

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

2020~2025 Strategic Plan



May 2020

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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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:

1. **Purpose** - planning begins with a development of a clear sense of purpose or mission.
2. **Strategy** - the second stage of planning is the development of strategies.
3. **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.

1. To focus on the future
2. To capture a vision
3. To manage opportunities and threats
4. To devise effective strategies
5. To emphasize action
6. To anticipate and respond to change
7. 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:

1. To emphasize the goals and outcomes more than methods and processes
2. To emphasize opportunities more than the obstacles
3. To emphasize possibilities more than limitations
4. To emphasize the future more than the present
5. To emphasize the external more than the internal
6. To emphasize adaptations to the changing circumstances more than preserving existing circumstances
7. To emphasize values more than current forms
8. 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:

1. Survival
2. Adaptation to change
3. Direction setting
4. Decision making
5. Operational efficiency
6. Organizational renewal and revitalization
7. Organizational integration
8. 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.

Mission Statement and Objectives

2.1 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：

1. 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。
2. Evangelizing and disciplining 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。
3. 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。

2.2 Vision Statement

Christ's 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。

2.3 Values

1. An institution committed to the Word of God
委身教導聖經的學校
2. An environment which encourages gospel transformation
以福音轉化生命的學校
3. A variety of quality academic programs
提供多元優質的學術課程
4. A loving and family-like international community
充滿愛的國際大家庭
5. An updated campus with quality facilities and equipment
擁有優質設備的校園環境。

2.4 Institutional Objectives

1. To develop a comprehensive plan that

目標一：發展一套完整的計畫

- A. evangelizes and disciples 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。

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。

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

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

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

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

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。

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

8. To maintain a campus environment that provides a shepherding and caring relationship among
目標八：維護良好校園環境使

- 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。

9. To create, maintain and implement a development plan that
目標九：制定、維持、執行發展計畫

- 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

Philosophy of Education And Institutional Purpose

3.1 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.

3.2 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.

3.3 Education Outcomes

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

1. Christian Character
2. Critical Thinking Skills
3. Communication Skills in English and Chinese speaking and writing
4. Creativity
5. Cooperation
6. Compassion
7. Competence in a Profession
8. Contribution to family, church and society

Organization Profile and Brief History

4.1 Organizational Profile

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

4.2 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 Tamsui River and the Goddess of Mercy mountain range.

Dr. Graham also founded the Free China Foundation of New Taipei City (FCFNTC); 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 (CCCC) since 1999. Also in 1999, Christ's College began to cooperate with CCCC 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.

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:

1. Planning is a continuous process.
 - A. Continuous in that it is ever on-going
 - B. A Process in that it involves a series of actions
2. Planning should produce change.
 - A. Merely to allow or react to inevitable change is unacceptable for a quality institution.
 - B. Strategic Planning should intentionally suggest and establish change.
3. Planning must involve individuals from all segments of the institution.

5.1 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.

1. Basic steps in planning

- A. Developing and initiating a strategic planning process
- B. Clarifying the institution's mission and mandates
- C. Assessing the present status of the organization's external and internal environments to identify Strengths, Weaknesses, Opportunities, and Threats (SWOT)
- D. 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.
- E. Setting goals and objectives
- F. Developing a systematic approach by which to achieve goals and objectives
 - 1) Why should we establish this goal or objectives?
 - 2) What must be done to achieve it?
 - 3) Where (at what level) will it be done?
 - 4) When will it be done (timetable)?
 - 5) How will it be done?
 - 6) Who is going to do it?
- G. Implementing the plan
- H. Monitoring the plan's implementation
- I. Evaluating the plan's effectiveness
- J. Incorporating the findings into future revisions of the strategic plan

2. Reasons for strategic planning

- K. It prepares an institution for change
- L. It assists in better decision-making
- M. It improves an institution's internal operation
- N. It helps an institution be proactive rather than reactive

3. Requirements for an effective strategic plan

- A. It must be based on the mission.
- B. It must be needed.
- C. It must consider real outcomes as it is described toward the organization's vision.
- D. It must be accurate.
 - 1) Factual
 - 2) Comprehensive
 - 3) Realistic
- E. It must be cost-effective
 - 1) Time

- 2) Effort
- 3) Finances

- F. It must include accountability
 - 1) Development of the plan
 - 2) Deployment of the plan

- G. It must involve adequate participation

4. Barriers to effective planning

- A. The difficulty involved in forecasting
 - 1) Economic conditions
 - 2) Government policies
 - 3) Rival institutions
- B. Inflexibility (institutional traditions)
- C. Cost

5.2 Planning Team

1. 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:

- A. Believers in and disciples of Jesus Christ
- B. In agreement with the mission statement of the institution
- C. Associated with the institution as
 - 1) Administrators
 - 2) Faculty members
 - 3) Board members
 - 4) Students
 - 5) Alumni
- D. Willing to spend time in creative and productive planning sessions

2. Selection Process

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

3. Team Organization

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

5.3 Planning Goals and Objectives

1. 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

2. Reasons to establish goals and objectives

- A. To encourage institutional unity
- B. To incline motivation
- C. To provide a sense of accomplishment
- D. To serve as a basis for control (management)

3. Guidelines for establishing goals and objectives

- A. Be moderate
 - 1) To avoid overloading personnel and creating poor morale
 - 2) To avoid depleting finances before completion
- B. Be specific
- C. Be visionary
- D. Be balanced
- E. Be realistic
- F. Be inclusive
 - 1) Get people involved in the planning process
 - 2) Get people involved in the achieving process
- G. Be informed
 - 1) Use intermediate performance reports

- 2) Praise and reinforce positive performance
- 3) Coach and correct negative performance

5.4 Planning Document

1. Areas to be included in the strategic plan

- A. Institutional Effectiveness
- B. Academic and Instructional Programs
- C. Student Development
- D. Administration
- E. Enrollment Management
- F. Finances
- G. Institutional Advancement
- H. Technology and Equipment
- I. Physical Plant
- J. Ministry

2. Items to be included in each strategic goal

- A. Goals (see definition in [5.3.1](#) above)
- B. Objectives (see definition in [5.3.1](#) above)
- C. Responsible PEOPLE
- D. Timeline (Each Year up to Five Years)
- E. Financial Projections (Income and Expenses – Each Year up to Five Years)
- F. Action Plans (these are action plans that will lead to achieving objectives and eventually goals).

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 Facebook. The constituents were:

1. Board Members
2. Administration
3. Faculty Members
4. Staff
5. Students
6. 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:

6.1 Strengths

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

- A. Christian
- B. Bilingual (Chinese/English)
- C. Residential
- D. Accredited (Taiwan and Internationally)
- E. Liberal Arts
- F. Faculty (Christian, committed, called, English speaking, loving)
- G. History
- H. International
- I. Location
- J. Campus

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

- A. We give students an opportunity to find salvation in Jesus Christ, a life-changing experience that lasts forever.
- B. We provide interaction between faculty and students.
- C. We teach.

- D. We bring spiritual life to all classes.
- E. We have a strong English program.
- F. The way that the dorm parents lead their children creates a family feeling.
- G. We minister to students, including care and outreach.
- H. We maintain a safe environment for students.
- I. We provide student fellowship.
- J. We have straightforward rules.

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

- A. God's love and calling.
- B. Access to Chinese and English speaking teachers.
- C. A board that has great concern for the college.
- D. Connections to key people in Taiwan.
- E. Alumni that support the college.
- F. Churches that support our missionary teachers and pray for the school.
- G. Christian and international students.
- H. Support from Christian organizations.
- I. Sister schools and opportunities for students to study abroad.
- J. 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. A Biblical foundation.
- B. The ability to shape student's character.
- C. Teachers who teach from a sense of God's calling, not just for a job.
- D. A 4-year residential campus in a good location.
- E. A Christian environment and education.
- F. A high percentage of English speaking teachers and staff.
- G. A focus on life and faith education.
- H. A Bilingual environment.
- I. Chapels and Bible classes.
- J. Prayer with and for students.

6.2 Weakness

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

- A. We have a small student body.
- B. We have a limited number of majors.
- C. We have limited financial resources.
- D. We have limited human resources.
- E. We have aging facilities and equipment.

- F. We admit students with too wide a range of abilities.
- G. We lack horizontal communication and coordination between different departments.
- H. We lack internal regulations and procedures for administrative and academic affairs.
- I. We are a smaller school in terms of size and resources, but have to meet the same MOE requirements.
- J. We do not do enough promotion, thus, not many people know about CCT and what majors CCT offers.

2. What areas need to be improved at Christ's College Taipei?

- A. Recruit more students and have higher entrance standards to prevent bad students from entering.
- B. Hire personnel to help with key areas such as finances, computers, church and alumni relations, international students, the Communication major, and the English major.
- C. Build up stronger relationships with alumni and churches.
- D. Improve the academic quality and the effectiveness of the ministry to students.
- E. Increase the difficulty of courses, especially CLA Core, and really teach bilingually.
- F. Develop an appropriate program and services for international students.
- G. 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.
- H. Improve the quality and variety of the food provided by the cafeteria.
- I. Improve the dorm environment.
- J. Do more to become a leader in the Taiwan Church both in terms of theology and quality of worship.

3. In what areas does Christ's College Taipei have fewer resources than other colleges?

- A. Fewer students which means less tuition.
- B. Fewer financial resources.
- C. Fewer teaching and research resources.
- D. Less ability to attract quality faculty and staff.
- E. Less ability to attract quality students.
- F. Older facilities like athletic facilities, student recreation center, and modern classrooms.
- G. Fewer student services like medical, extracurricular activities, counseling service, and career planning resources.
- H. 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.)

6.3 Opportunities

1. What opportunities exist in the market, or in the environment, from which Christ's College Taipei can benefit?

- A. The growing home school movement on the mainland.
- B. The Church in China's desire for Christian Education.
- C. The possibility of a strong honor's English program that could attract Taiwan students.

- D. English, Mandarin Chinese, and internationalization are in high demand in the global market.
- E. Employers are looking for people who know how to work as team members, how to get along with others, and how to think creatively.
- F. This generation has a strong need for young people of integrity and compassion.
- G. 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.
- H. International students are looking for Christian colleges.
- I. Christian parents in Taiwan are looking for Christian colleges.
- J. The MOE is promoting the idea that residential schools could be a way to solve the problems of the current educational system.

2. What trends could Christ's College Taipei take advantage of?

- A. We can implement online education.
- B. We can expand the internationalization of both our student body and faculty and staff.
- C. We can strengthen our English and Mandarin language training programs.
- D. We can set up a high school with a bridge to college education.
- E. We can address the moral decay among College Students at Government schools.
- F. We can capitalize on the need for moral education.
- G. We can provide integration of faith and learning.
- H. We can help our students acquire competence in languages, communications, creativity, cooperation, and interpersonal relationships.

3. How could Christ's College Taipei turn its strengths into opportunities?

- A. Do more of what we are doing.
- B. Get our name out on the mainland, in SE Asia and elsewhere.
- C. Market CCT through different media like Facebook, postcards to alumni, short videos, an attractive and truly bilingual website, and photos of campus.
- D. Continue to capitalize on the growing interest in learning English and Chinese.
- E. Do a really great job of welcoming and caring for international students.
- F. Create a special programs designed for international students such as a one semester CLCM or a 2+2 International Studies Major.

6.4 Threats

1. What factors are potential threats to Christ's College Taipei?

- A. The possibility that we will not be able to grow beyond where we are in terms of student numbers because of:
 - 1) The government of Taiwan closing its doors to international students or international countries closing the door to Taiwan.
 - 2) The low birthrate in Taiwan and decline in the number of high school graduates.

- 3) Competition from other schools that have more choices of majors and are implementing liberal arts education, bilingual education and specialized education.
- 4) The possibility that 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.
- 5) The possibility that due to limitations we are not able to get a good evaluation and eventually program funding from the Ministry of Education.

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

- A. 19 out of 21 respondents said “Yes”
- B. “I am positive about Christ's College Taipei because it is God's college.”
- C. “I think it is quietly getting the job done and has weathered some difficult times.”
- D. “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.”
- E. “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.”

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:

1. Recruited and Enrolled first students from Mainland China in 2011
2. Renovated a classroom to serve as an audio recording studio in 2011
3. Received 10 year reaffirmation from TRACS in 2011.
4. Registered as a religious college under the Ministry of Education in 2012
5. Renovated the audiovisual system in G103 in 2013.
6. Added a High-Performance Computer Classroom/Lab in 2013.
7. Upgraded classroom equipment (e desks, projectors, screens) in 2014.
8. Recruited international students from Korea, Japan, India, the Philippines, and Malaysia in 2014.
9. Completed a project to redesign the front gate and front wall of the college in 2015.
10. Renovated the Graham Building and added elevators in the Graham and Main buildings in 2016.
11. Received accredited status for Christian Liberal Arts Department and CLA Core Courses in 2016.
12. Held the first International Conference on Christian Education at CCT in 2016.
13. 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.

7.1 External Factors

1. 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.
2. 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."
3. Geo political concerns - Hong Kong protests, Student protests in Taiwan, Local elections, presidential election in 2016.
4. Economic concerns. Affordability, scholarships, recruitment of students from economically depressed areas.
5. 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.
6. 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.

7.2 Internal Factors

1. 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.
2. 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.

3. 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.
4. 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.
5. 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.
6. 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.
7. 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.
8. 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.

