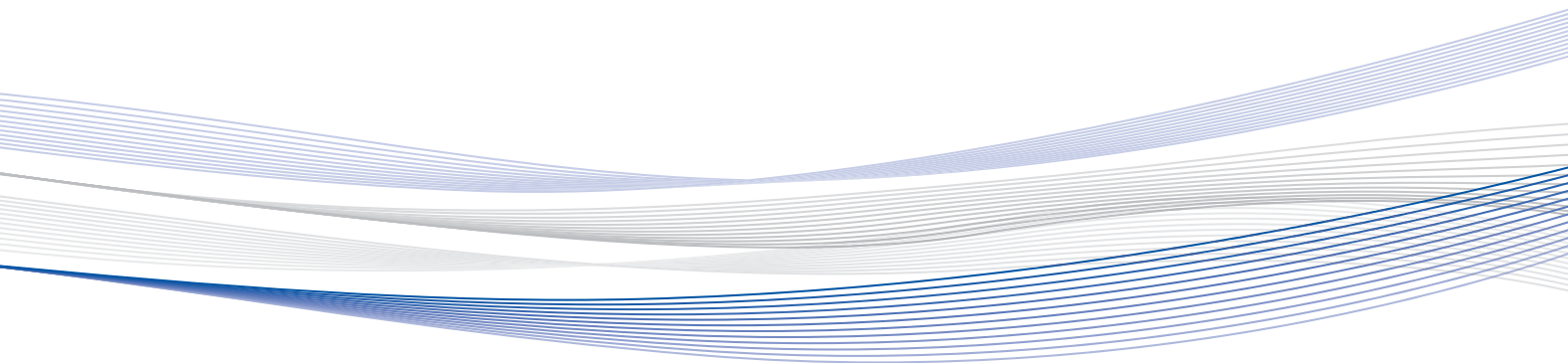


# ANNUAL REPORT 07



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## Vision

Box Hill Institute will be recognised as Australia's No. 1 global vocational education and training provider.

## Mission

The mission of Box Hill Institute is centred on students, skills and staff. The mission is to provide:

- Students with a positive learning environment and give them the opportunity to excel in the global employment market
- Industry and the community with highly skilled and well educated people capable of making productive contributions
- A working environment that attracts and nurtures leaders in vocational education, training and services

## Values

**Service** to students, other customers, the community and one another.

**Excellence** in everything we do, by adopting the highest professional standards.

**Learning** which contributes to our growth as individuals and a community.

**Integrity** through honesty, fairness, transparent communication and trusting relationships.

**Accountability** to those we serve and each other.

**Achievement** by recognising and rewarding achievers, responsible risk taking, creativity and innovation.

**Equity and access** by providing people with fair and reasonable opportunities to participate and excel on merit.

**Caring** for the wellbeing of our diverse community and maintaining a balance between our personal and professional lives.

**Teamwork** which encourages participation and empowers people to exercise initiative and responsibility.

**Leadership** which consistently inspires mutual respect and outstanding performance.

**Continuous development** of staff, learning programs, our environment and systems.

**Partnerships** with Government, industry, employers, secondary schools and the local community which are mutually beneficial.

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## Establishment

Box Hill Institute is one of Australia's premier, multipurpose TAFE institutes that prides itself on its ability to deliver a broad range of vocational education and training services to more than 40,000 students.

## Programs

The Institute offers more than 500 courses including many that are delivered internationally and within industry. Over the last two years a number of Bachelor and Associate Degrees have been developed in the areas of Applied Music, Computer Systems (Networking), Hospitality Management, Biotechnology and Innovation, Fashion, Commerce and Software Development.

## Services

A range of services are provided by Box Hill Institute including industry consultancy, skills recognition and employment services.

## Campuses

Elgar Campus, 465 Elgar Road, Box Hill, Vic., 3128  
 Nelson Campus, 853 Whitehorse Road, Box Hill, Vic., 3128  
 Whitehorse Campus, 1000 Whitehorse Road, Box Hill, Vic., 3128  
 Ceylon Campus, 30 – 32 Ceylon Street, Nunawading, Vic., 3131

## Specialist Centres

Specialist Centre for Biotechnology Training, BioSkills  
 Specialist Centre for Services for Small to Medium Enterprises  
 Specialist Centre for Information and Communications Technology

## Training Workplaces

- Fountains Restaurant
- Flowers on Elgar
- Pets on Elgar
- Salon on Elgar
- Centre for Excellence in Bakery Training
- Aveda Day Spa
- Lighting and Sound Hire (LASH)
- Industrial Skills Centre (Building, Automotive and Engineering)
- InnovaBio student-run biotechnology enterprise
- Music Industry Business Office (MiBO)
- Whitehorse Fitness Club
- House for Homeless Youth

## History

Box Hill College of Technical and Further Education (TAFE) was established by an Order in Council dated 25 January 1984, under the Victorian Post-Secondary Education Act 1978, following an amalgamation with the Whitehorse College of TAFE.

