center	Director of General Affairs	11/1/2018 and 5/1/2019
8.8 Outdoor Leisure Areas	Director of General Affairs	11/1/2018 and 5/1/2019
8.9 Campus Safety and Security	Director of General Affairs	11/1/2018 and 5/1/2019
8.10 Outdoor Exercise Facilities	Director of General Affairs	11/1/2018 and 5/1/2019
8.11 Meeting Facilities	Director of General Affairs	11/1/2018 and 5/1/2019
9.1 Gospel Associations	Chaplain	11/1/2018 and 5/1/2019
9.2 Chapel Services	Chaplain	11/1/2018 and 5/1/2019
9.3 Night Devotions	Chaplain	11/1/2018 and 5/1/2019
9.4 Spiritual life in Dorms	Chaplain	11/1/2018 and 5/1/2019
9.5 Student Church Involvement	Chaplain	11/1/2018 and 5/1/2019
9.6 Partnerships with Churches	Chaplain	11/1/2018 and 5/1/2019
9.7 Prayer	Chaplain	11/1/2018 and 5/1/2019

Responsible Personnel Summary

RESPONSIBLE PERSON:	GOALS:
President	1.2 Compliance with TRACS 6.2 Budget Management 7.2 Partnerships
Dean of General Affairs Office	(Goals 8.1-8.10)
Dean of Academic Affairs	1.1 Compliance with MOE 2.1 Effective Academic Affairs 2.2 CLA Core Programs & Faculty 2.3 CLAD Programs & Faculty 2.4 Extension Program 2.5 Library & Teaching Resources 2.6 Information Technology 5.2 Student Retention
Dean of Student Affairs and Ministries	3.1 Code of Conduct 3.2 Student Growth 3.3 Student Habits 3.4 Service Learning 3.5 Student Activities 3.6 Community Service 3.7 Health Services 3.8 Special Education
Director of Human Resources & Administration	4.1 Support Staff 4.2 Performance Appraisal System
Director of Public Affairs	5.1 Student Recruitment 6.1 Gift Income 7.1 Public Relations
Dean of General Affairs	8.1 Facilities Renovation 8.2 Campus Environment 8.3 Energy Saving 8.4 Cafeteria Facilities 8.5 Dorm Facility 8.6 Campus Store 8.7 Student Center 8.8 Outdoor Leisure Areas 8.9 Campus Safety and Security 8.10 Outdoor Exercise Facilities 8.11 Meeting Facilities
Chaplain	9.1 Gospel Associations 9.2 Chapel Services 9.3 Night Devotions 9.4 Spiritual Life in Dorms 9.5 Student Church Involvement 9.6 Partnership with Churches 9.7 Prayer

GOALS PRIORITY LIST

PRIORITY AREA	GOALS
1. Institutional Advancement	7.1 to 7.2
2. Administration	4.1 to 4.2
3. Finance	6.1-6.3
4. Enrollment Management	5.1-5.2
5. Academic and Instructional Programs	2.1 to 2.5
6. Student Development	3.1 to 3.8
7. Ministry	9.1 to 9.7
8. Physical Plant	8.1 to 8.11
9. Technology and Equipment	2. 6
10. Institutional Effectiveness	1.1 to 1.2