7.3 Conclusion

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 ninth freshmen class of students for the MOE Program in September 2020.
- 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 Year of Students	Projected 2020-2021	Projected 2021-2022	Projected 2022-2023	Projected 2023-2024	Projected 2024-2025
Freshmen	38	38	38	38	38
Sophomore	20	38	38	38	38
Junior	20	20	38	38	38
Senior	16	20	20	38	38
Total	94	116	134	152	152

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

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

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Revenues	19,740,000	24,360,000	28,140,000	31,920,000	31,920,000

ACTION PLANS

- A1. Continue to develop an effective operational plan (regulations and curriculum) that meets MOE requirements.
- B1. Develop and/or recruit faculty that meet MOE requirements.
- C1. Advertise and Recruit Students for Christian Liberal Arts Program.
- D1. Continue promote school and CLAD educational goals and competencies.

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. 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

Chair of the Christian Liberal Arts Department

Major Chairs

Directors

TIMELINE

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
A	08, 2020 ~	08, 2021~	08, 2022 ~	08, 2023 ~	08, 2024 ~
B	10, 2020	10, 2021	10, 2022	10, 2023	10, 2024

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

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
A	0	0	0	0	0
B	32	32	34	34	34

ACTION PLANS

- A1. Continue to implement the Assessment Plan and use the data from those assessments to improve the curricular and co-curricular aspects of the college.
- B1. Submit Annual Report to TRACS showing compliance with all TRACS standards

2. Academic and Instructional Programs

2.1 GOAL – Effective academic affairs

Highlight the characteristics of the Christian liberal arts education curriculum, strengthen teacher professional development, improve teacher teaching effectiveness, implement teaching innovation, promote outcome-based teaching and learning, and strengthen knowledge–action integration to boost students' competitiveness in terms of employability.

突顯基督教博雅教育課程特色、強化教師專業發展、提升教師教學成效、落實教學創新、學習成效導向教學、促進學用合一。

OBJECTIVES

- A. Highlight CCT uniqueness of Christian liberal arts education and promote the integration of faith and learning.
突顯基督教博雅教育課程特色，促進課程與信仰的結合。
- B. Strengthen the professional development of teachers and improve teaching effectiveness.
強化教師專業發展，提升教師教學成效。
- C. Implement teaching innovation, promote international cooperation, and enhance students' learning motivation.
創新學習模式，推動國際合作，提升學生學習動機
- D. Promote the integration of learning and application, improve students' employment and entrepreneurship prospects.
促進學用合一，提升學生就業與創業能力。
- E. Use CAIS (including academic affairs administration, courses selection management, courses arrangement, academic status management, graduation evaluation, transcript management, early alert and dropout prediction, academic advising mechanism, teaching record, and etc.) to effect academic administration and service.
更新教務資訊系統，提升教務行政效能

RESPONSIBLE PEOPLE

Dean of Academic Affairs

Chief Librarian

Registrar

Curriculum

Chair of CLA

Chair of CLAD

Majors

Faculty

TIMELINE

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
ACTION PLANS	A-E	A-E	A-E	A-E	A-E

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

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
A	1.8	1.8	1.8	1.8	1.8
B	17.2	17.2	17.2	17.2	17.2
C	31.7	31.7	31.7	31.7	31.7
D	11.7	11.7	11.7	11.7	11.7
E	19.4	19.4	19.4	19.4	19.4

ACTION PLANS

- A1. Promote CCT liberal arts core curriculum through media to illustrate the characteristics of our core courses and goal of developing 8 core competencies for students success.
透過媒體宣揚 CCT 博雅教育核心課程發展全人教育特色，及 8 項核心能力 (8 Competencies)。
- A2. Strengthen the professional competence and curriculum development for teachers of core courses, and plan to establish a new program of Christian teacher education.
強化核心課程師資專業能力與課程發展，研擬增設基督教師資培育課程。
- A3. The core curriculum center regularly presents the effect of integration of faith and learning.
核心課程中心定期呈現核心課程與信仰的結合成效。
- A4. Students' learning outcomes of 8 competencies are openly demonstrated at the end of each semester by core course center and three majors.
核心課程與主修每學期校內外公開展現學生 8C 核心能力學習成效。
- B1. Compile and print "Teacher's Handbook", which includes school profile, organization, teacher appointment, teacher assessment, salary, leave, educational administration policy, employee benefits and services, etc. The manual content is updated regularly every school year.
編印「教師手冊」，內容包含學校簡介、組織、教師聘任、教師考核評、薪資、差假、教務政策、員工福利與服務等項目，每學年定期更新手冊內容。
- B2. Hold a professional development seminar for teachers every semester, and promote teachers to participate with relevant conferences and seminars outside the school.
每學期舉辦教師專業發展研討會，同時推動教師參加校外相關研習機制。
- B3. Establish cooperation plans with foreign universities, provide students with the opportunity to study abroad as visiting students, and teachers' short-term study abroad in winter and summer vacations.
建立與國外大學合作計畫，提供學生以訪問學生身份至國外大學學習機會，鼓勵教師於寒暑假至國外大學研習與進修。
- B4. Reward teachers for excellent teaching.

獎勵教師優良教學。

- B5. Revise the teaching evaluation questionnaire, and implement "outcome-based" teaching and evaluation.
修正教師教學評量問卷，落實「成果導向」教學與評量。
- C1. Prepare online learning videos and manuals for students, such as "effective reading strategies ", "time management", "textbooks reading strategies", " listening note taking strategies ", "management of stress and anxiety", " strategies to improve reading efficiency and comprehension ".
編製線上學習影片和手冊，如「正確的讀書方法」、「時間管理」、「如何讀教科書」、「如何上課聽講和做筆記」、「壓力和焦慮心情的管理」、「提升閱讀效率與理解力的策略」等。
- C2. Build and update online teaching software, and add online teaching courses.
建置與更新線上教學軟體，增設線上教學課程。
- C3. Establish a peer learning model of "students teach students".
建立「學生教學生」的同儕學習模式。
- C4. Set up student study group to develop student self-learning ability.
成立學生讀書會，發展學生自主學習能力。
- C5. Put teacher's "Office Hour" into effect to assist students to solve their doubts concerning the coursework.
落實教師“Office Hour”，協助學生課業內容解惑。
- C6. Establish policy on international exchange students and visiting students to provide students with opportunities to study abroad.
建立國際交換學生與訪問學生實施計畫，提供學生出國學習機會。
- D1. The curriculum design emphasizes employability skills and enhances students 'practical experience in special topics practice and professional internship opportunities.
課程設計強調就業力技能，增進學生專題實作經驗與專業實習機會。
- D2. Establish a double track of enterprise tutors and intern tutors.
建立企業導師與實習導師雙軌並進。
- E1. Academic Information System (including subsystems: administration, course-selection, course-arranging, academic record management, graduate evaluation, transcript, early alert and dropout prediction, academic advising mechanism, teaching records, and etc.
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）。

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. Develop core courses and student activities that combine professional training and religious beliefs.
發展結合專業與信仰的核心課程與學生活動。
- 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.
持續強化 8C 目標與課程間的關聯性，以確保學生學習成效。
- D. In line with the policy of the Academic Affairs Office, with the goal of results-oriented, and regularly show the effectiveness of 8C in our core courses.
配合教務處政策，以成果導向為目標，並定期呈現核心課程在 8C 的成效。
- E. 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。
- F. Continue to focus on teacher professional development and promote the integration of curriculum and faith.
持續關注教師專業發展，促進課程與信仰的結合。

RESPONSIBLE PEOPLE

Dean of Academic Affairs

Director of Christian Liberal Arts Core Course Center

Major Chairs

Faculty

TIMELINE

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
ACTION PLANS	A-F	A-F	A-F	A-F	A-F

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

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
A	0.5	0.5	0.5	0.5	0.5
B	0.5	0.5	1	1	1
C	1	1	1	1	1
D	0.5	0.5	0.5	0.5	0.5
E	0.5	0.5	0.5	0.5	0.5
F	0.2	0.2	0.5	0.5	0.5

ACTION PLANS

- A1. Plan 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。

- A2. Make a CLACCC brochure.

製作基督教博雅核心課程中心手冊。

- B1. Based on Christian liberal arts education to cope with the trend and industry needs, continue to review and adjust courses.

以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。

- B2. 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。

- C1. Discuss the 8C Intension and Capacity Index at the 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.

於課程會議中討論 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。

- C2. Regularly proceed the test for “Basic Quality Assessment for Undergraduate Students”, to keep track of the changes for students over the four academic years.

定期施測「大學生基本素養線上測驗」，以掌握學生就學四年中的改變情況。

- C3. Assist teachers to write syllabus and curriculum evaluation to integrate faith, teaching objectives and 8Cs.

協助教師撰寫課程大綱和課程評量以整合信仰、教學目標與 8C 核心能力。

- D1. Encourage teachers to plan teaching in the direction of outcome basement in order to publicly demonstrate students' learning outcomes.

鼓勵教師以教務處推動之「成果導向」為方向規劃教學，並公開展現學生 8C 核心能力學習成效。

- E1. Join the Chinese Association for General Education, regular access to relevant journals and seminar information, and to share resources.

核心課程中心持續參加全國通識教育學會，定期取得相關期刊與研討會訊息，並且資源共享。

- F1. Provide information on seminars or lectures inside and outside the school to encourage teachers to continue to develop professional development and teaching effectiveness.

提供校內外研討會或講座資訊，鼓勵教師持續發展專業發展與教學成效。

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.

RESPONSIBLE PEOPLE

Dean of Academic Affairs

Director of Human Resources Administration

Chair of the Department of Christian Liberal Arts

Major Chairs

Faculty

TIMELINE

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Major Full-time Faculty	7	8	8	9	9

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

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Major Full-time Faculty Salaries	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000

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 English Major, Programs and Faculty

OBJECTIVES

- A. Equip students with more Biblical knowledge and strengthen their understanding of the centrality of Christian characters 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

Dean of Academic Affairs

English Major's Faculty (A-C)

TIMELINE

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
ACTION PLANS	A, B, C, E	A-E	A-E	A-E	A-E

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

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
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

- A1. Coordinate with the CLACCC Director to offer more English Bible classes;
- A2. Review CCT's mission and vision statements and values, the 8Cs and other important values in the EM chapel and Facebook EM fan page.
- A3. 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;
- A4. 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);

- A5. Hold mission week activity in December to raise the awareness to the global ministry.
- B1. Evaluate each EM Program with regard to the professional knowledge needed for the current job market and graduate programs;
- B2. 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.);
- B3. Encourage and assign students to participate in various professional workshops that has proved and recommended by the instructors.
- B4. Create a Certificate to be given to graduating seniors for each of the EM Programs;
- B5. 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).
- B6. Encourage students to participate competitions outside.
- C1. Invite speakers to share their teaching and learning experiences in small workshops for part-time and full-time teachers;
- C2. Encourage part-time and full-time teachers to attend national and international conferences and apply what they learn in their teaching.
- C3. Encourage teachers to design their courses to meet the requirement of CCT 8Cs.
- C4. Encourage teachers to design the courses to be outcome base teaching and learning, make their teaching be visible by presenting it in any form (e.g. presentation, project exhibition, etc.).
- D1. Develop and implement a simple mentoring plan for new teachers (part-time and full-time);
- D2. 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;
- D3. Develop a way to get more documents translated for native English speakers (teachers/students);
- D4. Put together a library of books that support of the topics of Christian Education and integration of faith and learning;
- D5. Continue seeking an EM administrative assistant to free teachers to have more time to develop their teaching skills and ministry with students.
- E1. Mail a cover letter and brochures to English-speaking and bilingual churches, high schools, and mission organizations in Taiwan;
- E2. 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。

RESPONSIBLE PEOPLE

Chair person of Communication Major : Julie Shen

Assistant : WeiWei Chen

Part time faculty : Paulin Tsai

Full time faculty : Michael Yang

TIMELINE

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
ACTION PLANS	A-G	A-G	A-G	A-G	A-G

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

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Total	4,150,000	4,250,000	4,500,000	4,750,000	5,000,000
A	200,000	200,000	200,000	200,000	200,000
B	600,000	700,000	700,000	700,000	700,000
C	1,000,000	600,000	600,000	600,000	600,000
D	20,000	20,000	20,000	20,000	20,000
E	250,000	600,000	600,000	600,000	600,000
F	20,000	20,000	20,000	20,000	20,000
G	20,000	20,000	20,000	20,000	20,000

ACTION PLANS

- A1. Beginning in the 108 academic year (now sophomore students), the programs are divided into journalism and video production, plus a new media marketing program (optional). However, only 19 new students were recruited in the 108 academic year, which did not meet the requirements for dividing programs. Therefore, the previous full-learning program were still maintained which also good for students career.

在 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(選修)。結果 108 學年度的新生只招到 19 位，不符合分組的人數條件，因此，仍然維持過去的全學習課程，對於學生就業仍是很好的。

- A2. Plan some small extension program, especially in new media. (It will be postpone because COVID 19)

籌辦小型推廣教育課程，特別是新媒體課程。(因疫情關係暫緩)

- B1. CKFF2020 Film Festival was also impacted by the virus, so we will have the film festival on the internet and TV program. Although we only have NT\$150,000~170,000 donation this year, it is enough to hold the festival on the internet with other supports. The nominated films will be first show on Golden TV from June 8th to 13rd, then have an audience voting activities on “Bonus Hunter” from 13rd to 19th. The winners will obtain the Dr. Graham’s Memorial Trophy and prize. We are also planning to have film troops in churches and summer following workshop. <http://ckff2020.com/>

CKFF 2020 全球基督教國際影展因應新冠疫情，學生競賽單元將以網路線上影展的方式進行。雖然只獲得 15~17 萬元的奉獻收入，但舉辦線上影展是足夠的。入圍作品將於 6/8~13 日在 MOD「靖天映畫」頻道的「國度影展」節目中「學生影展競賽片單元」做電視首播、6/14~19 日在「獎金獵人」平台上做線上播出。得獎作品除了可獲「賈嘉美紀念獎」獎座、獎金之外，另有機會在全省數間教會巡迴、及研習課程中播出。

- B2. Because the impact of Corona Virus, many mainland students could not return to school. CCNews publication was pushed to publish on the internet, which we have been planning for several years. Thanks God that we had created the CCNews 書院報導 official website last year, which allows us to change gear quickly. By applying this, students were able to writing news from their home, without any problem. We are also trying to do the marketing and advertisement on the internet base. <https://www.facebook.com/christscollegemagazine/>

因為新冠肺炎，有許多同學滯留大陸，無法返台，因此書院報導必須改成網路出版，好在我們已經為此策劃多年。感謝神，去年我們就已經把官網製作好，因此學期一開始能夠快速地全面改成網路新聞，讓陸生也能夠繼續寫作，並且運用網路新媒體去執行行銷和廣告。

- B3. 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。

- C1. Comm. Major plans to have 3 teachers, 2 assistants, one for administrative, and one for equipment.