The Governor in Council approved orders changing the name of Box Hill College of TAFE to Box Hill Institute of TAFE on 12 September 1995.

The functions, powers and duties of the Institute are set out in the Vocational Education and Training Act 1990 and the Constitution of the Council of the Box Hill Institute of TAFE.

## The relevant Minister is:

The Honourable Jacinta Allan MP  
 Minister for Skills and Workforce Participation.

# Partnerships

## Education Alliances

- Deakin University, Australia
- Global Education Network (GEN): Institute of Technical Education, Singapore; Kirkwood Community College, USA; Southern Alberta Institute of Technology, Canada; and Box Hill Institute
- SENAC University (Sao Paulo) and SENAC Polytechnic (Rio De Janeiro), Brazil
- Monash University, Australia
- Post Secondary International Network
- International Franchise Operations
- Arts and Skills Limited, Saudi Arabia
- Box Hill College, Kuwait
- DUOC UC Polytechnic, Chile
- Guangdong Food and Drug Vocational College, China
- Guangzhou University, College of Textiles and Garments (GCT), China
- Hanoi Open University, Vietnam
- Hong Lam Vocational College, Vietnam
- KOTO, Vietnam
- New Zealand Pacific Training Centre, Fiji
- Raffles Campus (Singapore, UAE, Vietnam)
- Selangor Human Resource Centre, Malaysia
- Shanghai Dian Ji University (SDJU), China
- Shanghai Pharmaceutical School (SPS), China
- Universidad Catolica Del Norte (UCN), Columbia
- Wuxi City College of Vocational Technology (WUXI), China
- Zhejiang Institute of Mechanical and Electrical Engineering, China

## Box Hill's International clients include:

- adidas - Salomon, Korea, Indonesia, Taiwan, Thailand, Vietnam
- AusAID (Australian Agency for International Development)
- Cisco Systems, Asia Pacific
- Emaar Properties, Dubai

- Dubal Aluminium, United Arab Emirates
- ICETEX (National Government Scholarship Agency), Colombia
- Intercontinental Hotel Group, China
- Mexico Ministry of Education (SEP)
- Microsoft
- NZPTC, Fiji
- Ok Tedi Mining, Papua New Guinea
- Oracle Academic Initiative
- PACCAR International
- Panduit
- Papua New Guinea Sustainable Development Program
- Polman Astra, Astra Honda Motor and PT Freeport Mine, Indonesia
- Pulp and Paper Industry
- SENA (Vocational Educational Agency), Colombia
- Sheraton Hotel, Thailand
- Venetian Macau Resort Hotel, Sands Casino and Grand Lisboa, Macau
- Workforce Development Agency, Singapore

## Secondary Schools Extended Campuses

- Ashwood College
- Avila College
- Balwyn High School
- Banyule/Nillumbik Community VCAL
- Berwick Secondary College
- Billanook College
- Blackburn High School
- Box Hill High School
- Box Hill Senior Secondary College
- Brentwood Secondary College
- Catholic Ladies College
- Christian Brothers College – St Kilda