臺北基督學院未來五年收支規劃預計表

Christ's College Taipei

Estimate of Cash Income/expense

Revised on 2019/04/25					單位：元	
學 年 度 School year	108學年度 2019-2020	109學年度 2020-2021	110學年度 2021-2022	111學年度 2022-2023	112學年度 2023-2024	合計 Total
博雅學系學生數 Liberal Arts program Students	106	119	141	162	162	690
推廣教育學生數 Extension program Students	160	171	189	195	195	910
學生總數 Total Students	266	290	330	357	357	1,600
基督學院教師數 Liberal Arts Faculty	12	12	14	15	15	68
宣教士人數 Missionary Faculty	5	6	7	8	8	34
兼任老師時數 Part Time Faculty (Hours)	200	200	220	250	250	1,120
職員人數 Staff	24	24	24	25	25	122
工友人數 Janitor	10	10	10	10	10	50
經常門現金收入 Income						
學雜費收入 CLAD Tuition	15,239,000	16,907,000	20,143,000	23,116,000	23,116,000	98,521,000
推廣教育收入 Extension program tuition	29,866,000	31,792,500	35,179,500	36,398,500	36,747,500	169,984,000
財務收入 Interest	258,000	258,000	258,000	258,000	258,000	1,290,000
住宿收入 Boarding fee	12,696,000	13,800,000	15,640,000	16,882,000	16,974,000	75,992,000
其他收入 Other income	1,710,000	1,710,000	1,710,000	1,710,000	1,710,000	8,550,000
補助收入 -MOE	500,000	500,000	500,000	500,000	500,000	2,500,000
捐贈收入 Donations	8,600,000	9,600,000	10,600,000	12,100,000	12,600,000	53,500,000
收入合計 Total of income	68,869,000	74,567,500	84,030,500	90,964,500	91,905,500	410,337,000
經常門現金支出 Expenses						
董事會支出 Expense of Board	495,000	510,000	510,000	510,000	510,000	2,535,000
業務費 Operationals	205,000	210,000	210,000	210,000	210,000	1,045,000
董事出席及交通費 Board travel expenses	290,000	300,000	300,000	300,000	300,000	1,490,000
行政管理支出 Expenses of Administration	26,766,350	27,669,750	31,105,410	32,475,400	33,256,440	151,273,350
人事費 Salaries	12,204,920	12,387,760	12,602,360	12,814,280	12,978,050	62,987,370
業務費 Operational	10,862,420	10,900,000	13,000,000	14,000,000	14,600,000	63,362,420
維護費 Repairs	1,822,600	2,100,000	2,500,000	2,200,000	2,200,000	10,822,600
退休撫卹費 Expenses of Pension	702,880	711,070	803,050	761,120	768,390	3,746,510
折舊 Deprecation	1,173,530	1,570,920	2,200,000	2,700,000	2,710,000	10,354,450
教學研究及訓輔支出 Expenses of Education	36,169,590	37,887,750	42,885,284	47,254,533	46,714,493	210,911,650
人事費 Salaries	26,954,920	27,368,430	30,273,484	32,640,703	32,985,313	150,222,850
業務費 Operational	4,945,610	5,500,000	6,500,000	7,500,000	6,500,000	30,945,610
維護費 Repairs	783,000	1,000,000	1,500,000	1,900,000	2,000,000	7,183,000
退休撫卹費 Expenses of Pension	1,700,530	1,769,320	1,911,800	2,063,830	2,079,180	9,524,660
折舊 Deprecation	1,785,530	2,250,000	2,700,000	3,150,000	3,150,000	13,035,530
獎助學金支出 Scholarship	1,419,720	1,700,000	2,000,000	2,300,000	2,500,000	9,919,720
支出合計 Total of Expenses	64,850,660	67,767,500	76,500,694	82,539,933	82,980,933	374,639,720
經常門現金餘絀 Profit & Loss	4,018,340	6,800,000	7,529,806	8,424,567	8,924,567	35,697,280
購置動產及其他資產現金支出 Equipment						0
機械儀器設備 Educational of equipment	1,338,340	2,000,000	2,500,000	2,500,000	2,500,000	10,838,340
圖書及博物 Library	650,000	1,000,000	2,000,000	2,500,000	2,500,000	8,650,000
其他設備 Other equipment	1,970,000	2,500,000	2,500,000	2,500,000	2,500,000	11,970,000
電腦軟體成本 Software	60,000	300,000	500,000	500,000	500,000	1,860,000
小計 Total of equipment	4,018,340	5,800,000	7,500,000	8,000,000	8,000,000	33,318,340
整體現金餘絀 Profit/loss	0	1,000,000	29,806	424,567	924,567	2,378,940
設校基金 Set up Fund	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	250,000,000
未指定用途權益基金 Development Fund	33,420,890	34,420,890	34,450,696	34,875,263	35,799,830	172,967,569
基金餘額 Fund balance	83,420,890	84,420,890	84,450,696	84,875,263	85,799,830	422,967,569