* Comm. Major added one part time teacher, Pauline Tsai, she is helping 20 hours administrative work, especially for new media promotion for school. I arranged CCNEWS webs to her, so that we can build up a promotional structure for school.

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。

傳播主修從上學期開始增加一位兼任老師蔡培綾，她每周幫忙 20 個小時的行政，協助學校新媒體宣傳，我安排書院報導網路新聞她教，如此她可以串連學校的新媒體宣傳，我們計畫串聯起一個學校的宣傳網絡。<https://www.facebook.com/ChristCollegeTaipei/>

- C2. 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. (Already finished the designing, and is now processing)

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。(已完成設計，正在跑程序)

- D1. 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。

- D2. 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。

- E1. To improve the video and audio effect of studio, classrooms.

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。

- E2. 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。

- F1. To invite Christian media organizations to school, according to the cooperative model of "TaiHong." (Praying)

根據台鴻模式，陸續邀請基督教藝術及媒體機構進駐校園。(禱告中)

- F2. To cooperate with Christian media for practicum and other opportunities. Because virus, we postpone to host the Practicum Expo to keep the relationships between C.C. & Christian Media.

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。今年暫停舉辦實習博覽會。

- G3. 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

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

OBJECTIVES

- A. Professional classical music performers
音樂演奏人才
- B. Music educators with bilingual teaching abilities
雙語音樂教育人才
- C. Music administrators with international vision
國際化音樂行政人才
- D. Church musicians with strong Christian faith
教會音樂所需人才
- E. Digital music performance, arrangement, and production
數位音樂製作人才

TIMELINE

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
ACTION PLANS	A-E	A-E	A-E	A-E	A-E

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

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
A	17	17	17	17	17
B	0	0	0	0	0
C	0	0	0	0	0
D	0	0	0	0	0
E	10	10	10	10	10

ACTION PLANS

- A1. Continue hiring qualified faculty members to teach at CCT.
持續聘用優質教師。
- A2. Hold concerts and musical activities (students only or with faculty) at off-campus venues, such as concert halls, local high schools and churches.
製作舉辦學生/教師校外演出與相關音樂活動機會。
- A3. Attend or organize domestic and international competition, workshop, seminar, and symposium.

參與或舉辦國內及國際性比賽、工作坊、研討會與座談會。

- B1. Establish and strengthen career-technical program, i.e Piano Pedagogy and Method of Piano Accompaniment.
規劃與加強音樂教育相關課程，例如鋼琴教學法、鋼琴伴奏法。
- B2. Encourage and implement English or foreign language only courses, i.e. Music History and Diction.
鼓勵與實行全英語或第二外國語言授課課程，例如西洋音樂史、語韻學。
- C1. Establish career-technical/vocational program, i.e. Marketing Music.
規劃音樂行政相關課程，例如音樂行銷。
- C2. Arrange internship at local or abroad relative industries.
提供國內外相關機構實習機會。
- D1. Establish career-technical program, i.e. Contemporary Worship and Technology.
規劃敬拜讚美相關課程，例如科技與當代福音事工。
- D2. Continue building cooperative education system with domestic and aboard churches.
持續與海內外相關教會組織機構建立具有教育性質的合作關係。
- E1. Establish career-technical/vocational program, i.e. Multimedia sound effects and music.
規劃數位音樂相關課程，例如影視音效及應用音樂。
- E2. Hold concerts and musical activities (students only or with faculty) at off-campus venues, such as concert halls, local high schools and churches.
製作舉辦學生/教師校外演出與相關音樂活動機會。

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 2020.

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 2020-2021	Projected 2021-2022	Projected 2022-2023	Projected 2023-2024	Projected 2024-2025
Extension program Students	124	150	150	150	150
Extension Graduate Students	5	5	10	15	15
Total	129	155	160	165	165

FINANCIAL PROJECTION

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Revenues	36,004,000	45,100,000	40,700,000	41,250,000	41,250,000

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。
- 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

Dean of Academic Affairs

Chief Librarian

Librarian

TIMELINE

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
ACTION PLANS	A1-C1, C3-C4, D1, F1-H1	A2-C4, D1-H1	A1-C4, D1-H1	A2-H1	A1-H1

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

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
A1	2		2		2
A2	160	160	170	170	180
B1	55	55	55	55	55
B2	2	2	2	2	2
C1	5	5	5	5	5
C2		50	5	5	5
C3	2	2	2	2	2
C4	10	10	10	10	10
C5				50	5
D1	2	2	2	2	2
E1		50	50	50	50
F1	2	2	2	2	2
G1	1	1	1	1	1
H1	3	3	3	3	3

ACTION PLANS

- A1. 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。
- A2. Purchase learning and teaching resources that 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。
- B1. Continue to participate in various library associations to be able to share 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。
- B2. 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。
- C1. Renew 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。
- C2. Purchase Library e-resource management system to 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。
- C3. Use 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。

- C4. Upgrade the library automation system and expand its functions.

圖書館自動化系統升級及功能擴充。

- C5. 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。

- D1. 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。

- E1. 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。

- F1. Host library tour for freshmen, user education program and library week activities for all users to promote library service and the use of library-related resources.

舉辦新生導覽、讀者教育訓練與圖書館週等相關活動，使讀者了解圖書館服務，並推廣讀者使用圖書館資源。

- G1. 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。

- H1. We support and assist all teachers in their e-learning projects.

支援與協助教師實施數位學習相關課程。

2.6 GOAL – Information Technology

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.

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。

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

Chief Librarian

IT Staff of Library

TIMELINE

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
ACTION PLANS	A-E	A-E	A-E	A-E	A-E

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

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
A	1	1	1	1	1
B	90	90	90	90	90
C	10	10	10	10	10
D	40	40	40	40	40
E	59	59	59	59	59

ACTION PLANS

- A1. 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。
- B1. Improve our information security (include the firewall, Intrusion prevention system (IPS), and load balance) and Internet traffic management. With the information security practice all faculty and staff can enhance the information security concept.
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，辦理資訊安全實務演練，提升教職員資訊安全素養。
- C1. 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。
- D1. Manage online video equipment in classroom for long distance learning including developing teaching material and purchase camera equipment and software.
維護網路直播視訊設備提供並協助教師發展同步遠距教學，包括協助視訊設備操作使用及購買相關軟硬體。
- E1. 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

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
ACTION PLANS	A,B	A,B	A-C	A-C	A-D

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

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
ACTION PLANS	0.5	0.5	0.5	0.5	0.5

ACTION PLANS

- A1. Survey the way Conduct Grades are calculated at other colleges and universities in Taiwan, both private and public.
- B1. Change the way we calculate our Conduct Grades that are included on our transcripts to be consistent with the majority of schools surveyed.

- C1. 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.)
- D1. Review the Code of Conduct with students at the beginning of each semester.

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

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
ACTION PLANS	A-D	B-D	B-D	B-D	B-D

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

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
ACTION PLANS	0.5	0.5	0.5	0.5	0.5

ACTION PLANS

- A1. 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.
- B1. Review the differentiated student management system with the students each year.
- C1. Collect data on each student as to how well they are learning to manage themselves to live in a way that honors God.
- D1. Give students feedback at least once a semester as to how they are doing.

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

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
ACTION PLANS	A-F	A-F	A-F	A-F	A-F

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

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
A	1	1	1	1	1
F	1	1	1	1	1

ACTION PLANS

- A1. Hold seminars on improving daily habits for objectives A-F.
- B1. Give student's merits and/or honorary campus leave for having good sleeping habits.
- C1. Give student's merits and/or honorary campus leave for having good eating habits.
- D1. Give students merits and/or honorary campus leave for having good exercising habits.
- E1. Give student's merits and/or honorary campus leave for studying between 8-9 AM
- F1. Give students regular feedback on how they are doing.

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

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
ACTION PLANS	A-D	A-D	A-D	A-D	A-D

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

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
B	5	5	5	5	5
C	5	5	5	5	5

ACTION PLANS

- A1. Incorporate a service component into the Graduation Requirements for CLA degrees.
- B1. Plan and lead service opportunities for students on campus and off campus.
- C1. Have students design and implement their own service project as part of course work (i.e. as part of Challenge Based Learning).
- D1. Divide into many groups to enhance student's ability of cooperation and communication.

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

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
ACTION PLANS	B-C	B-C	B-C	A-C	A-C

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

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
C	5	5	5	5	5

ACTION PLANS

- A1. Consolidate student associations and clubs to reach critical mass for student led activities.
- B1. Provide training and support to student associations and clubs to plan and hold activities.
- C1. 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

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
ACTION PLANS	A-C	A-C	A-C	A-C	A-C

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

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
A	4	5	6	6	6
B	3	4	5	5	5

ACTION PLANS

- A1. Lead students into the community on civil and social service projects.
- B1. Take students on field trips to companies and organizations.
- C1. 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

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
ACTION PLANS	A-B	A-B	A-B	A-B	A-B

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

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
B	6	6	4	4	4

ACTION PLANS

- A1. Search and recruit medical service volunteers.
- B1. Survey students' needs and opinions.
- C1. Do an annual evaluation.
- D1. 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

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
ACTION PLANS	A-C	A-C	A-C	A-C	A-C

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

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
C	20	20	20	20	20

ACTION PLANS

- A1. To recruit 1-2 Christian psychiatrists.
- A2. To pass CCT Special Education laws and regulations.
- B1. To renovate the campus facilities.
- B2. To install the resources room and the required facilities
- C1. To install the IT facilities.
- C2. To invite a consultant group.

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

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Total Number of Staff	21	22	23	24	24

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
ACTION PLANS	ABCD	ABCD	ABCD	ABCD	ABCD

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

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Expenses: Staff Salaries	13,000,000	13,650,000	14,300,000	14,950,000	15,600,000

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
A	0	0	0	0	0
B	0	0	0	0	0
C	5	5	6	6	7
D	1	1	2	2	2

ACTION PLANS

- A1. Evaluate Job Duties and amend job descriptions.
- B1. Make sure that all administrative and support staff have up-to-date job descriptions and that they are used in annual evaluation.
- C1. Provide training for administrative and support staff to address weaknesses identified in evaluation process.
- D1. Collect Position Rationale and Job Descriptions from offices requesting additional staff
- D2. Hire qualified staff to fill vacancies as they become available.

4.2 GOAL – 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

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
ACTION PLANS	A1-2、B1-2	A1-2、B1-2	A1-2、B1-2	A1-2、B1-2	A1-2、B1-2

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

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
A1-2	0.5	0.5	0.5	0.5	0.5
B1-2	3	3	4	4	4

ACTION PLANS

- A1. Revise the job descriptions.
- A2. Revise the annual evaluation forms
- B1. Accomplish the motivation guidelines.
- B2. Provide the courses for improving the working skills

5. Enrollment Management

5.1 GOAL – Student Recruitment (Revised by PAO & Approved by PO 2020.05)

Meet the annual goals outlined in the Christ's College Taipei Recruitment Plan by developing the relations with related stakeholders and recruiting students who accept or are friendly to Christian Faith, are academically qualified, have a diversity of talents, are highly motivated, and are eager to immerse in Christian Liberal Arts Education at a Loving/Familywise Community of Christ's College Taipei.

OBJECTIVES

- A. Involve in the related recruitment activities to increase the total number of students at Christ's College Taipei.
- B. Improve & eliminate the problems that are associated with low enrollment & retention rate.
- C. Develop the relations with related stakeholders for recruitment.
- D. Offer the necessary services to the related stakeholders for recruitment.
- E. Build up the strategic doing, projects & cooperation with/for the related stakeholders.

RESPONSIBLE PEOPLE

Director & Staff of Public Affairs

Chairs, Faculty & Staff of CLAD and each Major

Possible Task Force/Mission Team for Recruitment

Chaplain Office

TIMELINE

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Recruitment Goals	90	105	120	135	150

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

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Advertising Expenses	20	25	30	35	40

ACTION PLANS

About the Recruitment Activities to Help with Enrollment

- A1. Participate Taiwan University Union Expo Annually to promote school & recruit students.

- A2. Participate TW University Expo in High School Campus Annually to promote school & recruit students.
- A3. Participate Overseas Related University Expo to promote school & recruit int'l students (Asia).
- A4. Participate Overseas Related Seminar & conference (Education, Mission Work, Ministries...) for a booth or topic sharing to promote school & recruit int'l students.

