

Strategic Plan

Wontulp-Bi-Buya College Inc.



Brolga Consulting Services
2011 - 2015

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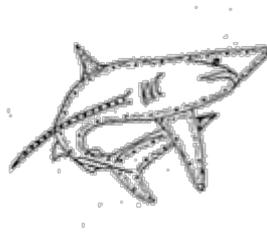
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The name *Wontulp-Bi-Buya* is made up of an Aboriginal language word and two Torres Strait Islander language words.

Wontulp is the Wik Munkan name for Mount White on Cape York Peninsula. In the traditional story (see below) of the Cape Keerweer people at Aayka and Aurukun, this mountain moved from Cape Keerweer to Coen.

This reminds us of Jesus' words about the little faith we need to move mountains (Matt 17:20). *Bi* and *Buya* each mean 'light' and come from the Torres Strait languages of Meriam Mer and Kala Lagaw Ya/Kalaw Kawaw Ya, respectively. These words remind us that Jesus is the Light of the world. The Coming of the Light is a special celebration of Torres Strait Islanders each year which commemorates the arrival of the first Christian missionaries at Darnley Island on 1st July 1871.

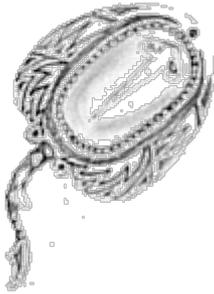
The name Wontulp-Bi-Buya, then, stands for faith and the light of Christ.



Business Overview

Wontulp-Bi-Buya College Inc provides adult education programs for Aborigines and Torres Strait Islanders in Queensland. The College is the Queensland Partner of Nungalinya College, Darwin.

Wontulp-Bi-Buya College is a network of people involved in regional programs and extension studies which aim to develop leadership and life in church and community. Wontulp-Bi-Buya College was formed by Nungalinya College. Nungalinya College was established in Darwin in 1973 by the Anglican and Uniting Churches. In the following years many Queensland people went to Darwin for church leader and community worker courses. During 1980 the Principal of Nungalinya College, Rev. Dr. Robert Bos, held discussions with Aboriginal people and Church leaders in Queensland. It was first suggested that Nungalinya should locate a staff member in Queensland, possibly in Cairns or Townsville. As discussion went on, this developed into a proposal for a centre in Queensland with a full-time Co-ordinator as an extension of Nungalinya College. In addition to the Anglican and Uniting



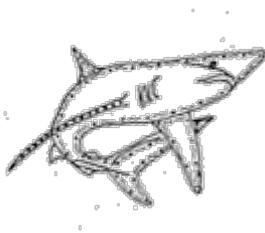
Churches, the Queensland Roman Catholics were also keen to be part of Wontulp-Bi-Buya. Each of the three partner Church bodies was then invited to appoint six members to form an organising Council, at least half of whom would be Aborigines or Islanders. The appointments were made and the Council began to work out policies and directions. Wontulp-Bi-Buya College is supported by four partner Churches in Queensland – the Anglican, Roman Catholic, Lutheran and Uniting Churches.

The College is governed by a State Management Committee. The College receives funds from the partner Churches in Queensland, Anglican Board of Mission-Australia, Nungalinya College, Tear Australia, and the Bible Society, for staff and operational costs. DEST provide some funding assistance for student residential and travel costs.

In June 1986, the Rev. John Hewitson took up the position of Co-ordinator of Wontulp-Bi-Buya. Florence Smallwood served as Administrator in the second half of 1986 and was succeeded by Trainee Administrator, Joanne Pryor, in 1987. In 1986, a building was purchased for office premises at 48 Goodwin Street, Currajong.

At this time the Council undertook full self-support and began developing a constitution for separate incorporation of Wontulp-Bi-Buya in Queensland.

In January 1990, the Rev. David Thompson moved from the position of Extension Education Officer in Darwin to be Field Officer for Wontulp-Bi-Buya, based in Rockhampton. The appointment was a joint arrangement with the Anglican Diocese of Rockhampton by which he spent time as Chaplain for Aboriginal Ministry in Rockhampton. The office building in Townsville was sold and a residence with office space below was purchased in Rockhampton.



The Lutheran Church Queensland District became a partner Church in Wontulp-Bi-Buya in 1993. Mr. John Waterton began leading modules of the Community Organising course in Queensland in 1992. In 1993, a Working Group on Aboriginal Theology was formed. In 1994, Pastor George Rosendale was employed for a year as full-time Aboriginal teacher.

