Overview of Our Strategic Plan 2024

Our Strategic Themes

**Theme 1**  
**Student at the Heart**  
Students are equipped with the skills to pursue their passion through a high-quality and memorable education experience.

**Theme 2**  
**Delivering Quality Education**  
Empowering students to acquire the skills they need for success.

**Theme 3**  
**Partnering for Innovation and Growth**  
Successful partnerships will ensure we are relevant and constant innovation will keep us at the top of our game.

**Theme 4**  
**Valuing Our People**  
We will cultivate an engaged, capable and safe workforce.

**Theme 5**  
**Leveraging Our Resources**  
We use all our resources to achieve the highest standards of performance, deliver outstanding student experience and foster a desirable culture.
Our 2024 Roadmap

Horizon 1 – Extending our Core Business

2019 – 2020
Success will position us to grow in coming years.

- Student centric
- Simplify and align business

Horizon 2 – Seizing Opportunities

2020 – 2022
Success will enhance student opportunities and drive industry growth through innovative products and partnerships.

- Global and innovative partnerships
- Engaged, capable and safe workforce
- Leading and enabling businesses to thrive

Horizon 3 – Creating Opportunities to Shape our Market

2022 – onwards
Success in this dynamic and competitive marketplace will see us recognised as leaders and innovators in servicing business and industry.

- Expanded hubs; healthcare, aged care, sustainable construction
- Excellent virtual and physical facilities
CEO’s Message

In 2024, Box Hill Institute is turning 100. Box Hill Institute started at small scale in March 1924 with just 65 students. In 2018, we had nearly 60,000 students across Victoria, Australia and internationally. The education landscape has changed significantly during this time and global trends have accelerated the pace of change. As a major international training provider we are well placed to respond to these changes and prepare our students for the workplace of the future.

Together with our students, communities and industry partners, we are preparing for the future. Our strategy places students at the heart of our business. We will be flexible in our delivery. Our physical learning environment will be increasingly indistinguishable from our virtual experience.

We know that globalisation, digitisation and productivity demands are placing pressure on business and industry. We will lead industry to success and adapt to the evolving workplace. Our culture will be student centric, high performance and innovative. We are focused on engaging the best teachers and supporting them to create high quality and memorable student experiences.

We welcome you to be part of our journey as we make our way towards 100 years.

VIVIENNE KING
CEO/MANAGING DIRECTOR BOX HILL INSTITUTE
AND CENTRE FOR ADULT EDUCATION
Our Vision
To help students grow into proud and successful learners who are valued by industry and community.

Our Purpose
To support community prosperity and industry growth by delivering learning experiences that meet society’s future needs.
### Operating Context

#### Key Skills Trends

**International education**

is predicted to be one of the fastest growing sectors globally.

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**Job skills are rapidly changing.** One-third of future core job skills are not currently essential to the job.

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National jobs growth to 2022 will **increase by 8%** on average across all sectors. The 5 sectors with the highest jobs growth are:

<table>
<thead>
<tr>
<th>Sector</th>
<th>Growth Rate</th>
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<tbody>
<tr>
<td>Healthcare and Social Assistance</td>
<td>16%</td>
</tr>
<tr>
<td>Professional, Scientific and Technical</td>
<td>13%</td>
</tr>
<tr>
<td>Education and Training</td>
<td>12%</td>
</tr>
<tr>
<td>Accommodation and Food</td>
<td>11%</td>
</tr>
<tr>
<td>Construction</td>
<td>11%</td>
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Future employers must **foster a culture of life-long learning** and provide **responsive training opportunities for employees.**

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*Australian Jobs 2018 report*
4 concurrent megatrends are occurring, driving unprecedented change, creating new jobs and requiring new skills.

Industry is demanding workers with negotiation skills, the ability to critically analyse, creative thinking and problem solving skills.

Technology is accelerating fast across all sectors, but digital literacy among the workforce is failing to keep pace, resulting in risk for employers, individuals and economic development.

34% employers report struggling to fill roles due to a shortage of candidates with the right skills.

60% of all occupations have at least 30% of activities that are technically automatable.

ManpowerGroup 2018 Talent Shortage Survey

McKinsey Global Institute, 2017
Box Hill Institute – delivering lifelong learning and an outstanding student experience

2018 stats and facts

<table>
<thead>
<tr>
<th>Students 2018</th>
<th>Courses 2018^</th>
<th>Campuses 2018</th>
</tr>
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<tbody>
<tr>
<td>59,366</td>
<td>179</td>
<td>3</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Industry partnerships</th>
<th>Short courses at CAE</th>
<th>Countries using our materials 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>430+</td>
<td>1,190</td>
<td>11</td>
</tr>
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2024 key aspirations

<table>
<thead>
<tr>
<th>Top 3</th>
<th>15%</th>
<th>#1</th>
</tr>
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<tbody>
<tr>
<td>Victorian student satisfaction</td>
<td>target of repeat students (lifelong learning aspect)</td>
<td>employee engagement*</td>
</tr>
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</table>

Top 3

<table>
<thead>
<tr>
<th>Top 3</th>
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<tbody>
<tr>
<td>Industry and employer recommendation</td>
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^ Accredited domestic courses  *Across the Victorian TAFE sector
THEME 1
Student at the Heart

Students are equipped with the skills to pursue their passion through a high-quality and memorable education experience.

