





Governance

The members of the Moore Theological College Governing Board are:

Governing Board 2017

The Most Rev Dr G N Davies
(President)

The Rev Dr M D Thompson
(Principal)

Mr K M Chapman

Mr A E Clemens
(Treasurer)

Assoc. Professor D R Cohen
(Chair of Academic Board)

The Right Rev C Edwards

Dr W J Hurditch

Mr A J Killen

The Rev Canon K M Kim

The Rev G S L Koo

Miss T Khatchoyan
(Student Representative)

The Rev Dr E A Loane
(Faculty Representative)

The Rev J L Ramsay

ADM Representative
(vacant)

Dr R Tong AM
(Secretary)

Dr D W Warren

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FROM THE PRINCIPAL

2017 has been a year full of excitement at Moore. It began with the opening of our new building, funded by the generosity of God's people and not least by special grants from the Synod over the first decade of the century. His Excellency General The Honourable David Hurley AC DSC (Ret'd), Governor of New South Wales opened the building and reminded us all of God's goodness and the wonder of being able to celebrate this in the Reformation year.

We have indeed celebrated the 500th anniversary of the Reformation this year. Our celebrations began with the first Reformation Rally – an exciting time with richly edifying talks from Simon Manchester, Peter Jensen and Peter Adam. We then held the Justification Summit, an afternoon and morning conference on the central doctrine of the Reformation with addresses by a number of the faculty. Dr Graham Cole, Dean of Trinity Evangelical Divinity School in Chicago and an ex-faculty member of Moore College, returned to his alma mater to deliver a special lecture on the Reformation through the eyes of Bishop J C Ryle. In this second half of the year we have participated in the Luther exhibition, co-sponsored by the German High Consulate. The specially produced posters were shown first in the Cathedral and then at Moore College. Our second Reformation Rally was held in August and the School of Theology on the theme of Celebrating the Reformation was held in September. A volume of essays was published as part of that School. The final event will be a public lecture I am giving on the revolutionary nature of the 95 Theses on the actual anniversary date of 31 October.

Meanwhile there has been a lot else going on. Our re-registration as a self-accrediting Higher Education Provider was approved in the first half of the year. This seven-year renewal of our authority to operate as an institution offering courses from diploma to doctoral level is a cause for great rejoicing and thanks to our hardworking Registrar, Ms Rhonda Barry. In the middle of the year the College's Governing Board agreed to a new strategic plan and has set about implementing recommendations of an extensive review of all aspects of the College's work in late 2016. We are reviewing how best to be good stewards of the property resources the Lord has given us as a College.

This year we have been joined on the faculty by the Rev Paul Grimmond, our new Dean of Students, and the Rev Peter Tong, who has been lecturing part-time for the New Testament Department.

The College has hosted quite a few visitors this year, including the Rev Sam Allberry (Ravi Zacharias Ministries), Dr John Azumah (Columbia, Atlanta), Dr Gerald Bray (Beeson, Birmingham), Dr Bryan Chappell (Covenant, St Louis), Dr Graham Cole (Trinity, Chicago), Dr Richard Gibson (Brisbane School of Theology), Dr David Helm (Holy Trinity Church, Chicago), the Rev Shady Mouneer (Alexandrian School of Theology), the Rev Hugh Palmer (All Souls, London), Dean Andrew Pearson (Birmingham, Alabama), the Rev William Taylor (St Helen's, London), Dr Carl Trueman (Westminster, Philadelphia) and Ben Cooper who is teaching this term.

While all this has been going on, the need for men and women whose lives have been shaped by extensive training in the Scriptures, theological thinking and ministry skills has never been more obvious. Whole tracts of the globe need to be re-evangelised, while in many places the gospel needs to be heard for the first time, churches need faithful teaching and loving pastoral care, schools and universities need clear thinking and skilled gospel workers, and Colleges around the globe are crying out for teachers who will build confidence in God's word and model godly humility.

We remain extraordinarily grateful to the Synod of the Diocese. Thank you for your prayers and support in a myriad of ways. We are dependent upon the Lord for direction and the preservation of our biblical, gospel focus. Please keep praying that God will flood the College with students and the world with strong, resilient and gentle servants of the gospel.

Mark D Thompson
Principal

A group of Faculty, Emeritus Faculty, Visiting Lecturers and Women Chaplains teach, pastor and care for the Moore College community. This work is supported by a team of staff.

