



BOX HILL
INSTITUTE



STRATEGIC PLAN 2019–2024

Box Hill Institute

2024Centenary

Overview of Our Strategic Plan 2024

Our Strategic Themes



Theme 1

→ SEE P10

Student at the Heart

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



Theme 2

→ SEE P11

Delivering Quality Education

Empowering students to acquire the skills they need for success.



Theme 3

→ SEE P12

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

→ SEE P13

Valuing Our People

We will cultivate an engaged, capable and safe workforce.



Theme 5

→ SEE P14

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

Leading and enabling businesses to thrive

Engaged, capable and safe workforce

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



VIVIENNE KING
CEO/MANAGING DIRECTOR BOX HILL INSTITUTE
AND CENTRE FOR ADULT EDUCATION

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.

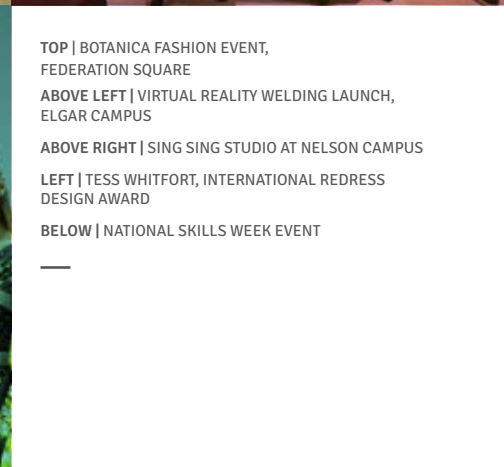
Together with our students, communities and industry partners, we are preparing for the future. Our strategy places students at the heart of our business.

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.



TOP | BOTANICA FASHION EVENT,
FEDERATION SQUARE

ABOVE LEFT | VIRTUAL REALITY WELDING LAUNCH,
ELGAR CAMPUS

ABOVE RIGHT | SING SING STUDIO AT NELSON CAMPUS

LEFT | TESS WHITFORT, INTERNATIONAL REDRESS
DESIGN AWARD

BELOW | NATIONAL SKILLS WEEK EVENT

Our Vision

To help students grow into proud and successful learners who are valued by industry and community.



MAKE A DIFFERENCE



SHAPE LIVES



LAND A JOB

Our Purpose

To support community prosperity and industry growth by delivering learning experiences that meet society's future needs.



GREAT PEOPLE



RELEVANT LEARNING



EASY ACCESS

Our Values



Professionalism



Courage



Loyalty



Teamwork



Integrity



Innovation

Operating Context

Key Skills Trends

International education



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



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

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

16%



Healthcare and Social Assistance

13%



Professional, Scientific and Technical

12%



Education and Training

11%



Accommodation and Food

11%



Construction

Australian Jobs 2018 report



Future employers must **foster a culture of life-long learning** and provide **responsive training opportunities for employees.**

4 concurrent megatrends

are occurring, driving unprecedented change, creating new jobs and requiring new skills.



Globalisation



Technological advancement



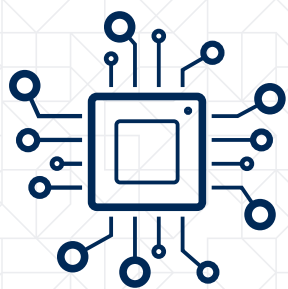
Environmental resources and sustainability



Demographic shifts and distribution of wealth



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.

ManpowerGroup 2018 Talent Shortage Survey

60% of all occupations



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

McKinsey Global Institute, 2017



Box Hill Institute – delivering lifelong learning and an outstanding student experience

2018 stats and facts

59,366

students 2018

179

courses 2018[^]

3

campuses 2018

430+

Industry partnerships

1,190

short courses at CAE

11

countries using
our materials 2018

2024 key aspirations

Top 3

Victorian student satisfaction

15%

target of repeat students
(lifelong learning aspect)

