



Update on the Implementation of Recommendations from the Bible College SA Internal Culture Review



Following the completion and delivery of the Gibbs Report on the review of the College's culture toward women in September 2024, a significant part of the Board's work this year has been to continue engaging with the recommendations of the report. The Board remains deeply committed to thoughtfully and thoroughly implementing these in due course and we value the prayers of our members as we do so.

We are grateful for the valuable work of the review in bringing to light opportunities to improve and strengthen our systems and structures. This process has helped us identify meaningful ways to further build a positive, healthy, and safe culture for all staff and students at Bible College SA.

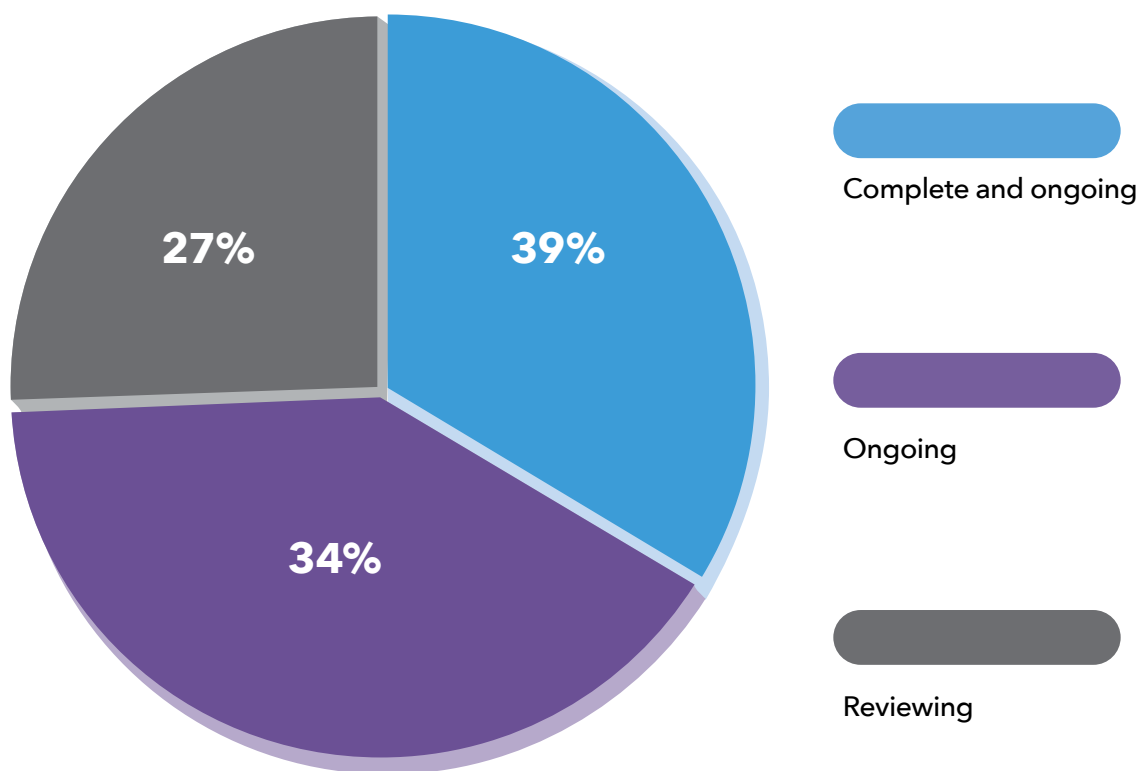
As we have been working through the recommendations, some have naturally led to further areas of reflection and development. While this has extended the process, we are confident that this deeper work will result in greater and lasting improvements. We thank you for your continued patience and trust as the Board carefully and prayerfully carries this work forward – committed to cultivating a culture that honours Christ and supports all who serve, study, and belong within our College community.

To provide our members and wider community with transparency and encouragement, following is a table of the recommendations that are "complete and ongoing", as well as a pie chart to visually represent the progress in working through all of the recommendations from the Gibbs Report.

RECOMMENDATION 'COMPLETE AND ONGOING'	COMMENT
The Board should give consideration to seeking equal representation of men and women as Board members.	The Board have continued to work hard to recruit appropriate Directors toward the goal of equal representation. Several excellent female candidates have been invited and, while very interested, are not currently in the position to accept such a role. All approached have asked to be considered at a later stage.
The Board should consider reviewing the current skills matrix for use in recruitment of Board members, and should review induction processes of new Board members.	The Board continue to use the existing skill matrix. The induction process is in the process of being documented and formalised.
The Board should consider inclusion of a standing agenda item to address key governance items relating to organisational culture.	Consideration has been given and the Board are in the process of creating a meeting structure plan with a standing agenda item to ensure key governance items relating to organisational culture are routinely addressed.
The College leadership should ensure that all policies and procedures (both AUT and Bible College SA) are available through the College website.	Policies are currently available on the internal Moodle learning platform. The College is in the process of implementing access to appropriate policies on the website.
The College leadership should ensure that the location of all policies and procedures (both AUT and Bible College SA) are clearly and regularly communicated to all students of the College.	Work on this has begun. The College is in the process of finalising the details and mechanisms for ongoing regular communication of these policies to students.
The College leadership should develop an intentional strategy for pipeline development, recruitment, training and support of female faculty. The strategy should include development of a pipeline of future female faculty at the College from both internal and external sources.	The College has been investing in developing female faculty for many years and the Faculty Leader has begun work on the further development of this intentional strategy.
The College leadership should prioritise, in the short-term, increasing the FTE and head count of female faculty at the College.	This is an existing priority for the College and remains so moving forward, as appropriate.