Faculty 2017

The Rev Canon M D Thompson

Principal, BA (Macquarie), BTh, MTh (ACT), DPhil (Oxon)

The Rev C R Bale Vice Principal
BA (UNSW), DipEd (Sydney), BTh (ACT), MLitt, PhD (Sydney)

The Rev G Athas BA (Hons) (Sydney), BD (Moore), PhD (Sydney)

The Rev S J Gillham BTh (Moore), MA (Theol) (ACT)

The Rev P S Grimmond BSc (UNSW), BD (Moore)

The Rev D A Höhne BA (UNSW), BD, MTh (Moore), PhD (Cantab)

P H Kern BS (EBC), MA, MDiv (TEDS), PhD (Sheffield)

The Rev C R Kuhn BAppTheol (California Baptist), MDiv (Samford), PhD (UWS)

The Rev A M Leslie BCom (UNSW), BD (Moore), PhD (Edinburgh)

The Rev E A Loane BSc (Sydney), BD (Moore), PhD (Cantab)

P C Orr MEng (Nottingham), BD (Moore), PhD (Durham)

The Rev A P Poulos BE (Hons) (Sydney), BTh, MA (Theol) (ACT)

The Rev A G Shead BSc (Med) (Sydney), BTh, MTh (ACT), PhD (Cantab)

The Rev T J Stenhouse BSc (UNSW), BTh (ACT), MA (Theol) (Moore)

C J Thomson BA (Hons) (Middlesex), MA (Oxford)

W N Timmins BA (Hons), MPhil, PhD (Cantab)

The Rev P M Tong BA (Hons), MPhil (Ed) (Sydney), BD (Moore)

J M Toohar BTh (ACT), MA (Theol) (Moore)

P R Williamson BD (Hons), PhD (Belfast)

The Rev L Windsor BEng (Hons) (UNSW), BD (Moore), PhD (Durham)

The Rev D Wu BSc (Sydney), BD (Moore), PhD (Sydney)

Emeritus Faculty

The Rt Rev P W Barnett BD (London), ThSchol (ACT), MA (Hons) (Sydney), PhD (London), ThD (honoris causa) (ACT)

The Rt Rev P F Jensen ThL (ACT), BD (London), MA (Hons) (Sydney), DPhil (Oxford)

The Rev P T O'Brien BD (London), PhD (Manchester), ThD (honoris causa) (ACT), DD (honoris causa) (WTS)

The Rev D G Peterson BA, MA (Sydney), BD (London), ThSchol (ACT) PhD (Manchester)

B G Webb BA, DipEd (Qld), BD (London), PhD (Sheffield)

Visiting Faculty

The Rev B C Cooper BA (Hons) (Cantab), MPhil (Oxon), DPhil (Oxon), PhD (UWS)

The Rev R C Doyle BSc (Sydney), BD (London), PhD (Aberdeen)

M D Jensen BSc (UNSW), BD, MA (Theology) (Moore), PhD (Sydney)

Cross-Cultural Chaplains

Joseph and Nancy Fung Both have been involved in pastoral ministry and the Chinese Theological College Australia.

Women Chaplains

Juliette Antoon Student and parish women's ministry background. Currently assisting Registrar in serving Moore Distance students. Attends St George North.

Alison Blake Parish based women's and children's Bible teaching ministry and hospitality in Sydney Diocese, Advisor in the MT&D Ministry Wives Program

Kate Bradford Part-time chaplain at The Children's Hospital at Westmead, Darling Street Anglican Church, Balmain

Deb Earnshaw Women's and Children's Minister, Naremburn Cammeray Anglican Church

Anna Hu Former university staff worker with international students, FOCUS Mandarin Church UNSW

Isobel Lin Assistant to the Dean of Women at Moore, Chair of EQUIP Womens' conference, St Barnabas Anglican Church at Fairfield and Bossley Park

Alli Muscat Itinerant Bible teacher, part-time study M.Couns., former Women's Pastor MBM Anglican Church, Rooty Hill

Lesley Ramsay Itinerant evangelist and Bible teacher, Central Coast Evangelical Church

Marcelle Rodgers Former CMS missionary, CMS volunteer support: visiting and deputation training, Marrickville Anglican