#1

employee engagement*

Top 3

industry and employer
recommendation



global brand awareness

\$\$

improved value for money

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



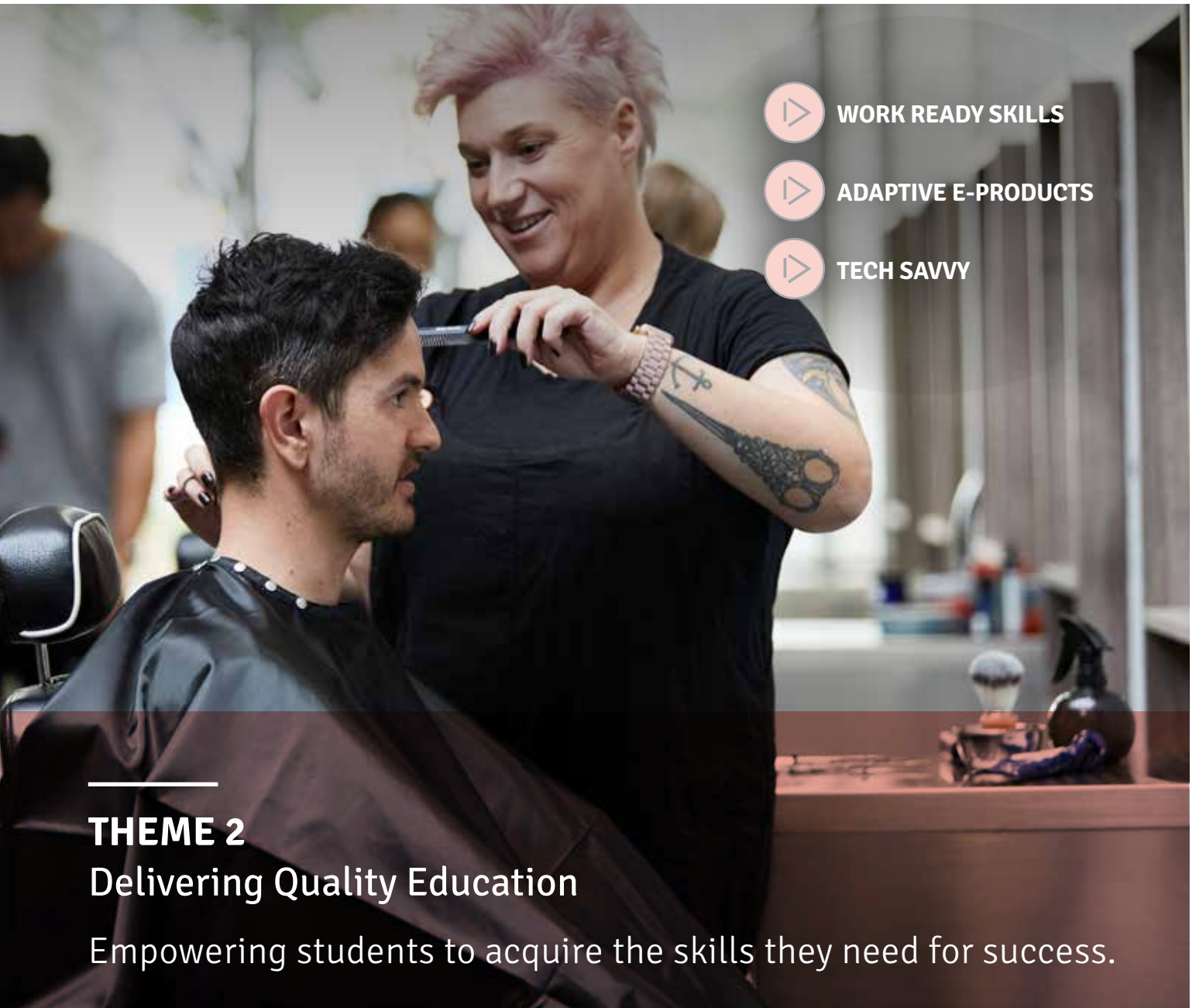
GREAT EXPERIENCE



COME BACK



TELL OTHERS



WORK READY SKILLS



ADAPTIVE E-PRODUCTS



TECH SAVVY

THEME 2

Delivering Quality Education

Empowering students to acquire the skills they need for success.