About to Help with Low Enrollment & Retention Rate Issues

- B1. Feed back the acquisition & documentary of MOE annual Admission Review Meeting to help with school recruitment improvement based on national & int'l national analysis with guidance from MOE.
- B2. Keep feeding back the comments, reminding and suggestions to the school (in related meetings or to related offices) from our official & internal observation or the opinions & comments from our students, parents or any related stakeholders and outsiders to help school to deal & reduce the issues of Low Enrollment & Retention Rate.
- B3. Help to improve the dissatisfaction & raise the satisfaction by helping to deal with student issues, to offer the better service to student & parents' need.
- B4. Actively help to deal/prevent the issues of Enrollment or Retention Impact while it happens or could be detected or predicted. (Always help to talk with students & parents while they intend to suspend)

Related Stakeholder Relations Development

- C1. Keep doing the related stakeholder categories analysis for the recruitment development.

The emphases will be:

- **School-wise Related Communities** - Students & Parents, Faculty & Staff, the Board of Directors, PCA/MTW, Alumni, Donors, Referrers over the years...
 - **Christian-wise Communities** - Churches, Evangelical Organizations, Mission & Ministries Org., Ministers, Christian, Christian Younger Generation and their Parents...
 - **Education-wise Communities** – K~12, specially High Schools, Christian Education Schools/ Institutes, Christian Teachers, Other Overseas Christian Universities...
- C2. Participate or hold the related meetings/conferences/seminars for the stakeholders to build the Relations and to obtain the opportunities for promoting the school and sharing the recruitment.
 - C3. Make good use and help the development of the Resources of School Website, Recruitment Brochures/DM/Posters, Public Information, E-mail, Printed Matters, CC Life or other related Magazine, Audio/Video/Film, Strategic FB/IG, School Publications and/or other Digital Platform...And outreach by proper marketing & advertisement.

Necessary Services to the Related Stakeholders

- D1. Offer the necessary services to the related stakeholders for help with the recruitment based on our related stakeholder categories.

Strategic Doing, Projects & Cooperation with/for the Related Stakeholders

- E1. Build up the strategic doing, projects & cooperation with/for the related stakeholders.

- E2. Help to build Alumni Care, Services, Fellowship & Associations.
- E3. Build the Doing, Projects & Cooperation with School-wise Related Communities (Students & Parents, Faculty & Staff, the Board of Directors, PCA/MTW, Alumni, Donors, Referrers over the years...), Christian-wise Communities (Churches, Evangelical Organizations, Mission & Ministries Org., Ministers, Christian, Christian Younger Generation and their Parents...), and Education-wise Communities (K~12 & specially High Schools, Christian Education Schools/Institutes, Christian Teachers, Other Overseas Christian Universities...).
- E4. The Doing, Projects & Cooperation as the Strategic Alliance Academically with High Schools or lower grade schools. (by CLAD & Each Major).
- E5. The Strategic Doing, Projects & Cooperation with High Schools or lower grade schools. (by PAO).
- E6. More Development on International Interaction & Cooperation with Int'l Christian Education School for obtaining the students, and on helping CCT internationalization/globalization based on these Int'l Interactions & our students overseas further study as the attractive strength for recruitment based on these Int'l Cooperation.
- ★ Develop the Designing & Planning of School Systemic General Mobilized Movement for Recruitment. (Waiting for the further approval, permission & instructions)

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

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Dean of Academic Affairs	1	1	1	1	1
Dean of SAMO	1	1	1	1	1
Class Advisors	7	7	7	7	7

TIMELINE

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
ACTION PLANS	A-N	A-N	A-N	A-N	A-N

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

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
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. Finances

6.1 GOAL – Gift Income (Revised by PAO & Approved by PO 2020.05)

Meet the annual goals outlined in the Christ's College Taipei Fundraising Plan for balancing the shortage of working capital, helping the actions without sufficient budget, and meeting the need of development.

OBJECTIVES

- A. Balance the shortage of annual working capital to allow the school to maintain normal operation and achieve annual positive financial outcome (surplus); specially, in the low student enrollment years.
- B. Raise funds to meet the capital shortage and help action plans without sufficient budget based on each office.
- C. Generate & raise funds to meet the needs of the special and strategic developing plans and projects based on the school.
- D. Raise funds for scholarships & financial aids to help the student enrollment, retention rate & outstanding development.
- E. Develop the relations with related stakeholders for fundraising.
- F. Offer the necessary services to the related stakeholders for fundraising.
- G. Build up the strategic doing, projects & cooperation with/for the related stakeholders.

RESPONSIBLE PEOPLE

President Office & the Board of Directors

Director & Staff of Public Affairs

Each Office

TIMELINE

Fundraising Goals	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
(units of 10,000 NTD)	1,000	1,250	1,500	1,750	2,000

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

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Donation Expenses	8	11	14	17	20

ACTION PLANS

Balance the Shortage of Annual Working Capital to Achieve Annual Positive Financial Outcome (Surplus)

- A1. **Directions:** According to the school development master plan, recruitment forecast & financial office calculation, the **sufficient annual working capital budget** of the school will be based on **600 students** in the school. In the low student enrollment years **under 400 students** in the school, school will certainly suffer the difficulty to maintain normal operation from insufficient working capital. To balance the shortage of annual working capital by fundraising to allow the school to maintain normal operation and achieve annual positive financial outcome (surplus) will be the important method for survival.
- A2. Identify the fundraising annual goal for working capital shortage balance based on the school development master plan, recruitment forecast & financial office calculation.
- A3. Update the data of fundraising for annual working capital shortage balance into the Annual Fundraising Categories & Donation Sheet.
- A4. Make the annual working capital shortage balance fundraising as the public information to the donors & related stakeholders by e-mail, printed matters, fundraising mailing letters, school publications and/or other digital platform.

Each Office Helps to Raise Fund to Meet the Capital Shortage & Support the Action Plans without Sufficient Budget

- B1. Each office shall identify its related official stakeholders for raising the funds & resources.
- B2. Each office shall reach the contribution to help annual working capital shortage balance fundraising among these low enrollment years with insufficient students.
- B3. Each office shall reach the contribution to help fundraising for the action plans without sufficient budget.

Generate & Raise Funds to Meet the Needs of the Special and Strategic Developing Plans and Projects based on the School

- C1. Help to generate and raise funds to meet the needs of the special & strategic developing plan based on the school.
- C2. Help to generate and raise funds to meet the needs of the projects based on the school.
- C3. Update the data of school special & strategic development plan & project fundraising into the Fundraising Categories & Donation Sheet.
- C4. Make the school special & strategic development plan & project fundraising as the public information to the donors & related stakeholders by e-mail, printed matters, fundraising mailing letters, school publications and/or other digital platform.

Raise funds for Student Scholarships & Financial Aids

- D1. **Directions:** To raise the student enrollment & retention rate is a key and direct factor to help with school growth, development & finance. To generate & raise funds of recruitment scholarships/financial aids, outstanding scholarships/financial aids and financial aids for the students in needs & difficulties will

be an effective strategy to help to grow the student enrollment, retention rate and even the student outstanding development.

- D2. Help to generate the items/categories of the recruitment scholarships/financial aids, outstanding scholarships/financial aids and financial aids for the students in needs & difficulties.
- D3. Help to generate the scholarships & financial aids for the intended or potential donors.
- D4. Update the data of the items/categories of the recruitment scholarships/financial aids, outstanding scholarships/financial aids and financial aids for the students in needs & difficulties into the Fundraising Categories & Donation Sheet.
- D5. Make the items/categories of the recruitment scholarships/financial aids, outstanding scholarships/financial aids and financial aids for the students in needs & difficulties as the public information to the donors & related stakeholders by e-mail, printed matters, fundraising mailing letters, school publications and/or other digital platform.
- D6. Help to raise funds for all scholarships & financial aids with all related stakeholders & donors.

Related Stakeholder & Donor Relations Development

- E1. Keep doing the related stakeholder categories analysis for the fundraising development.

The emphases will be:

- **School-wise Related Communities** - Students & Parents, Faculty & Staff, the Board of Directors, PCA/MTW, Suppliers, Contractors, Alumni, Donors, Referrers over the years...
 - **Christian-wise Communities** - Churches, Evangelical Organizations, Mission & Ministries Org., Ministers, Christian, Christian Businessman...
 - **Social-wise Communities** – Related Government Bureau, Civil/Social/Enterprise Group Foundation & Association...
- E2. Participate or hold the related meetings/conferences/seminars for the stakeholders to build the Relations and to obtain the opportunities for promoting the school and sharing the needs.
 - E3. Make good use and help the development of the Resources of School Website, Development & Fundraising Brochures/DM/Posters, CC Life or other School Magazine, Audio/Video/Film, Strategic FB/IG... And outreach by proper marketing & advertisement.

Necessary Services to the Related Stakeholders

- F1. Offer the necessary services to the related stakeholders for help with the fundraising based on our related stakeholder categories.

Strategic Doing, Projects & Cooperation with/for the Related Stakeholders

- G1. Build up the strategic doing, projects & cooperation with/for the related stakeholders.
- G2. Help to build Alumni Care, Services, Fellowship & Associations.
- G3. Build the Doing, Projects & Cooperation with **School-wise Related Communities** (Students & Parents, Faculty & Staff, the Board of Directors, PCA/MTW, Suppliers, Contractors, Alumni, Donors, Referrers...), **Christian-wise Communities** (Churches, Evangelical Organizations, Mission & Ministries Org., Ministers, Christian,

Christian Businessman...), **Social-wise Communities** (Related Government Bureau, Civil/Social/Enterprise Group Foundation & Association...)

- ★ Develop the Designing & Planning of School Systemic General Mobilized Movement for Fundraising. (Waiting for the further approval, permission & instructions)

- ★ Expect to move School Systemic General Mobilized Movement for fundraising on more sufficient annual working capital fundraising and school special/strategic development plans & projects. For flexible, better, effective operation among insufficient student years by Mobilized Annual Fundraising for **More Sufficient Working Capital: NTD 30 Mil. (USD 1 Mil.):**
 - the Board of Directors: NTD 10 Mil. (USD 0.34 Mil.)
 - Public Affairs Office & President Office: NTD 10 Mil. (USD 0.34 Mil.)
 - All Offices: NTD 10 Mil. (USD 0.34 Mil.), NTD 1 Mil. (USD 34,000) by each officeFor meet the school strategic long-term significant development plan by generate & raise the funds for the capital campaign. (Waiting for the further approval, permission & instructions)

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 Public Affair Office

Director of Finance Office

TIMELINE

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
A	08, 2020 ~	~	~	~	~07, 2025
B	08, 2020 ~	~	~	~	~07, 2025
C	08, 2020 ~	~	~	~	~07, 2025
D	08, 2020 ~	~	~	~	~07, 2025
E	08, 2020 ~	~	~	~	~07, 2025

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

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
A	(120)	150	55	45	10
B	1000	1200	1200	1500	1500
C	--	--	--	--	--
D	--	--	--	--	--
E	5	5	7	7	8

ACTION PLANS

- A1. Increase income through increased student recruitment.
- B1. Increase income through increased fundraising activities.

- C1. Continue to control expenses.
- D1. Keep higher student retention rates.
- E1. Build up closer relationships with alumni, parents, pastors and other friends of Christ's College Taipei.

7. Institutional Advancement

7.1 GOAL – Public Relations (Revised by PAO & Approved by PO 2020.05)

Meet the public relations, services & strategic cooperation development with/for the stakeholders accorded with school development master plan, specially focusing to promote the environment understanding & recognition for the vision, mission & development of Christ's College Taipei.

OBJECTIVES

- A. Keep doing the related stakeholder category analysis.
- B. Promote the environmental understanding & recognition for the vision, mission & development of Christ's College Taipei effectively, and enhance the College's stature and recognition of its special strengths and distinctive character among critical constituencies/stakeholders.
- C. Develop the relations with related stakeholders for recruitment.
- D. Offer the necessary services to the related stakeholders for recruitment.
- E. Build up the strategic doing, projects & cooperation with/for the related stakeholders to help with school development.

RESPONSIBLE PEOPLE

President Office

Director & Staff of Public Affairs

Director & Staff of Human Resources and Administration

Chairs, Faculty & Staff of CLAD and each Major

Chaplain Office

Other Offices

TIMELINE

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
ACTION PLANS	A-E	A-E	A-E	A-E	A-E

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

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Advertising Expenses	0	5	10	15	20

ACTION PLANS

Related Stakeholder Category Analysis:

A1. Keep doing the related stakeholder category analysis.

The emphases will be:

- **School-wise Related Communities** - Students & Parents, Faculty & Staff, the Board of Directors, PCA/MTW, Suppliers, Contractors, Alumni, Donors, Referrers over the years...
- **Christian-wise Communities** - Churches, Evangelical Organizations, Mission & Ministries Org., Ministers, Christian, Christian Businessman, Christian Younger Generation and their Parents... ..
- **Social-wise Communities** – Related Government Bureau, Civil/Social/Enterprise Group Foundation & Association...
- **Education-wise Communities** – K~12 & specially High Schools, Christian Education Schools/Institutes, Christian Teachers, Other Overseas Christian Universities...

Promote the environmental understanding & recognition for the vision, mission & development of Christ's College Taipei effectively, and enhance the College's stature and recognition of its special strengths and distinctive character among critical constituencies/stakeholders.

- B1. Develop & grasp clear School Vision, Mission Statement, Spirit, Core Values & Development Plan based on the Biblical Truth, Christian Faith and the purpose of Christian Liberal Arts Higher Education.
- B2. Update, apply & highlight it onto all related interfaces such as School Website, all Brochures/DM/Posters, Public Information, E-mail, Printed Matters, CC Life or other related Magazine, Audio/Video/Film, Strategic FB/IG, School Publications and/or other Digital Platform...And outreach by proper marketing & advertisement.
- B3. Assure our life, personality, character, doing & all plans are consistent, accordant & conformed with School Vision, Mission Statement, Spirit, Core Values & Development Plan based on the Biblical Truth, Christian Faith and the purpose of Christian Liberal Arts Higher Education.
- B4. Make it be obviously seen & felt by all our stakeholders.