In September 1995, Wontulp-Bi-Buya became registered in Queensland as a Private Provider. Pastor George Rosendale continued to teach from his retirement and was awarded a Diploma of Theology *honoris causa*. In 1996, Wontulp-Bi-Buya was restructured with a State Management Committee, A State Education Committee and six Regional Education Committees. Studies for the Associate Diploma of Theology are extended to a 3-year part-time program.

In 1998, Abstudy benefits were regained for the residential program of theological studies in Queensland. Enrolments increased and Conference Centres at Crystal Creek and Yungaburra became the main campus facilities in Qld.

On February 24, 1999, Wontulp-Bi-Buya became incorporated in Queensland as Wontulp-Bi-Buya College Combined Church Indigenous Training and Research Centre Inc. The Rules describe the College as the Qld Partner of Nungalinya College, Darwin. The Rev. David Thompson's position was reclassified as that of Principal.

In August 1999, Dr Barry Paterson was appointed as half-time Theology Teacher, and this increased to 3/4 time in 2001.

Mr John Waterton recommenced as Assistant Coordinator for Community Organising in June 2000.

In September 2000, the College held 2 weeks of studies at Yorke Island in the Torres Strait Islands for the first time. Increased enrolments have followed from this region.

In October 2000, an arrangement was finalised with The Young Australia League to share the use of facilities at Tropicana Lodge, Cairns for office and campus facilities. The State Office was relocated from the Principal's residence.

In June 2001, the Management Committee appointed the Rev. Michael Connolly as the first Indigenous Principal (on an honorary basis). The Rev. David Thompson was then appointed Assistant Principal/Academic Coordinator.

Increased costs for the use of Tropicana Lodge and loss of staff funding through World Vision in 2003 forced the College to relocate at the end of November.

Accreditation was gained in December 2003 for a new course called: Certificate III in Community Organising and Development.

In October 2005, The Rev. Leslie Baird was appointed Course Coordinator for Certificate III in Community Organising and Development. First delivery of the course began in 2006.

The Rev. Desmond Rumble was appointed Principal from 23 January 2007. The Rev. Michael Connolly continued as Assistant Principal/Field Officer (honorary) and The Rev. David Thompson continued half time as Academic Support and Accounts Manager.

In January 2008, Rev Des Rumble resigned from the Principal position and the Management Committee appointed Rev Victor Joseph from St Paul's Community in the Torres Strait in February as the Acting Principal with a view to becoming Principal after his completion of his Diploma of Theology studies.

Mrs Evelyn Parkin was employed in 2008 as the Theology teacher after the resignation of Rev Barry Paterson.

In 2009, Eddie Turpin was employed as the Community Organising and Development Coordinator with Rev Les Baird taking on a new role as the Alcohol and Drug Coordinator. Rev Victor Joseph was appointed as the Principal of the College and Mr Patrick Lopez also employed on a part-time basis as

the Accounts Manager and in 2010, Ms Davena Monro was employed as the Administration Officer.

Objectives

Wontulp-Bi-Buya College has been established to provide facilities and training programs through a Queensland network for Australian Aboriginal and Torres Strait Islander people and Church staff. Such training aims to provide for:

- Biblical and theological training for Australian Indigenous church members, with commitment to theological education by extension;
- Sensitivity to the particular learning processes of Indigenous Australians;
- Openness to explore the riches of the spiritualities of the Indigenous Peoples of Australia;
- Expression of Australian Indigenous Christian Theologies;
- Leadership training in fields of community organising and community work, youth work, family health, home management and other areas of community life;
- The establishment and maintenance of learning and support networks through community and regional groups;
- Cross-cultural and orientation training;
- Orientation and training of teaching staff, tutors and support persons;
- In-service refresher programs for teaching staff, tutors and support persons;
- In-service training for Indigenous Church leadership;
- Community consultations; and
- In the implementation of the above aims, the College Association intends to seek the active involvement of other religious bodies, Government Departments and any other organisations that may benefit from these programs.

Purpose

Wontulp-Bi-Buya College is to support the development of Australian Aboriginal and Torres Strait Islander church and community leaders through culturally appropriate study programs leading to Vocational awards in theology and community development.

The Theology and Community Development studies are offered in blocks of short residential study in Cairns and in other regions within Queensland and Interstate as well as home-based studies in local communities. Other workshops and conferences are organised from time to time.