- De La Salle College
- Distance Education Centre Victoria
- East Doncaster Secondary College
- Echuca Secondary College
- Elisabeth Murdoch College
- Eltham College of Education
- Eltham High School
- Emerald Secondary College
- Eumemmerring Secondary College
- Fairhills High School
- Forest Hill College
- Heatherwood School
- Highvale Secondary College
- Ivanhoe Girls Grammar School
- Ivanhoe Grammar School
- Kew High School
- Killester College
- Koonung Secondary College
- Kyneton Secondary College
- Lilydale Heights College
- Loreto Mandeville Hall
- Loyola College
- Luther College
- Lyndhurst Secondary College
- Marcellin College
- Maroondah Secondary College
- Mater Christi College
- Mazenod College
- Melbourne Girls' College
- Melbourne Grammar School
- Melbourne Rudolf Steiner School
- Methodist Ladies College
- Mill Park Secondary College
- Montmorency Secondary College
- Mooroolbark College
- Mount Waverley Secondary College
- Norwood Secondary College
- Oakleigh Greek Orthodox College
- Our Lady of Mercy College
- Our Lady Of Sion
- Oxley College
- Parkdale Secondary College
- Parkwood Secondary College
- Presbyterian Ladies College
- Princess Hill Secondary College
- Ringwood Secondary College
- Rowville Secondary College
- Ruyton Girls School
- Sacre Coeur
- Salesian College
- Sandringham Secondary College
- Scotch College
- Siena College
- South Oakleigh College
- St John's Regional College
- St Monica's College
- St Peter's College – Cranbourne
- Star of the Sea College
- Strathcona Girls Grammar School
- Strathmore Secondary College
- Swinburne Senior Secondary College
- Templestowe College
- The Knox School
- Trinity Grammar School
- Upwey High School
- Viewbank College
- Wantirna College
- Warrandyte High School
- Wesley College
- Wheelers Hill Secondary College
- Whitefriars College
- Xavier College
- Yarra Valley Grammar School





# 2007 Highlights and Achievements

06

2007 highlights and achievements

# Achievements

Box Hill Institute is proud to cite some of its key achievements in 2007:

## **New degree programs**

A new Bachelor Degree in Hospitality Management and an Associate Degree in Fashion Technology were successfully introduced, while work continued on the development of the Early Childhood Education Degree and the Music Business Industry Degree.

## **Aveda**

The new Aveda day spa facility with massage beds, Vichy shower and hydrotherapy tub was officially opened, enabling students to train in a facility of the same international standard found around the world.

## **PaleoTechnology Laboratory**

The Institute launched the PaleoTechnology Laboratory, which is at the heart of a five-year \$6.1 million agreement with PaleoTechnology Australia (100 per cent owned subsidiary of US-based biotechnology company PaleoTechnology International) to broaden training and research opportunities within the Biotech industry.

## **Global Education Network**

Twenty four staff from overseas institutions participating in the student exchange program attended the Global Education Network conference hosted by Box Hill Institute in March.

## **Expansion of New Enterprise Incentive Scheme**

The New Enterprise Incentive Scheme (NEIS) that delivers training support to those wishing to start a business, expanded to Yea, Whittlesea and Lilydale.

## **Magic of Musicals**

An eight part series called The Magic of Musicals aired on Channel 31, showcasing the talents of Box Hill Institute Performing Arts students, who were accompanied by the Australian Army Band.

## **Australia-Pacific Technical College (APTC)**

With curriculum development completed in Hospitality and Tourism, Hairdressing, and Community Services training commenced at the Institute's Vanuatu-based partner, Australia-Pacific Technical College (APTC).

## **Box Hill College, Kuwait**

Training commenced at the all female Art and Skills Campus in Riyadh, Saudi Arabia, while the first cohort of students also started at the all female Box Hill College, Kuwait.

## **Refurbishments**

Information Technology Services, Human Resources and Finance were relocated to office premises at 810 Whitehorse Road, Box Hill.

The refurbished Elgar Auditorium was launched as a performance space, featuring a new proscenium arch and state of the art audio and technical equipment.

# Awards

2007 was also a successful year for awards.

## **Governor's Export Award – Education Category**

For the second year in succession, Box Hill Institute won this award as a result of its success in the selling of international education.

## **Australian Export Award – Education category**

Box Hill Institute was a Finalist in the Australian Export Award – Education category having won this award in the previous year.

## **Australia – China Business Awards (AustCham)**

Box Hill Institute won two categories of these prestigious awards - the Business Excellence Award and the Land and Sustainable Development Award. These awards recognise companies that deliver Australian products and services to the Greater China Region.

## **Whitehorse Business Group's Annual Excellence in Business Awards**

The Institute plays a key role in its local business community of Whitehorse and this was recognised with the Excellence in Business Award.

## **Victorian Training Awards – Office of Training and Tertiary Education**

Fashion student Nuala Trindall won Student of the Year in the Koori category at the Victorian Student of the Year Awards.

For the seventh consecutive year, the Institute also achieved finalist status in the category of Victorian Training Provider of the Year.