Cathy Smith Former CMS missionary, Sydney Japanese Evangelical Church at Cammeray

Caroline Spencer Full-time women's evangelist and trainer at City Bible Forum, Drummoyne Presbyterian Church

Wendy Swanton Assistant to Philip Jensen at Two Ways Ministries

Julia Williams Senior Pastor's wife involved in leading women's Bible study for many years

RESEARCH AND SCHOLARSHIP

The College is committed to quality research. Faculty members may apply for one semester of study leave after each seven semesters of continuous teaching. During this time, they undertake scholarly projects which enrich their teaching, serve the churches and wider Christian community, and qualify them to supervise students enrolled in MTh or PhD courses.

A significant fruit of faculty research and scholarship is published works benefiting students and the wider Christian community. Recent publications include:

Athas, George

Deuteronomy: One Nation Under God. Reading the Bible Today Series. Sydney South, NSW: Aquila Press, 2016.

Kuhn, Chase R.

The Ecclesiology of Donald Robinson and D. Broughton Knox: Exposition, Analysis and Theological Evaluation (Eugene, OR: Wipf & Stock, 2017).

Loane, Edward A.

William Temple and Church Unity: The Politics and Practice of Ecumenical Theology. Pathways for Ecumenical and Interreligious Dialogue. Cham, Switzerland: Palgrave Macmillan, 2016.

‘From King’s College to Kingsford: Charles Simeon’s Enduring Influence on Australian University Ministry.’ Chapter 5 in *From Cambridge to Colony: Charles Simeon’s Enduring Influence on Christianity in Australia.* Edited by Ed Loane. 1st ed. London: Latimer Trust, 2016.

‘An Evangelically Flawed Theological Method: A Response to Robin Parry’s The Evangelical Universalist.’ *Churchman* 130/4 (2016): 349–360.

‘What a Rabble! What a Failure. What an Intolerable Mess! The Prayer Book Crisis of 1927–28.’ *Lucas* (forthcoming Dec 2017).

Orr, Peter C.

‘The Comfort of God and Pastoral Ministry: An Exegetical Study of 2 Corinthians 1:3 – 7.’ Pages 61 – 78 in *Tend My Sheep: The Word of God and Pastoral Ministry.* Edited by Keith Condie. London: Latimer Trust, 2016.

Thomson, Christopher J.

‘What is Aspect? Contrasting Definitions in General Linguistics and New Testament Studies.’ Pages 13–80 in *The Greek Verb Revisited: A Fresh Approach for Biblical Exegesis.* Edited by Steven E. Runge and Christopher J. Fresch.

Thompson, Mark D.

‘The Sufficient Word’. In *Tend My Sheep: The Word of God and Pastoral Ministry.* Edited by Keith Condie. London: Latimer Trust, 2016.

‘The Trinity and Revelation.’ Pages 215 – 234 in *Essential Trinity: New Testament Foundations and Practical Relevance.* Edited by B.D. Crowe and C.R. Trueman. London: Intervarsity Press, 2016.

‘Sola Scriptura.’ pp. 145–187 in M. Barrett (ed.), *Reformation Theology: A Systematic Summary* (Wheaton: Crossway, 2017).

‘Luther and Scripture: Contexts and Commitments’, pp. 56–78 in J. Hood (ed.), *Reformed Theological Review Supplement 5* (Geelong: RTR, 2017).

Windsor, Lionel J.

‘The Work of Ministry in Ephesians 4:12.’ In *Tend My Sheep: The Word of God and Pastoral Ministry.* Edited by Keith Condie. London: Latimer Trust, 2016.

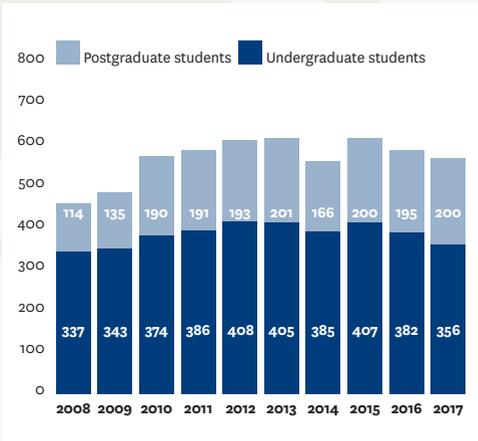
Wu, Daniel Y.