Mission Statement

Wontulp-Bi-Buya College is a partnership of the Anglican, Catholic, Lutheran and Uniting Churches in Queensland.

The Mission of Wontulp-Bi-Buya College is:

To equip Indigenous people with knowledge and understanding of the gospel through their cultures:

1. To empower Indigenous people to be leaders with faith, vision, skills, and to be effective in building up their people, their church and their community. This specifically involves:
 - i. training, equipping and empowering Queensland Indigenous church members and leaders with:
 - a. awareness and understanding of Indigenous culture and life
 - b. vision

- c. management skills
 - d. ability to reflect theologically through their own culture
 - e. all of which is necessary for establishing effective ministry within community life in this nation.
2. To provide an accessible and cooperative learning environment that is sensitive to cultural differences and ways of learning and communication.
 3. To serve partner Churches and Indigenous communities in providing high quality educational programs that meet their needs for Indigenous leadership development.
 4. To provide high quality educational programs that respond to the needs of Indigenous students.
 5. To strive for effectiveness and efficiency in the organisation and delivery of services.

Vision Statement

Wontulp-Bi-Buya College in partnership with the four membership groups Anglican, Catholic, Lutheran and Uniting Churches provides support to ensure that Christian values are incorporated into all aspects of community life. We incorporate a holistic approach and have a vision to empower Indigenous people with knowledge and understanding to become holistic leaders within their respective communities.

Values and Beliefs

The Wontulp-Bi-Buya College is committed to provide a positive learning environment to promote adult learning using a holistic approach to enhance self worth. Operate in partnership with Nungalingya College, Darwin to promote its objects and programs in Australia and to co-operate with Nungalingya College in the development of common curricula for Indigenous Australians.

Our belief is in Indigenous community members being skilled to be effective leaders.

Programs and Services

Wontulp-Bi-Buya was incorporated on 24 February 1999 to comply with the new Constitution of Nungalingya College. This allows Wontulp-Bi-Buya College to be an Associate Member of Nungalingya College Association as a separate entity.

In Queensland, Wontulp-Bi-Buya College is a partnership of the Anglican Church of Australia (Queensland Dioceses), the Catholic Church of Australia (Queensland Dioceses), the Lutheran Church of Australia (Queensland District) and the Uniting Church in Australia (Qld Synod/Calvary Presbytery).

Wontulp-Bi-Buya College operates in partnership with **Nungalingya College, Darwin**, to promote its objects and programs in Queensland, and to co-operate with Nungalingya College in the development of common curricula for Indigenous Australians.

Wontulp-Bi-Buya College:

1. Operates in conjunction with Nungalingya College, Darwin, in the development of curricula, provision of full-time studies and study materials, and in sharing campus facilities and staff support.

2. Provides part-time studies in 2 courses of Nungalinga College, Darwin –
 - Certificate III in Theology and Ministry
 - Certificate IV in Theology and Ministry
 - Diploma of Theology and Ministry
 - Certificate III in Addictions Management & Community Development
 - Certificate IV in Alcohol and Other Addictions Counseling
3. Utilizes a mixed-mode of delivery to include both tutored studies in local communities and short residential studies in suitable facilities.
4. Operates with a State Office based in Cairns to provide administration and co-ordination of study programs and workshops, and the provision of study resources.
5. Utilizes suitable facilities at Cairns or other centers for short blocks of residential study. Study Blocks are normally of 2 weeks duration.
6. Works with a network of regionally based tutors and regional education committees in the provision of educational programs and workshops.
7. Makes use of suitable resource teachers from within the partner church networks.
8. Trains and provides Indigenous teachers when possible and facilitates their growth and skills.
9. Encourages the development and expression of Indigenous theologies and conducts workshops for this purpose.
10. Seeks continuing funding support through member churches, church agencies and other bodies, including: DEST, Anglican Board of Mission, World Vision, Tear Australia, Caritas, Bible Society.

Situational Analysis - SWOT

The situational analysis provides strategic insight and will be used to assist in guiding Wontulp-Bi-Buya directions over the next five years. This directions has been provided through the Key Action Areas on pages

The key aspects of the situational analysis addressed priorities areas identified as strengths, weaknesses, opportunities and strengths. The strengths acknowledge the current position of Wontulp and the underlying factors that have influenced this current position. The strengths also can be used as key indicators to assist in developing the future key priority areas. The weaknesses highlight obvious areas for improvement and priority areas for attention. Some of the weaknesses can be transferred into strength over a period of time, if and as required. The opportunities identify what areas can be enhanced and what areas are changing in the training industry that can be capitalized on. The threats are the areas that can impede on any progress. Threats can be identified as obstacles, roadblocks and the financial position.