## **Young Achievement Australia Business Awards**

The Hospitality and Tourism Young Achievement Australia (YAA) team called ALIYAS, won five awards at the Young Achievement Australia Business Awards for their product, the 'Precious Drop Water Saver'. The awards were for Outstanding Product or Service, Business Plan, Repco Annual Report, Marketing Initiative – Pan Lane Media, and Amcor Environmental Sustainability Award.

## **Young Achievement Australia State Trade Show**

The ALIYAS group also had success at the Young Achievement Australia State Trade Show, winning two awards - Merchandising and Customer Service.

## **International Film Music Critics Association Awards (IFMCA)**

Performing Arts teacher Brett Rosenberg was named best new composer at the International Film Music Critics Association Awards (IFMCA).

## **Housing Industry Association Awards**

Four students celebrated success at the Housing Industry Association Awards. They were Kate Jukes, Outstanding Achievement Award; William To, Encouragement Award; Aaron Dooley, 2nd year apprentice Award; and Michael Tomlinson, 3rd Year Apprentice Award.

## **Cabinet Makers Association Awards**

Daniel Sutherland was awarded the Cabinet Makers Association Award in 2007.



### Master Plumbers Award

Four plumbing apprentices won awards at the Master Plumbers Awards including the prestigious Gold medal for top apprentice in the State. They were: Mark Bidinost - Rose Curtis Award and the Andrew Letten Gold Medal; Kieran Crow - Heating and Cooling Association of Australia Award; Nick Finlay - Frank Maskell Award, and Brett Buckland - Albert Smith Award.

### Hairdressing Beauty Industry Association (HBIA)

The Hairdressing Beauty Industry Association (HBIA), Level 1 Apprentice of the Year was won by Hairdressing student Jason Mitchell.

### Melbourne International Flower and Garden Show

Floristry students competed successfully at the Melbourne International Flower and Garden show. In the Advanced Floral Competition, Vesna Trajanoski won Silver and Elyse McDonald was awarded a Bronze. Giang Truong and Gillian Pollard were recognised with Certificates of Merit.

### Floristry Industry Apprentice of the Year

The Floristry Industry Apprentice of the Year Scholarship was won by Jessica McGregor, who will travel to Europe in 2008.

### Victorian Commonwealth Games Association- VCGA News Publication Recognition Award

Maria Gioffre, from the Centre for Business Programs was recognised by the Victorian Commonwealth Games Association – VCGA News Publication Recognition Award.

### 2007 Australian Wool Fashion Awards

Melissa Mahoney from the Centre for Media, Design and Arts won the 2007 Australian Wool Fashion Awards in the categories of Race Wear, Bridal Wear and Evening Wear. She was also awarded a Silver medal in the Underwear and Sleepwear Category, which was won by Alana Foulds, also from the Centre for Media Design and Arts. Alana Foulds also took out the Lingerie section with fellow student, Melissa Mahoney awarded the Silver medal.

### L'Oréal Paris Fashion Week 2007

Centre for Media, Design and Arts student Kristy Barber, won the Let's Network Student Designer competition at the L'Oréal Paris Fashion Week, and also won the Student Fashion Designer of the Year award at the L'Oréal Fashion Festival.

### The Kaiserman Prize - Kaiserman Jewellers

Camilla Dessau from the Centre for Media Design and Arts was awarded the Kaiserman Prize.



# Chair 's Report

2007 was a year of growth for Box Hill Institute. While some achievements were very obvious, such as our external recognition in state, national and international arenas, other unpublicised activities also made important contributions to the Institute's outstanding results.

It has been a pleasure to lead the Box Hill Institute Board over the past year and to witness the significant advances made domestically and on the global stage. New agreements were put in place and a wide range of innovative project work delivered to exacting standards. The expansion in both the range and type of service delivery dramatically increased the opportunities available to both staff and students, making the Institute a dynamic organisation in which to work and study.

Monitoring the success of the Institute in reaching the goals set in the Strategic Plan 2003 - 2007 and developing realistic targets for the next five year planning period was a key focus for the Board this past year. The Board's Planning Day for 2007 helped Board members and management focus on the future and develop a strategic plan that will frame the direction of the Institute for the 2008-2012 period.