Honor, Shame and Guilt: Socio-Scientific Approaches to the Book of Ezekiel. Bulletin for Biblical Research Supplements, 14. Winona Lake, IN: Eisenbrauns, 2016.

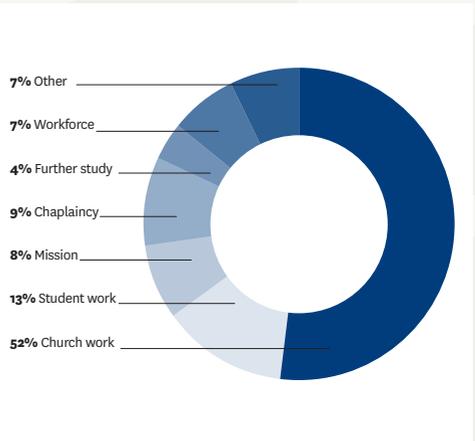
STUDENTS, TEACHING AND LEARNING

Moore seeks to inspire and equip a growing number of leaders and teachers of God's word who humbly and prayerfully serve God's people.

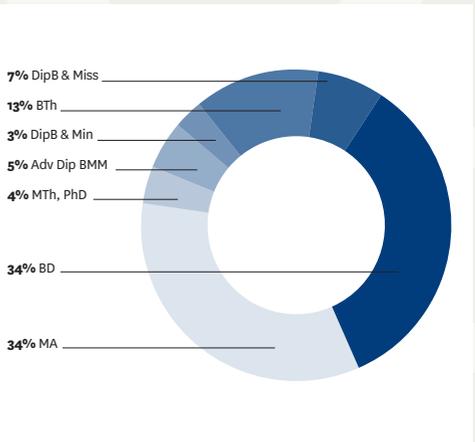
Enrolled Students



Graduate Destinations



2017 Students by Course



VISION, MISSION AND VALUES

Vision

We long to see faithful, thoughtful and biblical ministry which honours the Lord Jesus Christ in all the world.

Mission

We enable men and women to deepen their knowledge of God, through higher education in the field of theology. This is so that they might faithfully and effectively live exemplary Christian lives, proclaim and teach the Word of God, and care for others in the name of Jesus Christ in all the world, to the glory of God.



Values

- > **Christian Faith:** Trust in God and his purposes as these are revealed in Jesus Christ and conveyed to us by the Holy Spirit in the canonical scriptures of the Old and New Testaments.
- > **Integrity:** Honesty, transparency, fairness and accountability in all personal behaviour and community practices.
- > **Grace:** Generosity and compassion in dealings with each other, reflecting the undeserved mercy of Christ.
- > **Service:** Placing the welfare of others above personal interests and convenience, using the gifts and talents that God has graciously given.
- > **Community:** Loving personal relationships, developed through regular meeting and a common focus, as the proper context for learning about the triune God and his purposes.
- > **Scholarship:** Rigour of thought characterised by a careful use of primary evidence, breadth of research and appropriate inferences, resulting in fresh and readily accessible approaches to both classic issues and contemporary questions.
- > **Gender Complementarity:** Affirmation of the fundamental equality and mutual dependence of men and women as image bearers of God, while recognising proper differences in roles and responsibilities in life and Christian ministry.
- > **Freedom of Inquiry:** The freedom to subject all ideas to honest inquiry.
- > **Integration:** Growth in the knowledge of God is best conducted for, and in the context of, life application and active participation in Christian service.

Moore College conducts its activities as set out in the strategic plan (following) underpinned by its vision, mission and values.



MOORE COLLEGE STRATEGIC PLAN 2017–2020

Over the next ten years we are aiming to see the College grow in size and in effectiveness as a provider of evangelical theological education of the highest calibre.

We aim to do that while remaining faithful to the teaching of Scripture and our Anglican evangelical heritage, and allowing this fidelity to shape everything else we do. The goals of improving quality, growth, extending influence and ensuring sustainability do not exist for their own sake, but in order to serve the faithful proclamation of the gospel and continued provision of godly, effective and well-prepared gospel workers to churches and other Christian organisations around the world.