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



REPUTATION FOR DIFFERENCE

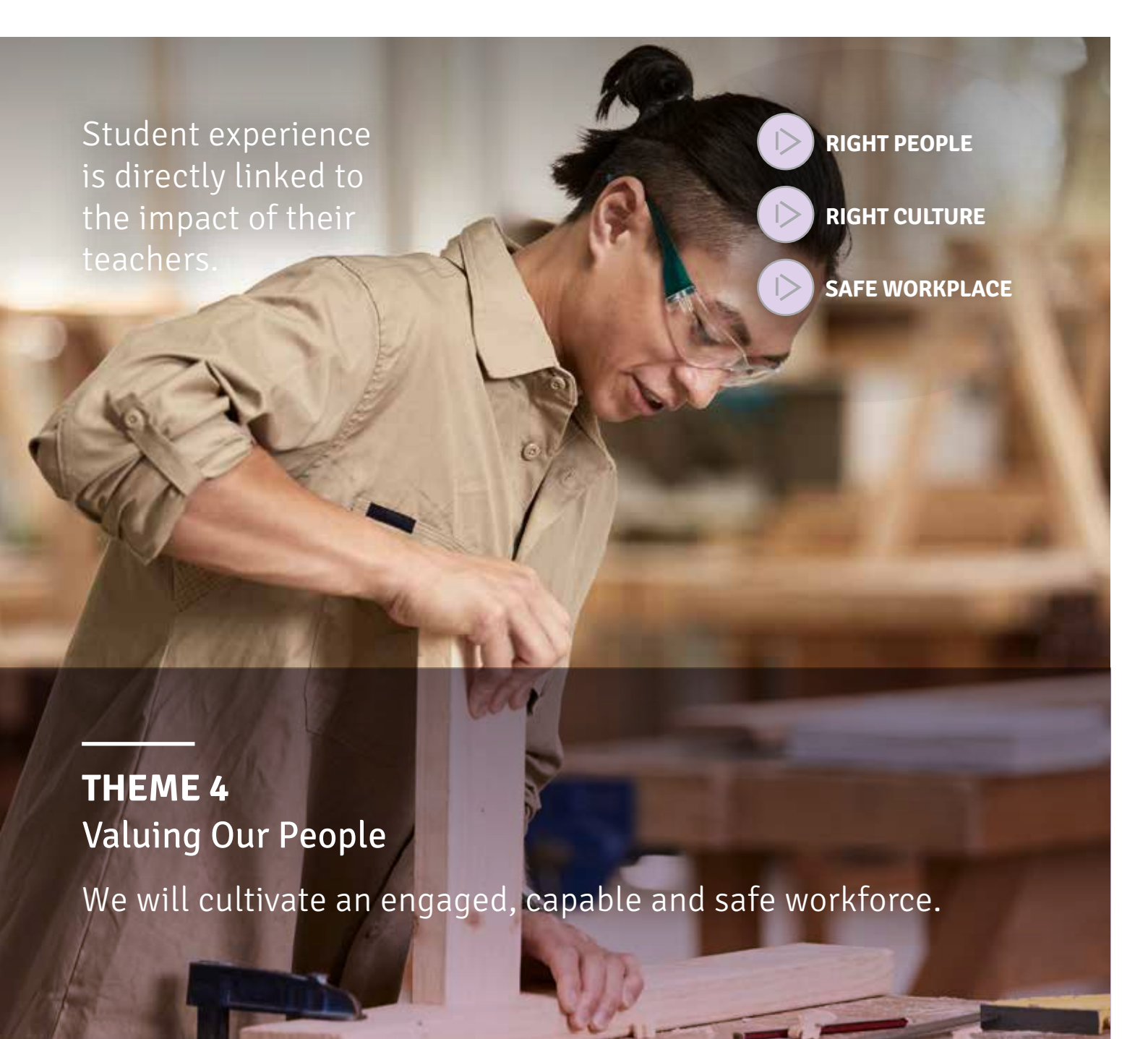


SUCCESSFUL PARTNERING



MUTUAL BENEFIT

VIRTUAL REALITY WELDING, ELGAR CAMPUS



Student experience is directly linked to the impact of their teachers.



RIGHT PEOPLE



RIGHT CULTURE



SAFE WORKPLACE

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

Optimise current processes and systems



VALUE FOR MONEY



WELL MANAGED GROWTH



FLEXIBLE RESOURCES



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.