The priorities within the new Strategic Plan include a significant focus on the development of our people, leadership capability within the Institute, and on our ability to respond effectively and flexibly to the needs of industry, our students and customers. In 2008, we can look forward with great interest to the unfolding of the Institute Master Plan and the major capital works projects planned for the ensuing years.

Over the past year the Institute maintained focus on increasing workforce participation in key population groups such as mature age workers and those without formal Year 12 qualifications, and within priority industries such as ICT, Hospitality, Biotechnology, Business and Health and Community Services. Box Hill Institute continued to translate workforce capacity needs into education and training programs that meet business goals. We embraced the Government's educational priority goal of working co-operatively with our community partners to produce practical pathways to future careers for young people, and particularly to recognise the need for specific training for older workers to deliver career flexibility as technology changes our workforce profile.

Simultaneously, Box Hill Institute almost doubled enrolments in degree courses, increased our VET student contract hours by more than 10 percent over 2006 figures, and recorded an against-the-trend increase in apprenticeship and traineeship enrolments. And, of course, our international growth has been outstanding and a strong contributor to our overall financial position.

The Institute participated in the TAFE Student Outcomes Survey 2007 which was managed by the National Centre for Vocational Education Research. I am pleased to report that Box Hill Institute graduates exceeded the State and National average in almost all the key survey areas.

In achieving such outstanding results in 2007 I would like to pay tribute to our individual, industry and community partners and sponsors for their ongoing support. Learning partner support is vital for Box Hill Institute as we strive to achieve the best educational outcomes for our partners. Box Hill Institute is an integral part of our wider community, and aims to be an environmentally and socially responsible corporate citizen.

As Chair of the Board, I would like to acknowledge the dedication of Chief Executive Officer John Maddock, the Senior Management team and all staff at Box Hill Institute. Without this talented and entrepreneurial team Box Hill Institute would not have reached the heights it has this year. They are to be congratulated.

I would also like to thank Genevieve Webb who resigned from the Board in 2007 for her valuable contribution and extend my thanks to my fellow Board members who so generously gave their time and skills to the Institute. Their contributions are many and varied. Apart from contributing at Board meetings, attending many graduation and awards nights and other Institute functions; participating in the evaluation and selection process for the Staff Awards and Recognition program, they also give of their expertise in many less visible ways.

On behalf of the Institute Board, we look forward to the continuing commitment of all staff, teachers and management in 2008 and to making Box Hill Institute an exemplary place of learning.

**Associate Professor John Rasa**

*Chair, Box Hill Institute Board*



## CEO's Report

2007 was a landmark year in the Institute's journey towards its vision of being Australia's number one global vocational education and training provider. It was a year in which we achieved exceptional results and saw the successful achievement of our Strategic Plan for the period 2003 to 2007, as well as the development of our new Strategic Plan for 2008 to 2012.

Our future success depends on our commitment and capacity to deliver high quality, relevant educational services to our local, national and international communities. To this end, we implemented a number of major initiatives during 2007 aimed at expanding our range of service offerings and adding to the already popular suite of vocational qualifications, degrees and associate degrees provided by the Institute.

In 2007, the Institute provided an extended range of services to more students and customers than ever before. Our enrolled students increased to more than 40,000 in total. The growth in enrolled students in 2007 reflects substantial increases across the full range of our program offerings.

The number of students experiencing a Box Hill Institute education was actually greater when we consider the number of students trained at clients such as Venetian Sands in Macau.

In 2007, we were successful in securing \$4.5 million funding from the Victorian Government to support the establishment of the Nursing Skills

Centre of Excellence. This state-of-the-art facility is being developed with co-operation and input from key industry partners, the Epworth Group, Eastern Health and Deakin University. Planning for the new facility, which will include a Personal Services Industry Training Centre progressed during 2007. The facility and programs will significantly enhance both our capacity to meet the skills needs of the community and the Health and Personal Services Industries, as well as enhancing the learning environment for our students and staff.

A particular achievement in 2007 was the finalisation of the Institute's Capital Works Master Plan for the next five years. A wide range of staff across the Institute were involved in the development of the Plan which accompanies our new Strategic Plan. Work began during the year on the development of major capital works proposals focussing particularly on the redevelopment of our Whitehorse Campus and the enhancement of our Trades Skills delivery capacity.

During 2007, the Institute's work with a range of industry and educational partners was strengthened. These arrangements maximise the education and employment opportunities for our students and productive workforce development for our client base.