RECOMMENDATION 'COMPLETE AND ONGOING'	COMMENT
<p>The College leadership should actively pursue opportunities to provide female students with mentoring, preaching experience and employment.</p>	<p>Preaching and employment opportunities for women have been regularly advertised by the Dean of Students over the course of 2025. The Board recognises the difficulty in the College itself providing employment opportunities for any students.</p>
<p>The College leadership should consider reviewing the content and delivery of Ministry Formation and practical ministry subjects to ensure that the content, assessments, class discussions, and language used are suitable for both men and women being prepared for a diverse range of ministries, and conducive to building more positive partnerships between men and women.</p>	<p>The Ministry Formation Program has been reviewed over the course of 2025 and significant changes will be introduced in 2026. The Ministry Formation team are very aware of the need to ensure that the content of the Program is suitable for all participating students.</p>
<p>The College leadership should ensure that both a male and female interviewer, appropriately trained, are present at all admission interviews. Interviewers could include faculty, graduates or representatives of the College community.</p>	<p>We have ensured that all admission interviews are jointly conducted by a male and female interviewer since the start 2025, following the Culture Review.</p>
<p>The Board, in consultation with College leadership, should provide an update on progress towards implementation of these recommendations to the College community and College Members at least annually.</p>	<p>The 2025 AGM is the first formal annual update. Future updates will continue to occur annually as recommended and as needed.</p>
<p>The Board should develop a wider College Vision and Values statement, which is developed in consultation with staff, students and key stakeholders, and embedded throughout the life of the College. The Vision and Values of the College and related documents should be derived from and connected to the College's articulated broader theological position/s.</p>	<p>A set of Core Values has been developed in consultation with the Board and Staff over the course of 2025. These are on public display at the College as well and are currently being featured in our monthly newsletter.</p>

RECOMMENDATION 'COMPLETE AND ONGOING'	COMMENT
<p>The Board, in consultation with College leadership should consider the inclusion of reference to behavioural expectations and consequences of misconduct in staff employment contracts.</p>	<p>Existing employment contracts outline clear behavioural expectations and consequences of misconduct. This is under ongoing review.</p>
<p>The College leadership should as a matter of urgency document interview processes and procedures used for student selection. This should include development of a standard template of questions that reflect the values and theology of the College, and identification of who is responsible for making admissions recommendations and approvals.</p>	<p>The College has developed a new template for interviews that appropriately reflects the values and theology of the College. There is also an existing procedure that is in the process of being documented.</p>
<p>The Board, in collaboration with College leadership, should revise the Code of Conduct and behavioural expectations for students, employees and volunteers of the College to align with the College Values and give consideration to articulating the consequences for breaches of the Code of Conduct. In addition, the College should review how these are regularly and clearly communicated to the Bible College SA community.</p>	<p>The College Code of Conduct has been reviewed, communicated, and signed by all Board, Staff and Students since Semester 1, 2025.</p>
<p>The College leadership should, on areas of doctrine, differentiate between essential areas where agreement is necessary and areas where agreement is not necessary; these should be communicated to the Bible College SA Community. An example of an essential area is the equality of men and women, an area of difference where agreement is not necessary is the roles of men and women in the church and the family.</p>	<p>The existing College Statement of Faith identifies our essential convictions. These are now explicitly discussed with potential students in their application interviews. Ongoing work and consideration is being given to the articulation and communication of any sub-documents in relation to the College's Doctrinal Statement, relating to specific areas where needed.</p>



WORKING DEFINITIONS

Complete and ongoing - the recommendation has been implemented, but the associated practices or initiatives require continued attention, monitoring, or regular review to ensure they remain effective and embedded in the College's culture.

Ongoing - work on the recommendation is in active progress, with actions established and being implemented, but not yet fully complete or embedded across the College.

Reviewing - the recommendation is currently being examined to determine the best course of action, with options, implications, and priorities under consideration before implementation begins.

The Board would like to extend heartfelt thanks to all members of the College community for your patience, trust, and continued partnership in this important work. We warmly invite anyone who would like to discuss these matters further to meet with us in person. We welcome these conversations as together we pursue a culture that reflects the grace, truth, and unity of Christ.