FAITHFULNESS

Biblical
Theological
Evangelical [Reformed, Anglican]
Serving the churches



QUALITY

Highest academic standards
Effective teaching
Relevant training for ministry

GROWTH

A larger student body
A larger faculty
Expanded accommodation

INFLUENCE

International reach
Resourcing the community
Setting the agenda

SUSTAINABILITY

Financial viability
Minimising risk
Ability to weather changes

MOORE DEVELOPMENT

Property Development

God in his goodness has provided the College with significant holdings in property over the last 160 years. The Governing Board is keenly aware of its responsibility to be a good steward of this endowment.

The opening of the Learning and Teaching Centre completes stage one of the College's long-term Master Plan for the coordinated redevelopment of the College campus and provides an ideal opportunity to consider how we might move forward in a way which furthers the mission of the College. In line with this Master Plan, we are investigating the strategic use of the College's property assets.

The most urgent current need of the College is for the development of suitable housing for both single students (our dormitories are now over 80 years old) and those who are married. At the moment only about 50% of our student body is able to reside in College housing at any given time, and we aim to give them all the opportunity to live and learn together in community.

A taskforce set up by the Governing Board is exploring the options available to us to maximise the use and value of the College property. These include the sale of some commercial property in order to fund the building of additional student (and faculty) accommodation, the consolidation of our three campuses, and the purchase of housing located within one of our precincts when it becomes available.

Please pray for us as we seek to deal wisely and responsibly with the gifts that the Lord has given us.

Tony Clemens

Hon Treasurer and Chair of the Property Taskforce



Priscilla & Aquila Centre

The Priscilla & Aquila Centre (P&A) promotes, encourages and supports the ministries of women, in partnership with men. We have much to be thankful to God for, as he has continued to work in 2017:

- > Our new women's diploma has begun extremely well. Women are with other first year students for most of their classes, but they have 3 unique subjects together: (i) Ministries of Women, (ii) Women & Children in Church History, and (iii) Influences on and Issues for Australian Christian Women.
- > We are continuing to teach and model gender complementarity throughout the college syllabus, and working out how this can be improved.
- > Our annual conference focused on God building his church through prayer and the proclamation of his word, and that men and women are in this task together. Together we reach others with Jesus Christ.
- > In September our evening seminar focused on 'Women & Work'.
- > New resources continue to be added to our website regularly, and we hope these and the other pages on our website will serve you in your ministries. See: paa.moore.edu.au



Centre for Ministry Development

CMD was established by Moore College to support clergy and churches as they develop theologically-shaped, lifelong, reflective, evidence based best practice in ministry.

2017 has been a year of considerable growth as our team has expanded, enabling an increase in the services provided to clergy and churches across our Diocese. We are blessed with the addition of the Rev Rick Smith and Mr Peter Cheel to our team.

We have further developed tools to ensure a consistent level of support for those we work with.

In 2017 the focused activities of CMD have been:

- > Providing support through one-to-one coaching, mentoring or training to a wide variety of rectors across the Diocese, and the churches they lead. CMD also conducts Ministry Growth Clusters (peer coaching) for groups of ministers and facilitates training and workshops with lay leaders in the parish.
- > Launching the Developing Rector's Program. This is a formal two-year induction and training program for new rectors across the Diocese, involving both a curriculum and personal mentoring. Two cohorts have now begun the program.
- > Providing diagnostic tools, ministry tools, surveys and expertise to assist honest ministry and minister reflection, and to assist implementation of the Diocesan Mission.
- > Conducting training courses, forums and partnering to encourage and build the understanding of Gospel-shaped effective ministry practice and skills.

Please visit the Centre for Ministry Development website (cmd.training) for tools and resources for ministry, for more information about CMD and our team, or to make contact.

ACADEMIC CENTRES

Centre for Christian Living

In 2017, the Centre for Christian Living has continued its mission to apply the rich, Bible-shaped theology of Moore College to everyday issues of the Christian life. This is what the oft-misunderstood practice of 'ethics' really is—going back to the Bible to find the truth about what is good and right in the world God has made and redeemed through Jesus Christ, and then bringing that understanding of reality to every situation we face: at home, at church, at work, in society, and so on.