Related Stakeholder Relations Development

- C1. Develop the Stakeholder Public Relations based on the category emphases on **School-wise Related Communities** (Students & Parents, Faculty & Staff, the Board of Directors, PCA/MTW, Suppliers, Contractors, Alumni, Donors, Referrers over the years...), **Christian-wise Communities** (Churches, Evangelical Organizations, Mission & Ministries Org., Ministers, Christian, Christian Businessman, Christian Younger Generation and their Parents...), and **Social-wise Communities** (Related Government Bureau, Civil/Social/Enterprise Group Foundation & Association...), and **Education-wise Communities** (K~12 & specially High Schools, Christian Education Schools/Institutes, Christian Teachers, Other Overseas Christian Universities...).
- C2. Participate or hold the related meetings/conferences/seminars for the stakeholders to build the Relations and to obtain the opportunities for promoting the school and sharing the needs.

Necessary Services to the Related Stakeholders

D1. Offer the necessary services to the related stakeholders based on our related stakeholder categories.

Strategic Doing, Projects & Cooperation with/for the Related Stakeholders

E1. Build up the strategic doing, projects & cooperation with/for the related stakeholders.

E2. Help to build Alumni Care, Services, Fellowship & Associations.

E3. Build the Doing, Projects & Cooperation with **School-wise Related Communities** (Students & Parents, Faculty & Staff, the Board of Directors, PCA/MTW, Suppliers, Contractors, Alumni, Donors, Referrers over the years...), **Christian-wise Communities** (Churches, Evangelical Organizations, Mission & Ministries Org., Ministers, Christian, Christian Businessman, Christian Younger Generation and their Parents...), and **Social-wise Communities** (Related Government Bureau, Civil/Social/Enterprise Group Foundation & Association...), and **Education-wise Communities** (K~12 & specially High Schools, Christian Education Schools/Institutes, Christian Teachers, Other Overseas Christian Universities...).

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 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

Chaplain

Dean of Academic Affairs

Director of Public Affairs

Major Chairs

TIMELINE

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
A	08, 2021~	~	~	~	~07, 2025
B	08, 2021~	~	~	~	~07, 2025
C	08, 2021~	~	~	~	~07, 2025
D	08, 2021~	~	~	~	~07, 2025
E	08, 2021~	~	~	~	~07, 2025
F	08, 2021~	~	~	~	~07, 2025

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

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
A	2	2	3	3	3
B	5	5	5	5	5
C	3	3	3	3	3

D	~	~	~	~	~
E	~	~	~	~	~
F	~	~	~	~	~

ACTION PLANS

- A1. Set up 2+2 cooperative undergraduate programs with CCCU member schools.
- B1. Establish strategic partnerships with Christian sister universities abroad.
- C1. Encourage faculty to attend conferences and symposium sponsored by TaiCUCA, CCCU and IAPCHE.
- D1. Encourage full time faculty to publish academic papers to be presented at these conferences.
- E1. Invite scholars from TaiCUCA, CCCU, and IAPCHE member schools to visit Christ's College Taipei.
- F1. 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.

編列更新和改善現舊有設施。

OBJECTIVES

- A. Develop an appropriate renovation plan for each building based on the need, the government code, and the future development.
根據需求、政府編列和未來發展,為每個建築制定適當的更新計劃。
- B. Support academic excellence and student engagement by upgrading the teaching facilities.
透過提升教學設施,支援完整的學術及學生參與活動。
- C. Upgrade the equipment as needed in the existing buildings.
根據需求提升現有建築設備。
- D. Find a place to store important files, documents, and historical papers.
尋求儲存重要資料、文件和歷史檔案的地方。

RESPONSIBLE PEOPLE

Dean of General Affairs

Dean of Academic Affairs

Dean of Student Affairs and Ministries

Director of Human Resources

TIMELINE

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
A	04, 2020	04, 2021	04, 2022		
B	10, 2020	06, 2021	06, 2022		
C	08, 2020	09, 2021	09, 2022		
D	08, 2020	08, 2021	08, 2022,	08, 2023	08, 2024
E	08, 2020	08, 2021	08, 2022	08, 2023	08, 2024
F	08, 2020	08, 2021	08, 2022	08, 2023	08, 2024
G	06, 2020	06, 2021	06, 2022	06, 2023	06, 2024

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

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
A	40*	40	40		
B	1700**	300**	300**		
C	400*	400*	200*		
D	200*	150*	150*	150*	50*
E	60	60	50	50	50
F	200*	200*	150*	150*	100
G	25	20	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).

ACTION PLANS

- A1. The principal's dormitory will cost about 400,000 to renovate from April 2020.
校長宿舍於 2020 年四月起修繕費用約 40 萬。
- A2. The principal's dormitory will cost about 400,000 to renovate from April 2021.
校長宿舍於 2021 年四月起修繕費用約 40 萬。
- A3. The principal's dormitory will cost about 400,000 to renovate from April 2022.
校長宿舍於 2021 年四月起修繕費用約 40 萬。
- B1. Convert the bedrooms in the Mary Cannon Morris Hall into the suites. The requirements are \$20 million.
將莫麗思宿舍改造成套房宿舍，所需經費約為 2000 萬。
- B2. The second phase of the Mary Cannon Morris Hall into the suites. dormitory project will be an additional 3 million.
莫麗思宿舍二期工程追加 300 萬。
- B3. The second phase of the Morris dormitory project will be added to an additional 3 million.
莫麗思宿舍二期工程再追加 300 萬。
- C1. Renovate the Administration building and the library in order to provide modern offices for the stakeholders on campus.
更新行政大樓及圖書館，為校內提供有利於相關之現代化的辦公室。
- C2. The administrative building and library will be updated to include an additional \$2 million in related modern office facilities.
更新行政大樓及圖書館，另增加相關現代化辦公設施為 200 萬元。
- C3. Renovation of the administrative building and library, adding \$1 million to other related office facilities
更新行政大樓及圖書館，增加其他相關辦公設施為 100 萬元
- D1. Renovate the facilities in the Billy and Ruth Hall in order to improve the living condition for the boarders.
更新貝麗、路德宿舍之設備，以改善借宿者的生活條件。
- D2. Renovate the facilities in the Billy and Ruth Hall in order to \$1.5 million for the improvement of equipment supplements.

更新貝麗、路德宿舍之設備,為改善設備增編經費 150 萬元。

- D3. Renovate the facilities in the Billy and Ruth Hall in order to \$1.5 million for the improvement of equipment supplements.

更新貝麗、路德宿舍之設備,為改善設備增編經費 150 萬元。

- D4. Renovate the facilities in the Billy and Ruth Hall in order to \$1.5 million for the improvement of equipment supplements.

更新貝麗、路德宿舍之設備,為改善設備增編經費 150 萬元。

- D5. Renovate the facilities in the Billy and Ruth Hall in order to an additional cost of 500,000 NTD was made to improve the equipment.

更新貝麗、路德宿舍之設備,為改善設備增編經費 50 萬元。

- E1. Repair the faculty housings/dorms as needed.

根據需求修繕教職員工宿舍。

- E2. Repair the faculty housings/dorms as needed cost of 600,000NTD.

根據需求編列需經費 60 萬修繕教職員工宿舍。

- E3. Repair the faculty housings/dorms as needed 500,000 more repairs each year.

根據需求需逐年再編 50 萬修繕教職員工宿舍。

- E4. Repair the faculty housings/dorms as needed 500,000 more repairs each year

根據需求需逐年再編 50 萬修繕教職員工宿舍。

- E5. Repair the faculty housings/dorms as needed 500,000 more repairs each year

根據需求需逐年再編 50 萬修繕教職員工宿舍。

- F1. Renovate the Sophie Graham Hall for rent in the future.

更新賈嘉美紀念館之未來出租。

- F2. Renovate the Sophie Graham Hall for rent equipment costs \$1.5 million in the future.

更新賈嘉美紀念館之未來出租設備費 150 萬。

- F3. Renovate the Sophie Graham Hall for rent equipment costs \$1.5 million each year in the future.

更新賈嘉美紀念館之未來出租逐年設備費 150 萬。

- F4. Renovate the Sophie Graham Hall for rent equipment costs \$1.5 million each year in the future.

更新賈嘉美紀念館之未來出租逐年設備費 150 萬。

- F5. Renovate the Sophie Graham Hall for rent equipment costs \$1 million each year in the future.

更新賈嘉美紀念館之未來出租逐年設備費 100 萬。

- G1. Design and renovate a room to store and retrieve files, documents and historical papers efficiently and conveniently.

設計和更新一些房間以提高有效方便儲存檔案、資料檔和歷史檔。

- G2. Design and renovate a room to store and retrieve files, documents and historical papers efficiently and conveniently needs requirements of \$200,000.

設計和更新一些房間以提高有效方便儲存檔案、資料檔和歷史檔所需經費 20 萬。

- G3. Design and renovate a room to store and retrieve files, documents and historical papers efficiently and conveniently needs requirements of \$200,000.

設計和更新一些房間以提高有效方便儲存檔案、資料檔和歷史檔所需經費 20 萬。

G4. Design and renovate a room to store and retrieve files, documents and historical papers efficiently and conveniently needs requirements of \$200,000.

設計和更新一些房間以提高有效方便儲存檔案、資料檔和歷史檔所需經費 20 萬。

G5. Design and renovate a room to store and retrieve files, documents and historical papers efficiently and conveniently needs requirements of \$200,000.

設計和更新一些房間以提高有效方便儲存檔案、資料檔和歷史檔所需經費 20 萬。

8.2 GOAL – Campus Environment

Promote a clean, safe and accessible campus environment.

促進清潔、安全和無障礙的校園環境

OBJECTIVES

- A. Maintain a clean, natural, and beautiful campus environment.
維護乾淨、自然和美麗的校園環境。
- B. Provide a safe and secure campus for students to have a better educational environment.
為學生提供一個安全可靠的校園,提供更好的教育環境。
- C. Set up a security system to ensure campus safety.
建立安全系統,確保校園安全。
- D. Design and construct the sewer system on campus to carry off sewage from all buildings to a public waterway for disposal.
設計和建立校園內的污水系統,將污水從所有建築物轉移到公共水道進行處理。

RESPONSIBLE PEOPLE

Dean of General Affairs

Dean of Student Affairs and Ministries

TIMELINE

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
A	09, 2020		09, 2023		09, 2024
B	08, 2020	07, 2021	07, 2022	07, 2023	07, 2025
C	06, 2020	06, 2022	06, 2023	06, 2024	06, 2025
D	09, 2020		09,2022		09,2024
E	09, 2020			09, 2023	
F	12, 2020	12, 2021			

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

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
A	10		10		10
B	1	1	1	1	1
C	5	5	5	5	5
D	15*		15*		15*

E	40*			40*	
F	500*	500*			

* The budgets are expected from the CC special fund.

ACTION PLANS

- A1. Review the current campus master plan based on the need for future development and the campus environment survey.

根據未來發展的需求和校園環境調查,回顧目前的校園整體規劃。

- A2. An additional \$100,000 will be made available for the overall campus plan in 2022, the need for future development and the campus environment survey.

根據未來發展的需求和校園環境調查,於 2022 年再編列 10 萬為校園整體規劃。

- B1. Organize and train the workers to maintain a clean, comfortable campus environment.

組織培訓員工,以維護乾淨、舒適的校園環境。

- B2. Organization of workers training fees of 10,000 per year to maintain a clean, comfortable campus environment.

組織培訓員工費一年編列 1 萬,以維護乾淨、舒適的校園環境。

- B3. Organization of workers training fees of 10,000 per year to maintain a clean, comfortable campus environment.

組織培訓員工費一年編列 1 萬,以維護乾淨、舒適的校園環境。

- B4. Organization of workers training fees of 10,000 per year to maintain a clean, comfortable campus environment.

組織培訓員工費一年編列 1 萬,以維護乾淨、舒適的校園環境。

- B5. Organization of workers training fees of 10,000 per year to maintain a clean, comfortable campus environment.

組織培訓員工費一年編列 1 萬,以維護乾淨、舒適的校園環境。

- C1. According to the government safety code to inspect the facilities and hold drills on campus.

根據政府安全規範檢查設施,並在校園內舉行演習。

- C2. According to the government safety code to inspect the facilities and hold drills on campus 50,000 per year.

根據政府安全規範檢查設施,並在校園內舉行演習年編 5 萬。

- C3. According to the government safety code to inspect the facilities and hold drills on campus 50,000 per year.

根據政府安全規範檢查設施,並在校園內舉行演習年編 5 萬。

- C4. According to the government safety code to inspect the facilities and hold drills on campus 50,000 per year.

根據政府安全規範檢查設施,並在校園內舉行演習年編 5 萬。

- C5. According to the government safety code to inspect the facilities and hold drills on campus 50,000 per year.

根據政府安全規範檢查設施,並在校園內舉行演習年編 5 萬。

- D1. Improve the current monitoring system in the dorms and the outside of buildings on campus within the Internet infrastructure.

改善現有宿舍設施內網路及校園外的監控系統。

- D2. Improve the current monitoring system in the dorms and the outside of buildings on campus within the Internet infrastructure \$150,000 in 2022.

改善現有宿舍設施內網路及校園外的監控系統於 2022 年編 15 萬。

- D3. Improve the current monitoring system in the dorms and the outside of buildings on campus within the Internet infrastructure \$150,000 in 2024.