In 2007 the Institute continued its commitment to technology leadership across the TAFE system, ensuring that students receive relevant, innovative and efficient education programs and that our industry clients are provided with graduates possessing the highest possible level of



Industry relevant qualification and work readiness. Major upgrades to classroom computing were completed including installation of three new computing laboratories under an arrangement with Apple Australia, the continued roll-out of wireless access, and corporate support services were enhanced.

The Institute is now firmly established as a major provider of services in three education sectors covering senior secondary education, post secondary VET and Higher Education. Our schools network expanded to 130 schools in 2007 and we continued to deliver mainstream senior secondary education as well as VCE, VCAL programs and VET in Schools.

Strategic education alliances were consolidated with Deakin University and expanded with a number of other TAFE providers, with an aim of developing our capability and capacity to meet the diverse needs of industry and community.

We were very grateful for the acknowledgement provided by the communities we serve, including achieving for the fourth successive year, the Yarra Valley Award for Excellence in a Large Business in the Whitehorse Business Group's Annual Excellence in Business Awards - 2007.

As a global educator, we are proud of the significant expansion this year of our activities in the international arena and of the extension of opportunities provided for staff and students in experiencing a global environment.

We appreciate the recognition we gained in 2007 for our performance in the global arena, which is a testament to the skills and co-ordinated effort of a great many of our staff across the Institute. 2007 saw the Institute awarded for the second successive year, the Victorian Governor's Export Award for Education. We were also delighted to receive for the first time, two International awards attesting to the quality of our programs, the AustCham Australia-China Award for Large Business Excellence and the AustCham Australia-China Sustainable Development Award. These awards recognise Australian businesses that have demonstrated outstanding performance in the Greater China Region.

Several significant and exciting new contracts for international service delivery were awarded to the Institute in 2007. The Institute was awarded the contract to train approximately 2,300 personnel at the new Venetian Macau Resort Hotel, prior to its high profile international opening in August 2007. In another example, the Singapore Workforce Development Agency commissioned the Institute to develop the Process Industry Training Framework for this industry sector, involving extensive industry consultation in the development of over 660 competency standards. In addition, several major undertakings were commissioned for the Australia Pacific Technical Colleges in Fiji, Samoa and Vanuatu.

The number of our licensed International extended campuses doubled to 22, and three new International Campuses opened in Saudi Arabia, Kuwait and Vietnam with a significant increase in enrolments of students off shore.

Our Global Education Network (GEN) increased from three to four partners, with representation now from countries on three continents - Australia, Singapore, the USA and Canada, and providing global exchange opportunities for our students and staff.

The quality and skills of Box Hill Institute students was once again recognised not only by our Institute Student of the Year Awards, but by a

wide range of organisations and Industry Bodies, achieving an impressive range of awards including The Australian Wool Fashion Awards, L'Oreal Paris Fashion Week, Hairdressing Beauty Industry Association, Melbourne International Flower and Garden Show, the Floristry Industry, Housing Industry Association, Cabinet Makers Association, The Master Plumbers Association, and the Young Achievement Australia Business Awards.

The Institute's success relies to a great extent on attracting and retaining highly skilled and professional staff who make an invaluable contribution to achieving the Institute's vision, and setting us apart from other education and training organisations in provision of services to students, industry and the community.

A Leadership Capability Framework for the Institute was developed and the first stages of the framework were implemented in 2007 to support our capacity to achieve our goals.

"People Development" remains a constant focus for us and is supported through supporting staff in completing approved programs, provision of industrial release to update currency of skills and knowledge of industry, conducting a second in-house staff mentoring program, and commencement of a program to continuously improve staff qualifications.

Business performance and planning has shown continued and significant improvement, providing the Institute with financial stability and a strong working capital base on which to build in 2008. The level of reserves available for application in supporting the development and delivery of our programs, building Institute capacity and providing an enhanced learning and working environment for staff and students continued to increase in 2007.

The expansion of our many programs locally and internationally, and sustained high levels of performance, growth and leadership demonstrated by the Institute within the education and training sector are a source of pride and motivation for everyone associated with the Institute.

As we move into 2008 and beyond, focus will be on implementing our new Strategic Plan focussing on even higher levels of innovation, growth and service to students, industry and the community. Going by our past experience, the next five years promise to be even more exciting than those previous.