As in previous years, the centrepiece of our program is the four public events we run at Moore College and around Sydney:

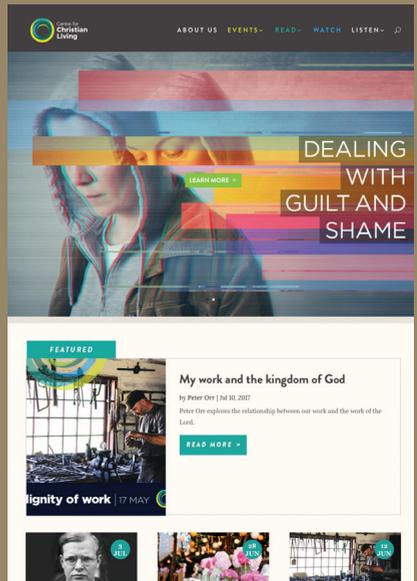
- > How to find your best self: What the 20th century's most famous Christian martyr (Dietrich Bonhoeffer) can teach us about personal aspiration (8 March). Speakers: David Höhne and Tony Payne.
- > The dignity of work: The nature of work and its place in the Christian life (17 May). Speakers: Chase Kuhn and Peter Orr.
- > The Psalms in the Christian life (30 August). Speaker: Andrew Shead.
- > Dealing with guilt and shame: Guilt, shame and how they relate to the glory of God in the cross of Jesus Christ (25 October). Speaker: Dan Wu.



New website

The main new feature of 2016 was the launch of a new CCL website (ccl.moore.edu.au) as a platform – not only for video and audio from all our events but also for short articles and essays on a wide range of Christian living topics.

In 2017, we've added a regular 30-minute CCL podcast (ccl.moore.edu.au/listen/podcast/) to our range of resources to inform and encourage Christians in the challenge of living for Christ day to day. Subjects covered so far include: "Exile and the Christian", "The dignity of work", "Listening to the Lion in our small groups", and "Joy and sacrifice in the Christian life". For some regular, easy-to-access input about the many challenges and joys of living as a Christian, subscribe to the CCL podcast via iTunes, Stitcher or wherever you get your podcasts.





Centre for Global Mission

Purpose

Through our Centre for Global Mission, we provide resources and support theological education throughout the world in 17 different languages. We work with gospel partners throughout Africa, South America, Asia, the Sub-continent, the Indian Ocean and the South Pacific regions to teach high quality theological content in culturally relevant and pedagogically sensitive ways.

Methods

The main method by which we provide this support is by entering into formal partnerships with local institutions who take resources we provide and use them to create relevant awards in their own context. In addition to content, we also provide ongoing advice, administrative support and access to theological and educational expertise where needed to help our partners. Much of this theological and educational expertise is devoted to translation projects. While the content we provide is largely drawn from the PTC material used in Moore's own Distance program, we seek to also encourage our partners to develop and use whatever resources are most appropriate for their context.

Scope

CGM operates in any context in which we find like-minded institutions or groups who are willing and able to train Christian leaders, but are in need of theological resources. In most cases our partners are outside Australia, but we also have local partners who, for instance, serve migrant communities where the main language is other than English. We currently have formal partners in Malaysia, Thailand, China, India, Mauritius, Madagascar, South Africa, Kenya, Tanzania, Zimbabwe, Zambia, Malawi, Egypt, Russia, and Germany. We have less formal but still meaningful relationships with groups throughout the South

Pacific, Japan, Korea, Burma (Myanmar), France, and the UK. We are also actively engaged in the Missions Interlink network and the Ministry 2 Muslims network in Sydney, as well as other mission groups working with the Sudanese community in Adelaide.

Current Projects

- > We are planning and raising funds for a cloud based academic and administrative system that we can use to equip our partners to efficiently administer their own programs. This will include giving our partners options to move some of their assessments online, automatically mark some exams, provide more feedback to students on their progress, produce award certificates and meet various accreditation requirements without relying on Moore for ongoing support.
- > We are managing several translation projects, translating the Moore College PTC material into other languages. We have active ongoing translation projects into French, Russian, Swahili, German and Arabic. We are exploring the possibility of creating new translations into Burmese and Japanese, and extending our current Chinese translation into more subjects.
- > We are working through new requests for partnership. Current priorities are in Liberia, Ghana, Burma (Myanmar), Tanzania, South Sudan, Papua New Guinea and Solomon Islands.
- > We are working with various partners in the ongoing task of presenting the PTC content in more contextually appropriate ways. Of particular interest here are our partnerships in Africa and Russia.
- > We held our first conference on Ministry 2 Muslims with Dr John Azumah as the keynote speaker. The conference was co-sponsored by CGM and the Anglican Department of Evangelism and New Churches.