STRENGTHS

- What do we do exceptionally well?
- What advantages do we have?
- What valuable assets and resources do we have?
- What do members/customers identify as our strengths?



WEAKNESSES

- What could we do better?
- What are we criticized for or receive complaints about?
- Where are we vulnerable?



OPPORTUNITIES

- What opportunities do we know about, but have not addressed?
- Are there emerging trends on which we can capitalize?



THREATS

- Are weaknesses likely to make us critically vulnerable?
- What external roadblocks exist that block our progress?
- Is there significant change coming in our members' sector?
- Are economic conditions affecting our financial viability?



Strengths - Internal Environment



- Communication within and external is a strength
- Staff have a positive attitude and work well together
- There is a mix age and experience which compliment the organization
- Courses provided by WBBC is exceptionally high quality
- Students who study at WBBC have a high level of self motivation
- Administration of all courses is efficient
- Staff at WBBC have a high level of commitment
- The work environment is family oriented
- WBBC provides specialist training services at low cost to both the organization and the students
- Students have a positive and work well together
- Different religious & cultural & historical backgrounds
- The church historical has had the longest presence & engagement in ATSI communities
- Flexibility of programs
- Holistic nature of Wontulp which includes local ATSI culture

Weaknesses - Internal Environment



- Level of ongoing funding committed
- Current office space is too small and does not allow for potential growth
- Staff are under skilled
- Lack of resources and funding to assist in organic growth
- Limited time and skill of staff to implement and review policies
- Lack of professional skills
- Lack of cultural awareness for volunteers
- Physical location of classrooms and administration
- Lack of professional staff to source out funding and write submissions
- Accommodation for students to separate from the administration
- Not all distance
- Management committee members have access to multiple channels of communication
- Lack of face to face
- Meetings for management committee

Opportunities – External Environment



- Provide a public witness in local communities about Christianity
- Increase the number of monthly meetings
- Increase the number of meetings with potential funding agencies
- Providing educational courses to other Indigenous cultures
- Potential to grow
- Potential for staff development
- Build partnership with Qld health
- Build partnerships with corporate sector & sponsorship
- Get capital works grant
- Improve on communication with internal & external stakeholders
- Provide training for non-indigenous people in indigenous culture short course
- Orientation programs with ATSI Aboriginal Shire Councils
- ATSI Shire Councils to assist in sponsorship

Threats – External Environment



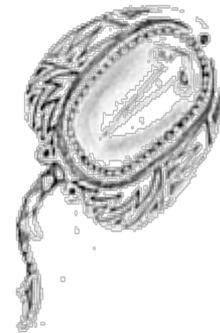
- Meet with ATSI Shire Councils at a decision making. Forum to discuss partnership & planning
- Funding
- Wrong motivation
- Students have no tutor support
- Limited funding
- Lack of skills and time for fundraising
- Communication
- Confidence to provide a public Christian witness
- Changing Core Business from traditional Christian /church work
- Increasing the workload without staff
- Fear of the unknown new directions capacity

Action Plan – Key Result Areas

This section is prepared with the necessary detail for strategic planning and also for it to be used as an operational tool for Wontulp-Bi-Buya College Board of Management to strategically monitor the Key Result Areas 2011 - 2015.

The Key Result Areas outlined include the overall goal, objectives, persons/partners responsible for actioning various sections/activities identified as Schedule A. It includes the goals, objectives, activities, timing, input costing and performance monitoring for each of the five (5) Key Result Areas.

It is anticipated that this Strategic Plan will be accompanied by Schedule A Costing and Financial Plan and Schedule B Monitoring and Evaluation; all three schedules will be combined to create an Implementation Monitoring Plan for the 5 Key Result Areas. The Implementation Monitoring Plan will be completed by the Wontulp-Bi-Buya College Principal, Management Committee and if required the respective partners.



The Key Result Areas include:

1. Funding and Partnerships
2. Increasing the number of students
3. Marketing Plan
4. Infrastructure
5. Establish a Wontulp-Bi-Buya College Foundation