During 2007, I personally and the Institute staff were provided with very strong leadership by the President of the Board, John Rasa, and by all members of the Board. The Board Members gave freely of their time to provide strategic advice and oversight to the operations of the Institute, as well as making a positive contribution through their representation of the Institute at many forums. I would like to thank John Rasa and all Board Members for their great support.

In closing, I would like to acknowledge the positive attitude and support of our employees, our industry and community leaders, and sponsors during 2007. I would like to extend my thanks on behalf of the Institute as a whole for their contributions to making 2007 one of the best years in the history of Box Hill Institute of TAFE.

**John Maddock**  
*Chief Executive Officer*



# Performance Targets

KPI	2007 Achievement
Strategic Alignment	
Participation of 15-24 Year Olds <i>Number of students within the age group.</i>	20,102
Participation of 25-64 Year Olds <i>Number of students within the age group.</i>	15,904
<b>Training Outcomes</b>	
Module Load Completion Rate <i>Scheduled hours assessed and passed or satisfactorily completed / total scheduled hours reported less hours recorded with credit transfer and continuing studies outcomes.</i>	76.60%
Student Satisfaction <i>Proportion of graduates satisfied with the overall quality of training.</i>	87.30%
<b>Financial Management</b>	
Total Cost per Student Contact Hour (SCH) <i>Total funded expenditure (excluding depreciation) / total SCH.</i>	\$11.05
Working Capital Ratio <i>Current assets / current liabilities (adjusted for non-current LSL).</i>	3.04
Net Operating Margin <i>Funded operating surplus / total revenue (excluding capital).</i>	8.70%
Fee for Service Revenue <i>Fee for service revenue / total revenue (%).</i>	29.82%
<b>Organisational Management</b>	
Revenue per EFT Staff <i>Total revenue (excl capital) / average EFT staff.</i>	\$110,350
Student Contact Hours <i>Total number of student contact hours delivered against contracted delivery.</i>	8,553,181
<b>Environment</b>	
Energy Consumption <i>Percentage reduction in energy consumption for electricity, gas, LPG, green power and heating oil.</i>	18% reduction in energy consumption for electricity. 43.5% increase in purchase of Green energy. A reduction of 46.5 tonnes of CO2 through mechanical plant upgrade.


# Statement of Performance

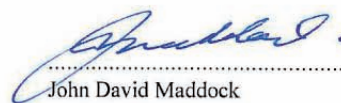
## **BOX HILL INSTITUTE OF TECHNICAL AND FURTHER EDUCATION** **PERFORMANCE STATEMENT FOR 2007**

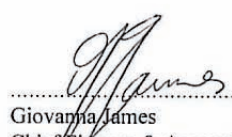
In our opinion, the accompanying Statement of Performance of Box Hill Institute of Technical and Further Education and the economic entity in respect of the 2007 financial year is presented fairly in accordance with the Financial Management Act.

The Statement outlines the performance indicators as determined by the responsible Minister, pre-determined targets where applicable, and the actual results for the year against these indicators, and an explanation of any significant variance between the actual results and performance targets.

As at the date of signing, we are not aware of any circumstance which would render any particulars in the Statement to be misleading or inaccurate.