We provide a high-quality and memorable student experience where students are empowered to learn the skills they need to pursue their passion. We want our students to choose Box Hill Institute when updating their skills throughout their working and personal lives and return as teachers and guest speakers to showcase their skills and help future students.

We deliver a student experience that is seamless, personalised and inclusive, accommodating the needs of all student cohorts including Indigenous students, those with special needs and at risk students. We want to support students at every step to succeed. From the early stages of considering further study, course choice and right through the enrollment process, we’ll be there.

Our student experience must be globally consistent with minimal differences between learning online or in a physical environment.

Our Initiatives

- Develop a comprehensive Student Experience Framework and detailed Operating Model
- Build our profile and reputation to attract and retain students
- Expand internship programs nationally and internationally
- Expand our global mobility opportunities
- Grow our alumni networks and support processes

GREAT EXPERIENCE
COME BACK
TELL OTHERS
We are proud of our reputation for delivering high-quality and relevant vocational education. Student and market expectations are constantly changing, and technological advances are accelerating the change. Our education products need to provide technical, digital and ‘evergreen’ interpersonal skills. These skill sets will ensure our students adapt to changes in their workplaces and communities.

A 21st century education experience incorporates flexible delivery options including on-campus, in the workplace or online. We provide new products and services to meet the needs of the future workplace. We are in lock-step with our industry partners, and use new and emerging technology.

**Our Initiatives**

- Ensure current products are optimised to meet current student and industry expectations
- Implement a Lifelong Learning Education Delivery Framework and detailed Operating Model
- Develop and deliver a comprehensive online campus experience
- Accelerate product co-design processes with our students, industries and communities
- Leverage our products to other education providers
THEME 3
Partnering for Innovation and Growth

Successful partnerships will ensure we are relevant and constant innovation will keep us at the top of our game.

Our future depends on our ability to successfully partner with industry, communities and government. Our partnerships must be genuine and mutually beneficial relationships. We must be creative and ambitious in our approach and quickly respond to our partners’ calls for assistance. Government will continue to look to us to be leaders and innovators in vocational education.

We will expand our research and development capacity by using our experienced staff and global perspectives. Our fresh and dynamic thinking will give our partners a competitive advantage in their market places.

Our Initiatives

- Expand established relationships in government and industry
- Expand on existing education delivery strengths in healthcare, aged care and sustainable construction
- Explore data and technology-driven growth opportunities
- Build our profile, reputation and brands to attract new opportunities
- Develop new models of partnering and services delivery with industry
- Increase our focus on international business development and licensing
- Develop and deliver a comprehensive online campus experience
- Develop an expanded research and development capability with CAE as an incubator of new concepts
Student experience is directly linked to the impact of their teachers.

THEME 4
Valuing Our People

We will cultivate an engaged, capable and safe workforce.

Our teachers, along with the corporate staff who enable them, must feel valued and be given the conditions that enable them to excel.

We aspire to operate within an open culture where our teaching and support staff enjoy visible leadership, effective communications and opportunities for involvement.

Box Hill Institute’s aspiration is for safety to be inherent in the way we operate and become part of who we are. This will be enabled through highly visible safety leadership, solid safety management systems and active employee involvement.

Our Initiatives

Engagement
› Enliven internal communications channels
› Enhance visible leadership at all levels

Capability
› Develop a sustainable learning and development plan
› Invest in human resources systems that enable managers

Safety and Wellbeing
› Safety culture program – accountability and participation
› Expand and promote wellbeing and mental health initiatives
THEME 5
Leveraging Our Resources

We use all our resources to achieve the highest standards of performance, deliver outstanding student experience and foster a desirable culture.

Our resources take many forms such as physical assets, financial assets, commercial trading entities, data, intellectual property and systems. All these resources will be used to their fullest potential to achieve the desired performance standards, student experience and culture.

We also need to leverage our resources to meet our Victorian, national and international growth aspirations. Where required, we will seek additional resources while moving towards increased self-sustainability.

Our Initiatives

- Ensure sustainable financial performance of current operations
- Leverage existing and emerging technology to optimise our business
- Optimise trading operations performance within commercial and financial frameworks
- Optimise use and benefit of physical infrastructure
- Embed enterprise portfolio management disciplines
- Implement a shared Business and Student Support Services Framework and detailed Operating Model
- Increase collaboration across the Victorian TAFE public sector
- Explore alternative funding models and options
- Leverage business and student support services across other Victorian TAFEs
- Optimize current processes and systems
Global Footprint

Box Hill Institute delivers training and education services around the world, at locations including China, Indonesia, Iran, Kuwait, Macau, Malaysia, Saudi Arabia, South Korea, and Vietnam.

We work with international businesses and governments to deliver training, consultancy and related services. This includes international campus operations, international training delivery and consultancy, and international development projects.

We partner with global public and private education providers to deliver education and training to students and staff worldwide.
Box Hill Institute is the descendant of two Box Hill area technical schools, the Box Hill Technical School for Girls and Women opened on 4 September 1924, and the Box Hill Technical School for Boys established on 2 February 1943. Both schools were declared colleges of Technical and Further Education in late 1981 and merged to become Box Hill College of TAFE on 25 January 1984. Now known as Box Hill Institute, our functions, powers and duties are detailed in the Education and Training Reform Act 2006 and the new Constitution of Box Hill Institute.
(3 May 2016). In November 2012, an amendment to the Education and Training Reform Act was passed to enable the operations of CAE to be governed by the Box Hill Institute Board of Directors.