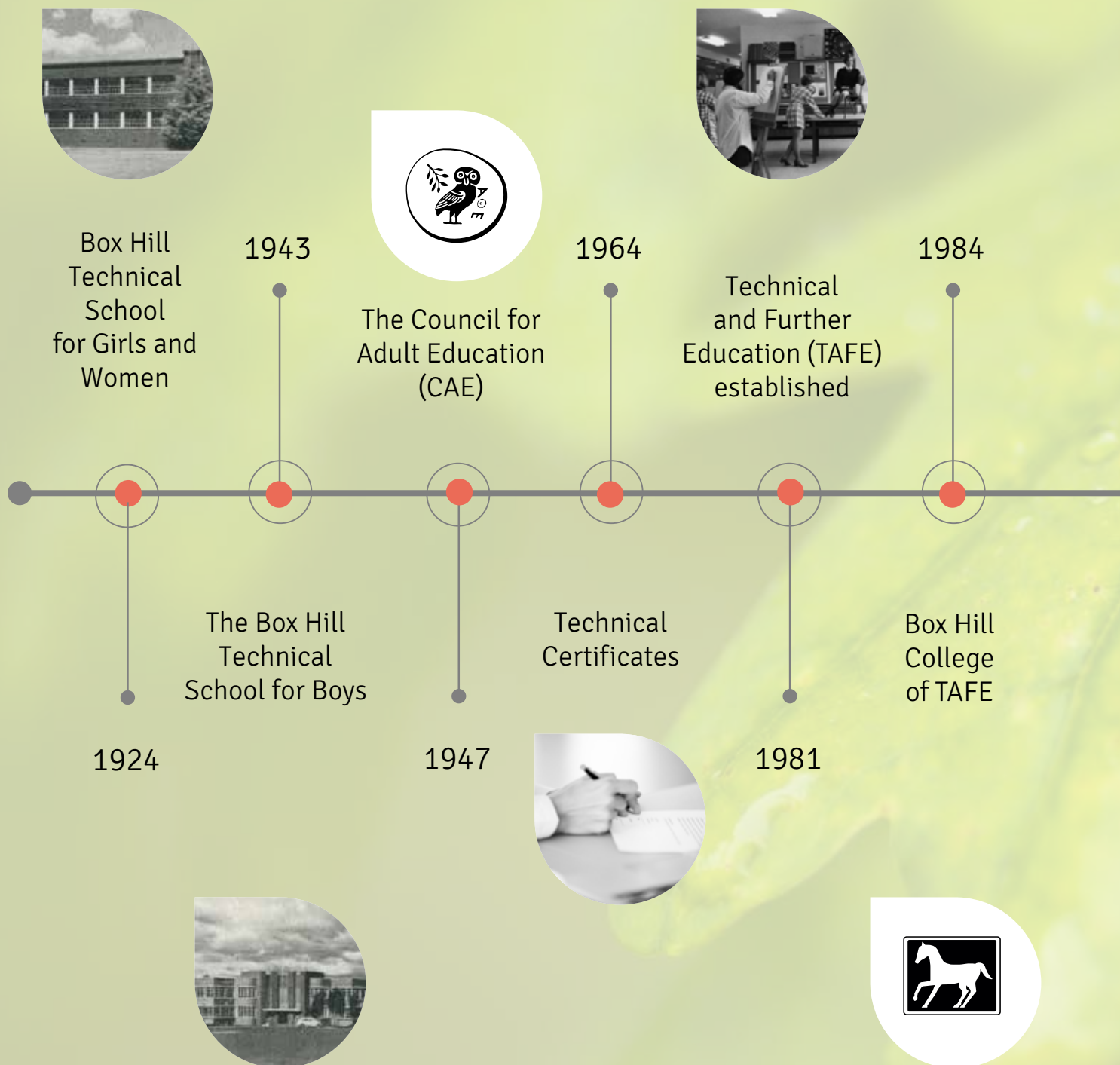
We work with international businesses and governments to deliver training, consultancy and related services. This includes international campus operations, international training delivery and consultancy, and international development projects.

We partner with global public and private education providers to deliver education and training to students and staff worldwide.