改善現有宿舍設施內網路及校園外的監控系統於 2024 年編 15 萬。

- E1. Improve the quality and accessibility of the roads on campus in order to ensure the safety for the pedestrians.
提高校園內道路的品質與可行性,確保行人的安全。
- E2. Improve the quality and accessibility of the roads on campus in order to ensure the safety for the Pedestrians an additional \$400,000 by 2023.
提高校園內道路的品質與可行性,確保行人的安全於 2023 年再編列 40 萬。
- F1. Design and construct the sewer system on campus to carry off sewage from all buildings to a public waterway for disposal.
設計和建立校園內的下水道污水系統,將污水從所有建築物轉移到公共水道進行處理。
- F2. Design and construct the sewer system on campus to carry off sewage from all buildings to a public waterway for disposal in 2021 a further \$5 million is made.
設計和建立校園內的下水道污水系統,將污水從所有建築物轉移到公共水道進行處理於 2021 年再編列 500 萬。

8.3 GOAL – Energy Saving

Develop and implement an energy saving plan.

制定和實施節能計劃。

OBJECTIVES

- A. Reduce the usage of electricity and that of oil fuel to lessen the emission of carbon dioxide.
減少電力和石油燃料的使用,以減少二氧化碳的排放。
- B. Build up the sense of energy saving among faculty, staff and students.
加強教職員工及學生節能意識。
- C. Cut down the energy expenses by one percent per year.
每年減少 1% 的能源開支。

RESPONSIBLE PEOPLE

Dean of General Affairs

Dean of Student Affairs and Ministries

TIMELINE

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
A	08, 2020		08, 2022		
B	08, 2020	08, 2021	08, 2022	08, 2023	08, 2024
C	08, 2020	08, 2020	08, 2020	08, 2020	~ 08, 2025

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

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
A	30		30		
B	10	10	15	15	15
C	1	1	1	1	1

ACTION PLANS

- A1. Renovate the hot water facilities into energy saving style.
將熱水設施改造為節能格式。
- A2. Renovate the hot water facilities into energy saving style an additional \$300,000 by 2022.
將熱水設施改造為節能格式於 2022 年再編列 30 萬。

- B1. Replace old electrical facilities with those having energy saving functions to minimize the use of electricity.
用具有節能功能的電氣設備取代舊電氣設施,以盡量減少用電。
- B2. Replace old electrical facilities with those having energy saving functions to minimize the use of electricity and add \$100,000 in 2021.
用具有節能功能的電氣設備取代舊電氣設施,以盡量減少用電並於 2021 年增編經費 10 萬。
- B3. Replace old electrical facilities with those having energy saving functions to minimize the use of electricity and add \$150,000 in 2022.
用具有節能功能的電氣設備取代舊電氣設施,以盡量減少用電並於 2022 年增編經費 15 萬。
- B4. Replace old electrical facilities with those having energy saving functions to minimize the use of electricity and add \$150,000 in 2023.
用具有節能功能的電氣設備取代舊電氣設施,以盡量減少用電並於 20223 年增編經費 15 萬。
- B5. Replace old electrical facilities with those having energy saving functions to minimize the use of electricity and add \$150,000 in 2024.
用具有節能功能的電氣設備取代舊電氣設施,以盡量減少用電並於 20224 年增編經費 15 萬。
- C1. Work with SAMO to teach students using electricity in an efficiently way.
與學務處合作,以提高有效方式教導學生使用電力。
- C2. Work with SAMO to teach students using electricity in an efficiently way10,000 years.
與學務處合作,以提高有效方式教導學生使用電力年編 1 萬。
- C3. Work with SAMO to teach students using electricity in an efficiently way10,000 years.
與學務處合作,以提高有效方式教導學生使用電力年編 1 萬。
- C4. Work with SAMO to teach students using electricity in an efficiently way10,000 years.
與學務處合作,以提高有效方式教導學生使用電力年編 1 萬。
- C5. Work with SAMO to teach students using electricity in an efficiently way10,000 years.
與學務處合作,以提高有效方式教導學生使用電力年編 1 萬。

8.4 GOAL – Cafeteria Facilities

Improve and modernize the cafeteria facilities

改善和實現現代化學生自助餐廳設備。

OBJECTIVES

- A. Provide fresh and healthy food for all faculty, staff and students.
為所有教職員工和學生提供新鮮健康的食物。
- B. Improve sanitation and cleanliness of the cafeteria.
改善自助餐廳的衛生和清潔。
- C. Create better dining areas.
創造更好的用餐區。
- D. Allow students to prepare light food/snacks in the Cafeteria
容許學生在自助餐廳準備簡餐或零食。

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

TIMELINE

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
A	08, 2020	08, 2021	08, 2022	08, 2023	~08, 2024
B	08, 2020	08, 2021	08, 2022	08, 2023	08, 2024
C	05, 2020				
D	08, 2020	08, 2021	08, 2022	08, 2023	08, 2024

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

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
A	1*	1*	1*	1*	1*
B	1*	5*	1*	5*	1*
C	65*				

D	30*	15*	2*	2*	2*
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* The expenses are expected from the Cafeteria Fund

ACTION PLANS

- A1. Work with the Cafeteria Committee to check the sanitation and cleanliness of the cafeteria on a regular base.
與自助餐廳委員會合作,定期檢查自助餐廳的衛生和清潔狀況。
- A2. Work with the Cafeteria Committee to check the sanitation and cleanliness of the cafeteria on a regular base 10,000 year-on-year.
與自助餐廳委員會合作,定期檢查自助餐廳的衛生和清潔狀況逐年編 1 萬。
- A3. Work with the Cafeteria Committee to check the sanitation and cleanliness of the cafeteria on a regular base 10,000 year-on-year.
與自助餐廳委員會合作,定期檢查自助餐廳的衛生和清潔狀況逐年編 1 萬。
- A4. Work with the Cafeteria Committee to check the sanitation and cleanliness of the cafeteria on a regular base 10,000 year-on-year.
與自助餐廳委員會合作,定期檢查自助餐廳的衛生和清潔狀況逐年編 1 萬。
- A5. Work with the Cafeteria Committee to check the sanitation and cleanliness of the cafeteria on a regular base 10,000 year-on-year.
與自助餐廳委員會合作,定期檢查自助餐廳的衛生和清潔狀況逐年編 1 萬。
- B1. Renew the old kitchen utensils or facilities in order to improve the sanitation and cleanliness in the kitchen.
更新舊廚房用具或設施,以改善廚房的衛生和清潔。
- B2. Renew the old kitchen utensils or facilities in order to improve the sanitation and cleanliness in the kitchen 50,000 in 2021.
更新舊廚房用具或設施,以改善廚房的衛生和清潔 2021 年編 5 萬。
- B3. Renew the old kitchen utensils or facilities in order to improve the sanitation and cleanliness in the kitchen 10,000 in 2022.
更新舊廚房用具或設施,以改善廚房的衛生和清潔 2022 年編 1 萬。
- B4. Renew the old kitchen utensils or facilities in order to improve the sanitation and cleanliness in the kitchen 50,000 in 2023.
更新舊廚房用具或設施,以改善廚房的衛生和清潔 2023 年編 5 萬。
- B5. Renew the old kitchen utensils or facilities in order to improve the sanitation and cleanliness in the kitchen 50,000 in 2024.
更新舊廚房用具或設施,以改善廚房的衛生和清潔 2024 年編 1 萬。
- C1. Work with a company and the Cafeteria Committee to renovate the second floor of the kitchen a total of 650,000.
與一家公司和伙食委員會合作,進行廚房二樓更新共 65 萬。
- D1. Provide students with DIY kitchenettes in Cafeteria
於咖啡廳為學生提供 DIY 小廚房。
- D2. Provide students with DIY kitchenettes in Cafeteria 20,000 year-on-year.
於咖啡廳為學生提供 DIY 小廚房逐年編 2 萬。
- D3. Provide students with DIY kitchenettes in Cafeteria 20,000 year-on-year.

於咖啡廳為學生提供 DIY 小廚房逐年編 2 萬。

D4. Provide students with DIY kitchenettes in Cafeteria 20,000 year-on-year.

於咖啡廳為學生提供 DIY 小廚房逐年編 2 萬。

D5. Provide students with DIY kitchenettes in Cafeteria 20,000 year-on-year.

於咖啡廳為學生提供 DIY 小廚房逐年編 2 萬。

8.5 GOAL – Dorm Facilities

Provide student a comfortable environment of accommodation.

為學生提供舒適的住宿環境。

OBJECTIVES

A. Reduce the humidity in the dorms.

減少宿舍的濕度。

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

精心設計動線為學生提供充份的隱私和宿舍安全。

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

TIMELINE

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
A	09, 2020	09, 2021	09, 2022		
B	09, 2020	09, 2021			

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

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
A	10	10	10		
B	5	5			

ACTION PLANS

A1. Install more humidifiers in the dorms.

在宿舍內安裝更多的除濕機。

A2. Install more humidifiers in the dorms \$100,000 in 2021.

在宿舍內安裝更多的除濕機於 2021 年編經費 10 萬。

A3. Install more humidifiers in the dorms \$100,000 in 2023.

在宿舍內安裝更多的除濕機於 2023 年編經費 10 萬。

B1. Establish a safe and provide space in dormitory.

建立一個安全環境,並在宿舍提供活動空間。

B2. establish a safe and provide space in dormitory \$50,000 in 2021.

建立一個安全環境,並在宿舍提供活動空間 2021 年編經費 5 萬。

8.6 GOAL – Campus Store

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

在校園內建立一商店,以滿足學生、教職員工和學校的需求。

OBJECTIVES

- A. To have a place on campus for people to purchase Christ's College souvenirs.
在校園裡有設一個地方供人們購買基督學院的紀念品。
- B. To have a place on campus for people to purchase books or magazine.
在校園設有購買書籍或雜誌的地方。

RESPONSIBLE PEOPLE

Dean of General Affairs Office (GAO)

Dean of Academic Affairs Office (AAO)

Director of Library

Director of Finance

GAO Section Head

TIMELINE

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
A	04,2020	04,2021	04,2022	04,2023	04,2024
B	06,2021		06,2022		06,2024
C		09, 2021		09, 2023	

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

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
A	1	1	1	1	1
B	10		10		10
C		15		15	

ACTION PLANS

- A1. Survey students, faculty and staff on specific needs.
調查學生、教職員工的具體需求。
- A2. Survey students, faculty and staff on specific needs annual cost of 10,000.

調查學生、教職員工的具體需求逐年編經費 1 萬。

- A3. Survey students, faculty and staff on specific needs annual cost of 10,000.

調查學生、教職員工的具體需求逐年編經費 1 萬。

- A4. Survey students, faculty and staff on specific needs annual cost of 10,000.

調查學生、教職員工的具體需求逐年編經費 1 萬。

- A5. Survey students, faculty and staff on specific needs annual cost of 10,000.

調查學生、教職員工的具體需求逐年編經費 1 萬。

- B1. Work with a designer, the library director and the GAO to develop a business plan.

與設計師、圖書館館長和總務處合作制定商業計劃。

- B2. Work with a designer, the library director and the GAO to develop a business plan a provision of 100,000 is made in 2022.

與設計師、圖書館館長和總務處合作制定商業計劃 2022 年編列經費 10 萬。

- B3. Work with a designer, the library director and the GAO to develop a business plan a provision of 100,000 is made in 2024.

與設計師、圖書館館長和總務處合作制定商業計劃 2024 年編列經費 10 萬。

- C1. Initially stock the store.

初起庫存商店。

- C2. Initially stock the store provision of \$150,000 for 2021.

初起庫存商店於 2021 年編列經費 15 萬。

- C3. Initially stock the store provision of \$150,000 for 2023.

初起庫存商店於 2023 年編列經費 15 萬。

8.7 GOAL – Student Center

Create a Student Center.

建立學生中心。

OBJECTIVES

- A. Provide office space for student associations and clubs.
為學生會和社團提供辦公室。
- B. Provide a place for students to have social gatherings.
為學生提供社交聚會的場所。
- C. Provide an additional more casual place for student activities (e.g. to study, do group work, etc.)
為學生活動提供一個其他休閒場所(例如學習、做小組工作等)

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

TIMELINE

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
A	04, 2020	04,2021	04,2022	04,2023	04,2024
B	10, 2020		09,2022		09,2024
C		10, 2021	08, 2022		

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

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
A					
B	10*		10*		10*
C		25*			
D					
E	10*		10*		10*

* The expenses are expected from the Cafeteria Fund

ACTION PLANS

- A1. Survey students on their specific needs in the future.
調查學生未來的具體需求。
- B1. Rearrange the current space in the Gym for student associations and clubs.
重新安排學生會和社團之健身房空間。
- B2. Rearrange the current space in the Gym for student associations and clubs provision of \$100,000 by 2022.
重新安排學生會和社團之健身房空間於 2022 年編列經費 15 萬。
- B3. Rearrange the current space in the Gym for student associations and clubs provision of \$150,000 by 2024.
重新安排學生會和社團之健身房空間於 2024 年編列經費 15 萬。
- C1. Renovate the Cafeteria building to create an additional more casual place for student activities.
更新餐廳建築,為學生活動創造其他的休閒場所。
- C2. Renovate the Cafeteria building to create an additional more casual place for student activities a provision of 250,000 for 2021.
更新餐廳建築,為學生活動創造其他的休閒場所於 2021 年編列經費 25 萬。

8.8 GOAL – Outdoor Leisure Areas

Develop the areas for recreation on campus.