FINANCES

Moore Theological College Council Statement of profit or loss and other comprehensive income for the year ended 31 December 2016

	Notes	2016			2015		
		Income	Expense	Net	Income	Expense	Net
		\$000	\$000	\$000	\$000	\$000	\$000
Teaching (included in Teaching is Synod Grant \$1,360,000 (2015: \$1,372,000))	1	8,354	9,839	(1,485)	8,223	8,449	(226)
Student residences		2,096	1,943	153	2,107	1,874	233
Other properties		1,770	333	1,437	1,484	1,159	325
Interest		36	168	(132)	52	4	48
Fundraising		629	144	485	606	152	454
		12,885	12,427		12,472	11,638	
Surplus from operations	2			458			834
Other items	3						
Initial planning and preparatory costs relating to property construction		(1,968)					
Endowment fund receipts & net interest earned		13			32		
Gain on sale of property		1,845					
Library treasures donations		10					
Donations for campus redevelopment and interest earned less disbursements		473			2,524		
CMD donations and interest earned less disbursements		(293)			(227)		
				80			2,329
Total comprehensive income				538			3,163

Statement of financial position as at 31 December 2016

	2016	2015
Total assets	78,264	62,466
Total liabilities	19,223	3,963
NET ASSETS	59,041	58,503

FINANCIAL NOTES

1. Teaching

Tuition fees are set annually. They are the College's single largest item of income. About 88% of students elect to use the Federal Government's FEE-HELP loan scheme to pay for their tuition.

In 2016, the College received an annual grant from the Synod of \$1,360,000, which was directly applied to reduce the cost of tuition for students. Notwithstanding this grant, the College's teaching activities recorded a loss of \$1,485,000. In the absence of the Synod grant the tuition fee for each student would need to have been 52% greater for teaching to be conducted without a loss.

2. Surplus from operations

The College, like all not-for-profits, needs to derive a surplus each year from its operations to enable it to continue its ministries. As with other providers of higher education of long standing, the College has a large number of ageing buildings that demand increasingly costly upkeep. In similar vein, all education providers need to update their information systems continually.

3. Other items

The surplus from operations is distinctly separated from the other items of income and expense the College receives and expends. Those other items relate to activities that do not form part of the College's on-going operations. Income received cannot be used to 'subsidise' operations.

Current assets and current liabilities

A specific requirement imposed by the Commonwealth agency that regulates the College's higher education activities is that its current assets must exceed its current liabilities. This ensures that the College is continually in a position to pay its debts as and when they fall due.

Campus redevelopment fund

Construction of the College's Main Campus Complex was completed in late 2016. The donations received were fully utilised to meet construction costs and the College commenced its borrowing program with its bank. This will present significant interest expense in future years, estimated to be in the order of \$700,000 per annum. Fundraising for the new complex is still being actively pursued to offset the amount borrowed and the related interest expense.

Centre for Ministry Development (CMD) Fund

The CMD had net funds as at 31 December 2016 of \$481,000 to fund its activities as summarised on page 14.

Student housing

Due to the sub-standard condition of much of the College's residential property, an on-going program of refurbishment has been undertaken over the past 10 years. The College has an objective to house all students but recognises this is not financially feasible. In order to make residence as affordable as possible, students living in residence pay College an accommodation charge, which is typically 65-75% of the applicable market rate.

The College is very sensitive to the already high and increasing financial burden which attending College places on its students. As highlighted in Teaching, the Synod grant directly reduces the cost for students in studying at Moore. In the absence of the Synod grant, many students would find the financial burden too heavy and most would likely be unable to pursue theological education.