Box Hill Institute Timeline – Our History

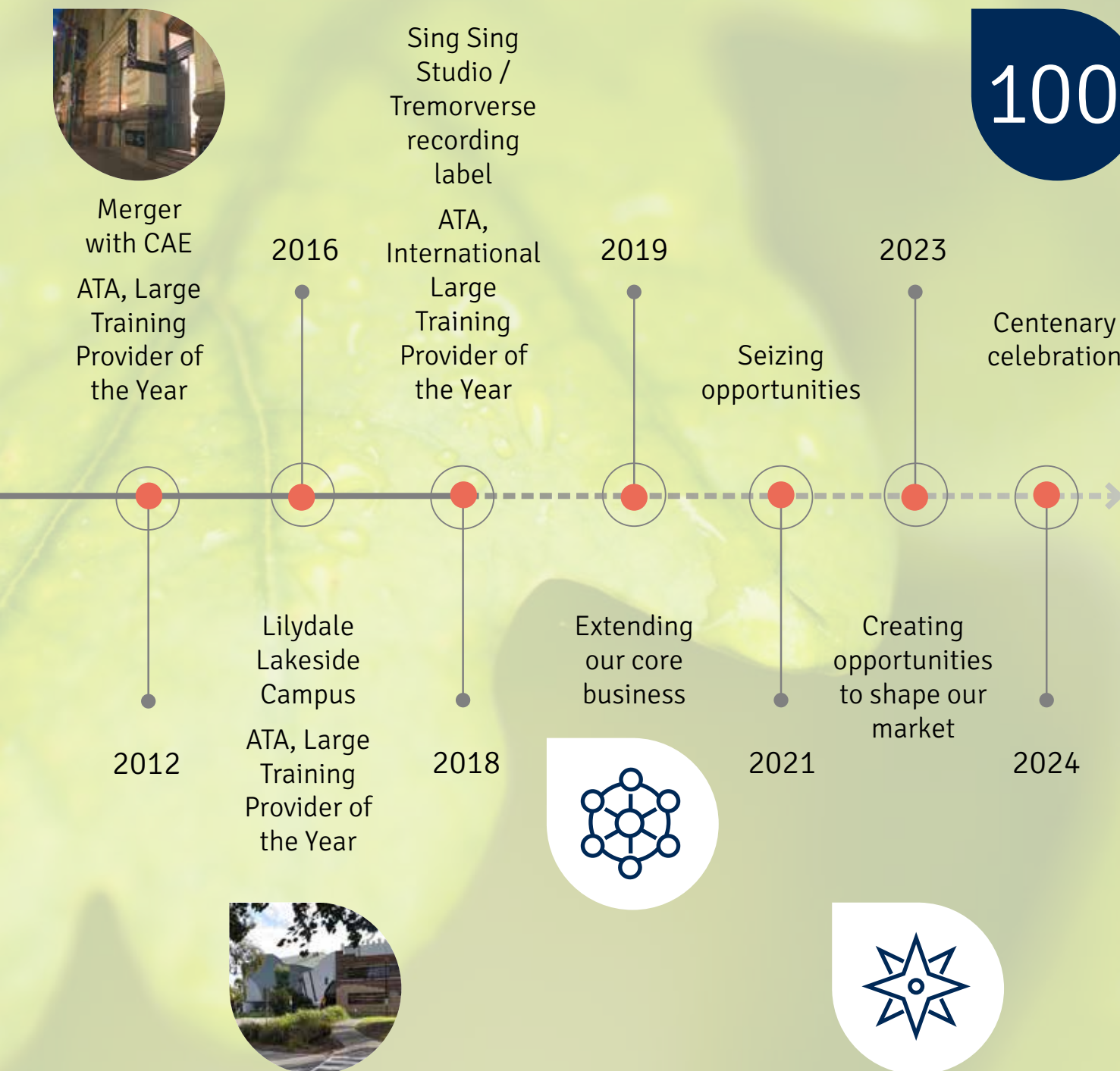


Box Hill Institute is the descendant of two Box Hill area technical schools, the Box Hill Technical School for Girls and Women opened on 4 September 1924, and the Box Hill Technical School for Boys established on 2 February 1943. Both schools were declared colleges of Technical and

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

100



(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.



BOX HILL INSTITUTE

BOX HILL CAMPUSES

Elgar Campus
465 Elgar Road, Box Hill

Nelson Campus
853 Whitehorse Road, Box Hill

CITY CAMPUS
253 Flinders Lane, Melbourne

LILYDALE LAKESIDE CAMPUS
Jarlo Drive, Lilydale