開發校園休閒區。

OBJECTIVES

- A. Create more places for students to hold outdoor activities while they are staying on campus.
為學生在校園住宿期間舉辦戶外活動創造更多場所。
- B. Add more facilities for recreation on campus.
增加更多校園娛樂設施。

RESPONSIBLE PEOPLE

Dean of General Affairs Office (GAO)

GAO Section Head

Director of Finance

TIMELINE

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
A	08, 2020	08, 2021	08, 2022		
B		08, 2021			
C		08, 2021			

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

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
A	30*	30*	30*		
B		20*			
C		60*			

* The expenses are expected from the Cafeteria Fund

ACTION PLANS

- A1. Work with a designer to design and construct outdoor leisure areas where people can sit around.
與設計師合作,設計和建造戶外休閒區,人們可以坐在一起。
- A2. Work with a designer to design and construct outdoor leisure areas where people can sit around provision of \$300,000 for 2021.

與設計師合作,設計和建造戶外休閒區,人們可以坐在一起於 2021 年編列經費 30 萬。

- A3. Work with a designer to design and construct outdoor leisure areas where people can sit around provision of \$300,000 for 2022.

與設計師合作,設計和建造戶外休閒區,人們可以坐在一起於 2022 年編列經費 30 萬。

- B1. Work with the Cafeteria Committee to create a BBQ area near cafeteria.

與餐廳伙委合作,在自助餐廳附近設立燒烤區。

- B2. Work with the Cafeteria Committee to create a BBQ area near cafeteria provision of \$200,000 for 2021.

與餐廳伙委合作,在自助餐廳附近設立燒烤區於 2021 年編列經費 20 萬。

- C1. 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.

與設計師合作,設計和建立一個戶外涼亭,較大可容納 20 人,沒有蚊子之一些座位。

- C2. 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 provision of \$600,000 for 2021.

與設計師合作,設計和建立一個戶外涼亭,較大可容納 20 人,沒有蚊子之一些座位於 2021 年編列經費 60 萬。

8.9 GOAL – Campus Safety and Security

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

改善校園及宿舍的安全保障體系。

OBJECTIVES

- A. Provide adequate emergency escape routes.
提供足夠的緊急逃生路線。
- B. To have better security and regulation at the front gate.
於大門前提供更安全之監管。
- C. Reduce the risk of fire in the old buildings and the dorms.
降低舊建築和宿舍發生火災的風險。
- D. Upgrade security camera systems.
提升安全攝像機系統。

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

TIMELINE

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
A	04, 2020	04, 2022	04, 2020	04, 2023	04, 2024
B	05, 2021	05, 2022	05, 2023	05, 2024	05, 2025
C		08, 2021		08, 2023	
D		08, 2021		08, 2023	
E	12, 2020				

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

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
A					
B	1	1	1	1	1

C		10		10	
D		15		15	
E	12				

ACTION PLANS

- A1. Investigate and mark the dangerous spot on campus map.
調查並標記校園地圖上的危險點。
- B1. Hold fire and earthquake drills each semester.
每學期舉行消防和地震演習。
- B2. Hold fire and earthquake drills each semester provision of \$10,000 per year.
每學期舉行消防和地震演習每一年編列經費 1 萬。
- B3. Hold fire and earthquake drills each semester provision of \$10,000 per year.
每學期舉行消防和地震演習每一年編列經費 1 萬。
- B4. Hold fire and earthquake drills each semester provision of \$10,000 per year.
每學期舉行消防和地震演習每一年編列經費 1 萬。
- B5. Hold fire and earthquake drills each semester provision of \$10,000 per year.
每學期舉行消防和地震演習每一年編列經費 1 萬。
- C1. Upgrade campus security camera system.
提升校園安全攝像監視系統。
- C2. Upgrade campus security camera system provision of \$100,000 for 2021.
提升校園安全攝像監視系統 2021 年編列經費 10 萬。
- C3. Upgrade campus security camera system provision of \$100,000 for 2023.
提升校園安全攝像監視系統 2023 年編列經費 10 萬。
- D1. Upgrade dorm's security camera system.
提升宿舍的安全攝影監視系統。
- D2. Upgrade dorm's security camera system provision of \$150,000 for 2021.
提升宿舍的安全攝影監視系統 2021 年編列經費 15 萬。
- D3. Upgrade dorm's security camera system provision of \$150,000 for 2023.
提升宿舍的安全攝影監視系統 2023 年編列經費 15 萬。
- E1. Install emergency phone at the blind spots on campus.
在校園盲點安裝緊急電話。

8.10 GOAL – Outdoor Exercise Facilities

Provide better facilities for students to do physical exercises.

為學生提供更好的體育運動設施。

OBJECTIVES

- A. Maintain the well condition of the outdoor exercise facilities and the basketball/volleyball court.
維持戶外運動設施和籃球及排球場的狀況。
- B. Ensure the safety of using the track and field.
確保使用田徑的安全。

RESPONSIBLE PEOPLE

Dean of General Affairs Office (GAO)

Dean of Student Affairs and Ministries Office (SAMO)

SAMO Secretary

GAO Section Head

TIMELINE

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
A	09,2020	09, 2021	09, 2022	09, 2023	09, 2024
B	09, 2020	09, 2021	09,2022	09, 2023	09, 2024
C	10, 2020		10, 2022		10, 2024

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

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
A	1	1	1	1	1
B	8	200	8	8	8
C	10		20		20

ACTION PLANS

- A1. Renew the net for the outdoor basketball and volleyball courts.
更新室外籃球場和排球場的網。
- A2. Renew the net for the outdoor basketball and volleyball courts provision of \$10,000 per year.
更新室外籃球場和排球場的網每一年編列經費 1 萬。

- A3. Renew the net for the outdoor basketball and volleyball courts provision of \$10,000 per year.
更新室外籃球場和排球場的網每一年編列經費 1 萬。
- A4. Renew the net for the outdoor basketball and volleyball courts provision of \$10,000 per year.
更新室外籃球場和排球場的網每一年編列經費 1 萬。
- A5. Renew the net for the outdoor basketball and volleyball courts provision of \$10,000 per year.
更新室外籃球場和排球場的網每一年編列經費 1 萬。
- B1. Improve the quality of track and field.
提高田徑場的品質。
- B2. Improve the quality of track and field provision of \$2 million for 2021.
提高田徑場的品質 2021 年編列經費 200 萬。
- B3. Improve the quality of track and field a provision of 80,000 is made in 2022.
提高田徑場的品質 2022 年編列經費 8 萬。
- B4. Improve the quality of track and field a provision of \$2 million for 2021.
提高田徑場的品質 2022 年編列經費 8 萬。
- C1. Work with SAMO to design and add new outdoor exercise facilities
與學務處合作,設計和增加新的戶外運動設施。
- C2. Work with SAMO to design and add new outdoor exercise facilities a provision of 200,000 is made in 2022.
與學務處合作,設計和增加新的戶外運動設施於 2022 年編列經費 20 萬。
- C3. Work with SAMO to design and add new outdoor exercise facilities a provision of 200,000 is made in 2024.
與學務處合作,設計和增加新的戶外運動設施於 2024 年編列經費 20 萬。

8.11 GOAL – Meeting Facilities

Improve the meeting rooms and their facilities.

改善會議室及其設施。

OBJECTIVES

- A. Modernize the current meeting rooms according to their purposes.
使目前會議室現代化,並符合其用途。
- B. Provide appropriate vehicles for the communication between the audiences and the speaker.
為聽眾和演講者之間的通信提供適當的溝通。
- C. The audiences can see the multi-media presentation better in meetings.
觀眾可以在會議中有更好的多媒體演出。

RESPONSIBLE PEOPLE

Dean of General Affairs Office (GAO)

Dean of Student Affairs and Ministries Office (SAMO)

Dean of Academic Affairs

GAO Section Head

TIMELINE

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
A	06, 2021	06, 2021	06, 2022,	06, 2023	06, 2024
B	06, 2021				
C		08, 2021	08, 2022		
D	01, 2021	08, 2022			

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

ACTION PLANS	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
A					
B	10				
C		250	50		
D	400	300			

ACTION PLANS

- A1. Evaluate the function and the location of the current meeting places.
評估功能和當前會議地點的位置。
- B1. Upgrade the facilities in the Archives room.
提升檔案室的設施。
- C1. Upgrade the facilities in the F004 in the Tian–Lan building.
升級天蘭樓 F004 的設施。
- C2. Upgrade the facilities in the F004 in the Tian–Lan building a provision of \$2.5 million is made in 2021.
升級天蘭樓 F004 的設施於 2021 年編列經費 250 萬。
- C3. Upgrade the facilities in the F004 in the Tian–Lan building a provision of 500,000 is made in 2022.
升級天蘭樓 F004 的設施於 2022 年編列經費 50 萬。
- D1. Work with a designer to design a meeting room in the Administrative building.
與設計師合作設計行政大樓內的會議室。
- D2. Work with a designer to design a meeting room in the Administrative building a provision of \$3 million is made in 2021.
與設計師合作設計行政大樓內的會議室於 2021 年編列經費 300 萬。

9. Ministry

9.1 GOAL – Gospel Associations

Increase shepherding of Gospel Associations 強化福音工作會的牧養

OBJECTIVES

- A. Regularly meet with student leaders 定期輔導學生領袖
- B. Assist student leaders in planning mission trips 協助學生領袖組織短宣隊
- C. Be available to help them carry out their responsibilities 幫助學生盡責推動福音事工

RESPONSIBLE PEOPLE

Chaplain 校牧

Faculty Advisers 教職員輔導

TIMELINE

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
ACTION PLANS	A-C	A-C	A-C	A-C	A-C

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

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
ACTION PLANS	0	0	0	0	0

ACTION PLANS

- A1. Have regular discipleship times with the leaders of the Gospel Associations.
培訓福音工作會領袖
- A2. Require a faculty or staff member to be an active adviser of each Gospel Association.
徵求教職員擔任學生工作會輔導
- B1. Write clear purpose statement and rationale for Gospel Associations
撰寫福音工作會目的和準則
- B2. Have optional events for students to gain experience sharing the Gospel using the 4 Laws and other methods down in Zhuwei
帶領學生使用福音手冊(如四律、福音橋等)向附近鄰居傳福音

- C1. Perform annual survey to measure Gospel Association activities and student involvement as it pertains to purpose and rationale for Gospel Associations
評估該年按照福音工作會準則之活動績效
- C2. Implement evangelism training as part of their weekly gathering time
每週固定聚會中置入傳福音訓練

9.2 GOAL – Chapel Services

Improve the sermons that are preached in chapel services 制定週間合宜的崇拜

OBJECTIVES

- A. Root the imperatives of the Christian life in the indicatives of our identity in Christ.
更新學生在基督裡的自我形象，成為信仰生活的根基。
- B. Have expository preaching that unpacks the Biblical story in a comprehensive manner.
用可以理解的方式詮釋聖經的故事
- C. Invite preachers who will not only teach sound doctrine but will also do so in a way appropriate for a college chapel context.
邀請講員在敬拜的信息中，兼顧整全教義和大學生的現實需要。

RESPONSIBLE PEOPLE

Chaplain 校牧

Dean of SAMO 學務長

SAMO Staff 學務處

TIMELINE

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
ACTION PLANS	A-C	A-C	A-C	A-C	A-C

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

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
ACTION PLANS	7	7	7	7	7

ACTION PLANS

- A1. Teach students through demonstration that sound teaching is rooted in the authority of Scripture.
透過整全聖經課程，教導學生神權柄的根基
- A2. Make the chapel services more like chapel services
留心崇拜的內涵，避免流於形式
- A3. Provide regular training of student worship leaders.
訓練敬拜讚美領袖
- B1. 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.

每學期提前制定崇拜行事曆，內容合乎學校的目標

- B2. Obtain regular feedback from students about chapel services and use this information to improve their effectiveness.

以期末問卷調查增進崇拜的果效

- C1. Find speakers who practice expository preaching and who are experienced doing so to a young audience.

邀請合適學生現況需要的講員

- C2. Evaluate chapel speakers to assess their effectiveness at expository preaching and sermon quality.

評估崇拜講員分享內容及果效

- C3. Require all chapel speakers to affirm that they hold to Christ's College Taipei's statement of faith

確認所有講員認同學校的信仰宣言

9.3 GOAL – Night Devotions

Determine how night devotions fit into the mission of Christ's College Taipei. 確定晚禱吻合基督學院的使命

OBJECTIVES

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

研究晚禱的頻率，如有需要，調整晚禱以符合學校的辦校精神

RESPONSIBLE PEOPLE

Chaplain 校牧

Dean of SAMO 學務長

SAMO Staff 學務處

TIMELINE

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
ACTION PLANS	A	A	A	A	A

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

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
ACTION PLANS	0	0	0	0	0

ACTION PLANS

- A1. Implement new policies and procedures regarding nightly devotions.
制定合適的晚禱規則與流程
- A2. Have students fill out a survey regarding night devotions by the end of the semester.
在每學期結束前，製作學生問卷調查
- A3. Based on feedback work with SAMO office to determine the effectiveness of night devotions.
按照問卷調查的結果，與學務處配合制定合宜的晚禱
- A4. Implement additional training and policies if necessary to improve the effectiveness of night devotions.
如有需要，培訓晚禱的帶領人以改善晚禱的成效。

9.4 GOAL – Spiritual Life in the dorms

Improve the spiritual environment in the boys' and girls' dorms 增進男女生宿舍的屬靈氛圍

OBJECTIVES

A. Recruit missionaries to focus on ministering to students in the dorms. 徵招宣教士聚焦及關顧宿舍的學生

RESPONSIBLE PEOPLE

Chaplain 校牧

Missionary Teachers 學校宣教士

TIMELINE

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
ACTION PLANS	A	A	A	A	A

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

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
ACTION PLANS	0	0	0	0	0

ACTION PLANS

A1. Develop a job description for these missionaries

協商宣教士這方面的職責

A2. Communicate with potential mission agencies to notify them of our need and ideal candidate

與宣教士總會溝通學校的需要及可能參與的人選

A3. Develop recruiting materials to distribute among churches and mission agencies

提供材料給參與的單位

A4. Invite a current missionary the responsibility for recruiting and communicating with potential missionaries

邀請目前參與的宣教士協助訓練可能參與的宣教士

9.5 GOAL – Student Involvement in a local church

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

鼓勵所有基督徒學生踴躍參與教會的服事

OBJECTIVES

- A. Make sure the majority of the Christian students attend a local church.
確認大多數基督徒學生參加在地教會
- B. Direct students toward churches that agree with our Statement of Faith.
引導學生參加合於學校信仰宣言的教會
- C. Enhance the Spiritual life on campus through the improved spiritual life of students who are involved in local churches.
藉著學生參加在地教會所帶來的生命更新，來加強校園的屬靈生活

RESPONSIBLE PEOPLE

Chaplain 校牧

Dean of SAMO 學務長

SAMO Staff 學務處

TIMELINE

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
ACTION PLANS	A-C	A-C	A-C	A-C	A-C

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

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
ACTION PLANS	0	0	0	0	0

ACTION PLANS

- A1. Conduct a survey to find out how many of our students regularly attend a local church and which one.
製作問卷調查，了解學生固定參加在地教會的情形
- A2. Using feedback from student survey, develop campus policies that encourage student involvement in a local church.
按問卷調查結果，制定合宜的策略，鼓勵學生加入在地教會
- B1. Have an opportunity for partner churches to meet our students

給予合作的教會與學生見面的機會

B2. Have information available to students looking for a church.