TRACKING COLLEGE RESULTS

A number of measures of outcomes are tracked in order to compare results with best practice in comparable institutions. Performance indicators include the following:

INDICATOR	Target	GCE ₁	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Proportion of degree graduates (seeking full-time employment) in vocational ministry within three months (%)	95	82.6 ²	88	97	99	98	96	97	95	96	94	93
Proportion of ordained graduates in vocational ministry after 10 years (%)	90	n/a	93	96	90	88	90	95	93	91	89	93
Proportion of faculty holding research doctoral degrees or equivalent (%)	60	n/a	83	87	88	88	82	88	85	83	80	80
SCEO ³ rating of overall quality of library service (%)	90	90.2	100	100	99	97	98	100	99	100	98	97
SCEO rating for 'good teaching' scale (%)	85	89.5	76	75	79	84	84	85	87	88	85	85
SCEO result for 'learning in community' scale (%)	95	88.5	90	91	94	95	95	99	96	90	94	93
SCEO rating for the question 'Overall, I was satisfied with the quality of the student support and administration services' (%)	95	92.9	99	97	100	100	98	100	99	100	97	98
Undergraduates (UG) and postgraduates FTE ⁴	n/a	n/a	361	357	362	342	324	336	317	289	300	304
UG student ⁴ to faculty ⁵ ratio (FTE)	15.0	20.7 ⁶	18.2	17.2	16.6	15.7	15.4	16.5	17.4	15.9	19.0	16.5

1 Graduate Course Experience 2014. Melbourne: Graduate Careers Australia, 2015, 5.

2 Graduate Destinations 2014. Melbourne: Graduate Careers Australia, 2015, 2.

3 Student Course Experience Questionnaire.

4 Total full-time equivalent.

5 Full-time faculty only, adjusted for administrative responsibilities.

6 Higher Education and Research Facts and Figures November 2015. Canberra: Universities Australia, 2015, 42.

STAFF

The academic and pastoral work of the Faculty is strongly supported by a dedicated professional and skilled staff. 39 full-time staff are joined by 11 part-timers and about 35 casuals, who each play a vital role in ensuring the College functions effectively, efficiently and in a way which commends the gospel. This team includes 15 people who have worked at the College for more than 10 years. The College has a great deal to be thankful for in the people the Lord has drawn to work here.

The move into the new building has brought significant changes for the staff. For the first time, most of the departments of the College are working in the same building and this has provided the opportunity for greater cross-department co-operations.

Particular attention should be drawn to the work done by the library staff in moving from 93 King Street and ensuring the library was ready for our opening of the building in February. The library is indeed a very pleasant environment in which to work, as evidenced by the number of students who are making increased use of it. A great deal of the credit for this is due to the Library Manager, Ms Julie Olston.

Our reaccreditation as a self-accrediting higher education institution for seven years without any conditions or recommendations has also been a remarkable achievement, very largely through the extraordinary work of our Registrar, Ms Rhonda Barry.

The staff priorities for the next twelve months, in line with the strategic plan, are:

- > Implementing a program to enhance our organisational cultural growth.
- > Developing policies and procedures which will enable us to improve our professional standards and demonstrate our care for our staff.
- > Increasing internal capability by developing a People and Culture framework, with a focus on a professional development for staff.



FROM THE PRESIDENT OF THE GOVERNING BOARD

This year I have had the opportunity to see again the need for labourers in the harvest field of the Lord. Throughout our sprawling metropolis (including, of course, Wollongong, the Shoalhaven and the Blue Mountains) there are millions of people who do not know Christ and have never heard of the salvation he came to bring. Churches continue to need biblically and theologically astute leadership in a climate where there is often hostility and fresh challenges emerging all the time. Further afield, countries that once knew the gospel need to be re-evangelised, and there are still far too many places where the gospel has never been heard.

Our College has been greatly blessed by God and is in a unique position to send out labourers into this harvest. We can be thankful for faithful teachers of God's word and a strong vision for strengthening our churches and reaching the world. A steady stream of women and men are graduating from the College and embarking on a lifetime of Bible teaching and pastoral care. There has never been a better time to come to College to learn of the riches of Christ and be equipped to share those riches with others. Our new Learning and Teaching Centre provides the latest up to date facilities for theological education incorporating our world class library. Our recent re-registration by the Australian government as a higher education provider demonstrates the confidence that our secular authorities have in the quality of our education.

Yet without the right people, godly and committed Christians eager to serve Christ in full-time paid ministry, our College would be merely bricks and mortar, rather than a thriving community of scholars. Will you keep praying that God will raise up more gospel workers to come to College, and also open up further opportunities for them to serve once they finish their studies?

On behalf of the Governing Board, I'd like to thank all those who have supported the College over this past year, in prayer and in generous donations. Our partnership in this work is a very great cause for thanksgiving and I thank God for you all.

Glenn N Davies

President of the Governing Board



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