提供教會資訊給學生參考選擇

C1. Conduct an annual survey to measure the number of students who attend church.

調查學生參與教會的情形

C2. Coordinate with students and churches to facilitate transportation on Sunday morning.

與在地教會協調學生週日參加教會的交通

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.

建立並強化(全球)教會、機構的夥伴關係，幫助基督學院事工的發展

OBJECTIVES

- A. Utilize resources of local churches to assist Christ College in achieving its mission and goals.
利用教會網絡與資源協助完成建校的使命與目的
- B. Enhance recruiting efforts of Christ's College Taipei through these relationships.
強化學校與教會、機構彼此的關係
- C. Establish Christ's College Taipei as an integral part of the evangelical Church in Taiwan and the broader region.
建立學校成為台灣與區域整體宣教的一員
- D. Influence the theology and philosophy of ministry of local churches and ministries
影響在地教會和傳道的學校宣教神學與理念

RESPONSIBLE PEOPLE

Chaplain 校牧

PAO 公共事務室

TIMELINE

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
ACTION PLANS	A-D	A-D	A-D	A-D	A-D

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

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
ACTION PLANS	0	0	0	0	0

ACTION PLANS

- A1. Develop and maintain a list of partner churches and ministries that we value and want to maintain a healthy relationship with.
開發並維持與合作教會/機構的緊密、健康的關係
- B1. Regularly meet with pastors from key churches and ministries and identify ways we can partner together.

固定參加重點的教牧會議、活動，建立與本校合作的模式

- C1. Invite pastors from these churches and ministries to speak in chapel services or other ministry events on campus.

邀請夥伴教會/機構的牧長成為崇拜或其他聚會的講員

- D1. Work with churches to develop internship opportunities for students.

與夥伴教會/機構合作建立學生實習的機會

9.7 GOAL – Prayer

Improve prayer among students, especially student leaders. 強化學生，特別是學生領袖的禱告

OBJECTIVES

- A. Develop a habit of spiritual formation/growth among students, faculty and staff member.

建立學生與教職員的靈命成長

RESPONSIBLE PEOPLE

Chaplain 校牧

Dean of SAMO 學務長

SAMO Staff 學務處

TIMELINE

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
ACTION PLANS	A	A	A	A	A

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

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
ACTION PLANS	0	0	0	0	0

ACTION PLANS

- A1. Help support and promote prayer times of student associations and groups.

協助並促進學生會及小組的禱告時光

- A2. Have a weekly faculty prayer time.

舉行每週一次的教職員禱告會

- A3. Hold prayer time on a quarterly basis during chapel service.

負責每季一次崇拜禱告會

- A4. Hold a series of messages on prayer in chapel.

負責崇拜禱告的系列信息

- A5. Encourage faculty prayer by providing a bi-monthly chapel devotion and prayer guide.

為鼓勵教職員，提供雙月靈命日靈、每日禱告文給教職員

GENERAL SUMMARY

GOAL	RESPONSIBLE PERSON	Progress Report Due
1.1 Compliance with MOE	Dean of Academic Affairs	11/1/2020 and 5/1/2021
1.2 Compliance with TRACS	President	11/1/2020 and 5/1/2021
2.1 Effective Academic Affairs	Dean of Academic Affairs	11/1/2020 and 5/1/2021
2.2 CLA Core Programs & Faculty	Dean of Academic Affairs	11/1/2020 and 5/1/2021
2.3 CLAD Programs & Faculty	Dean of Academic Affairs	11/1/2020 and 5/1/2021
2.4 Extension Program	Dean of Academic Affairs	11/1/2020 and 5/1/2021
2.5 Library & Teaching Resources	Dean of Academic Affairs	11/1/2020 and 5/1/2021
2.6 Information Technology	Dean of Academic Affairs	11/1/2020 and 5/1/2021
3.1 Code of Conduct	Dean of Student Affairs and Ministries	11/1/2020 and 5/1/2021
3.2 Student Growth	Dean of Student Affairs and Ministries	11/1/2020 and 5/1/2021
3.3 Student Habits	Dean of Student Affairs and Ministries	11/1/2020 and 5/1/2021
3.4 Service Learning	Dean of Student Affairs and Ministries	11/1/2020 and 5/1/2021
3.5 Student Activities	Dean of Student Affairs and Ministries	11/1/2020 and 5/1/2021
3.6 Community Service	Dean of Student Affairs and Ministries	11/1/2020 and 5/1/2021
3.7 Health Services	Dean of Student Affairs and Ministries	11/1/2020 and 5/1/2021
3.8 Special Education	Dean of Student Affairs and Ministries	11/1/2020 and 5/1/2021
4.1 Support Staff	Director of Human Resources & Administration	11/1/2020 and 5/1/2021
4.2 Performance Appraisal System	Director of Human Resources & Administration	11/1/2020 and 5/1/2021
5.1 Student Recruitment	Director of Public Affairs	11/1/2020 and 5/1/2021
5.2 Student Retention	Dean of Academic Affairs	11/1/2020 and 5/1/2021
6.1 Gift Income	Director of Public Affairs	11/1/2020 and 5/1/2021
6.2 Budget Management	President	11/1/2020 and 5/1/2021
7.1 Public Relations	Director of Public Affairs	11/1/2020 and 5/1/2021
7.2 Partnerships	President	11/1/2020 and 5/1/2021
8.1 Facilities Renovation	Director of General Affairs	11/1/2020 and 5/1/2021
8.2 Campus Environment	Director of General Affairs	11/1/2020 and 5/1/2021
8.3 Energy Saving	Director of General Affairs	11/1/2020 and 5/1/2021
8.4 Cafeteria Facility	Director of General Affairs	11/1/2020 and 5/1/2021
8.5 Dorm Facility	Director of General Affairs	11/1/2020 and 5/1/2021
8.6 Campus Store	Director of General Affairs	11/1/2020 and 5/1/2021
8.7 Student Center	Director of General Affairs	11/1/2020 and 5/1/2021
8.8 Outdoor Leisure Areas	Director of General Affairs	11/1/2020 and 5/1/2021
8.9 Campus Safety and Security	Director of General Affairs	11/1/2020 and 5/1/2021
8.10 Outdoor Exercise Facilities	Director of General Affairs	11/1/2020 and 5/1/2021
8.11 Meeting Facilities	Director of General Affairs	11/1/2020 and 5/1/2021
9.1 Gospel Associations	Chaplain	11/1/2020 and 5/1/2021
9.2 Chapel Services	Chaplain	11/1/2020 and 5/1/2021
9.3 Night Devotions	Chaplain	11/1/2020 and 5/1/2021
9.4 Spiritual life in Dorms	Chaplain	11/1/2020 and 5/1/2021
9.5 Student Church Involvement	Chaplain	11/1/2020 and 5/1/2021
9.6 Partnerships with Churches	Chaplain	11/1/2020 and 5/1/2021
9.7 Prayer	Chaplain	11/1/2020 and 5/1/2021

RESPONSIBLE PERSONNEL SUMMERY

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

ESTIMATE OF CASH ICOME/EXPENSE (2020~2025)

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

單位：元

學 年 度 School year	109學年度 2020-2021	110學年度 2021-2022	111學年度 2022-2023	112學年度 2023-2024	113學年度 2024-2025	合計 Total
臺北基督學院學生數 Christ's College Taipei Students	83	96	103	106	106	494
推廣教育學生數 Extension program & Religious Students	108	109	110	111	112	550
學生總數 Total Students	191	205	213	217	218	1,044
基督學院教師數 Liberal Arts Faculty	12	12	12	12	12	60
推廣教育教師數 Fulltime Extension Faculty						
宣教士人數 Missionary Faculty	6	7	7	7	7	27
兼任老師時數 Part Time Faculty (Hours)	200	200	200	200	200	800
職員人數 Staff	22	22	22	22	22	88
工友人數 Janitor	9	9	9	9	9	36
經常門現金收入 Income						
學雜費收入 CLAD Tuition	11,647,000	13,518,000	14,483,000	15,073,000	15,073,000	69,794,000
推廣教育收入 Extension program tuition	21,204,000	21,347,000	21,425,000	21,699,000	21,782,000	107,457,000
財務收入 Interest	280,000	280,000	280,000	280,000	280,000	1,400,000
住宿收入 Boarding fee	9,039,000	9,660,000	9,936,000	10,304,000	10,235,000	49,174,000
試務收入 Service revenue	104,000	122,000	122,000	122,000	122,000	470,000
其他收入 Other income	2,133,285	2,153,880	2,153,880	2,153,880	2,153,880	8,594,925
補助收入-MOE	500,000	500,000	500,000	500,000	500,000	2,000,000
捐贈收入 Donations	24,361,500	25,059,308	25,273,056	25,575,602	27,097,962	100,269,466
收入合計 Total of income	69,268,785	72,640,188	74,172,936	75,707,482	77,243,842	291,789,391
經常門現金支出 Expenses						
董事會支出 Expense of Board	499,000	499,000	499,000	499,000	499,000	1,996,000
業務費 Operationals	209,000	209,000	209,000	209,000	209,000	836,000
董事出席及交通費 Board travel expenses	290,000	290,000	290,000	290,000	290,000	1,160,000
行政管理支出 Expenses of Administration	26,116,975	26,828,887	27,541,999	28,256,322	28,971,867	108,744,183
人事費 Salaries	11,923,695	12,263,695	12,603,695	12,943,695	13,283,695	49,734,780
業務費 Operational	9,723,600	9,820,836	9,919,044	10,018,235	10,118,417	39,481,715
維護費 Repairs	2,267,640	2,290,316	2,313,220	2,336,352	2,359,715	9,207,528
退休撫卹費 Expenses of Pension	863,075	945,075	1,027,075	1,109,075	1,191,075	3,944,300
折舊 Deprecation	1,338,965	1,508,965	1,678,965	1,848,965	2,018,965	6,375,860
教學研究及訓輔支出 Expenses of Education	36,397,045	37,216,101	38,035,737	38,855,960	39,676,775	150,504,843
人事費 Salaries	27,776,440	27,986,440	28,196,440	28,406,440	28,616,440	112,365,760
業務費 Operational	5,135,585	5,186,941	5,238,810	5,291,198	5,344,110	20,852,534
維護費 Repairs	670,000	676,700	683,467	690,302	697,205	2,720,469
退休撫卹費 Expenses of Pension	1,261,890	1,312,890	1,363,890	1,414,890	1,465,890	5,353,560
折舊 Deprecation	1,553,130	2,053,130	2,553,130	3,053,130	3,553,130	9,212,520
獎助學金支出 Scholarship	1,559,000	2,000,000	2,000,000	2,000,000	2,000,000	7,559,000
助學金 Work scholarship	1,376,265	1,011,200	1,011,200	1,011,200	1,011,200	4,409,865
試務費支出	85,000	85,000	85,000	85,000	85,000	340,000
支出合計 Total of Expenses	66,033,285	67,640,188	69,172,936	70,707,482	72,243,842	273,553,891
經常門現金餘絀 Profit & Loss	3,235,500	5,000,000	5,000,000	5,000,000	5,000,000	18,235,500
購置動產及其他資產現金支出 Equipment						0
機械儀器設備 Educational of equipment	776,000	2,000,000	2,000,000	2,000,000	2,000,000	6,776,000
圖書及博物 Library	680,000	1,000,000	1,000,000	1,000,000	1,000,000	3,680,000
其他設備 Other equipment	1,719,500	1,500,000	1,500,000	1,500,000	1,500,000	6,219,500
電腦軟體成本 Software	60,000	500,000	500,000	500,000	500,000	1,560,000
小計 Total of equipment	3,235,500	5,000,000	5,000,000	5,000,000	5,000,000	18,235,500
整體現金餘絀 Profit/loss	0	0	0	0	0	0
設校基金 Set up Fund	50,000,000	50,000,000	50,000,000	50,000,000	50,000,001	200,000,000
未指定用途權益基金 Development Fund	33,420,890	33,420,890	33,420,890	33,420,890	33,420,890	133,683,559
基金餘額 Fund balance	83,420,890	83,420,890	83,420,890	83,420,890	83,420,891	333,683,559