  
.....  
John Paul Rasa  
President of Council  
Date: 14/3/08

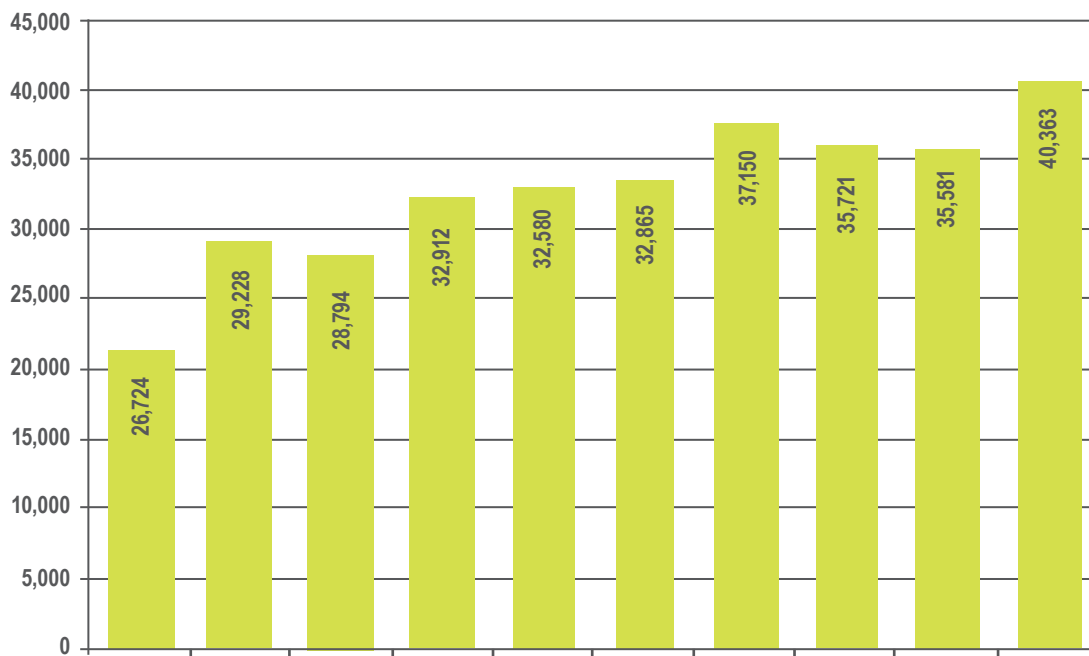
  
.....  
John David Maddock  
Chief Executive Officer  
Date: 14/3/08

  
.....  
Giovanna James  
Chief Finance & Accounting Officer  
Date: 14/3/08

# Business and Financial Performance

The Institute's student management system (SMART) recorded 40,363 enrolments in 2007, comprising 39,954 VET enrolments and 409 Higher Education enrolments. This compares to 35,354 VET enrolments and 227 Higher Education enrolments in 2006, a total of 35,581 enrolments.

Total enrolments at Box Hill Institute over the past 10 years are shown in Chart 1.



**Chart 1: Box Hill Institute - 10 Year comparison of Total Enrolments**

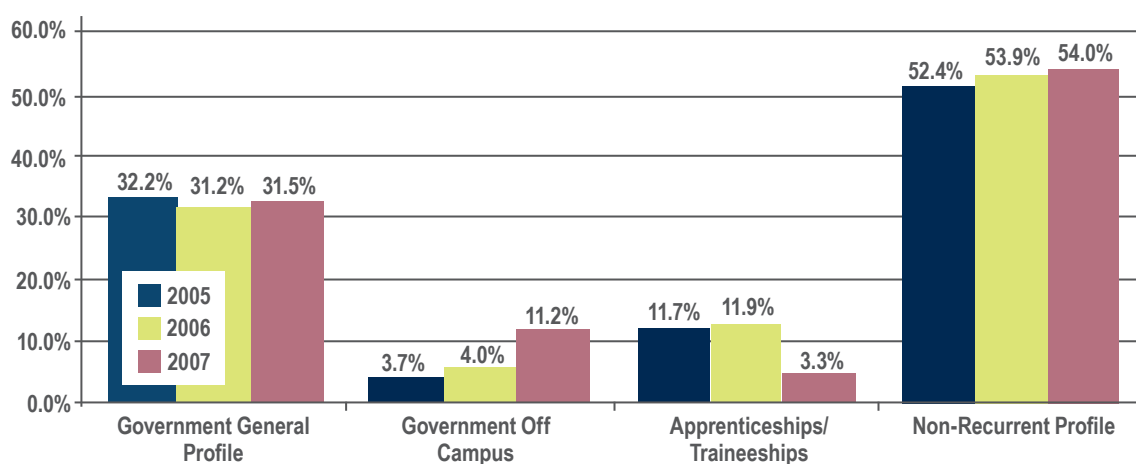
The 2007 enrolments exclude a further 2,300 enrolments by students studying short course industry training programs in Hospitality under on arrangement with Venetian Sands group in Macau.

Enrolments under State Government funding, recurrent and non-recurrent, constituted 46.5 percent of total enrolments compared with 47.0 percent in 2006.

State Government general profile funding in non-apprenticeship/traineeship areas, had total enrolments of 14,045, compared with 12,514 in 2006, which were distributed as follows:

- Apprenticeship/Traineeship enrolments of 4,523, compared with 4,224 in 2006, produced a total of 18,568 state government funded enrolments, compared with 16,738 in 2006
- The remaining 21,795 enrolments, compared with 18,843 in 2006, came from short courses, fee for service courses, VET in Schools programs, international students, off-shore extended campuses and Degrees

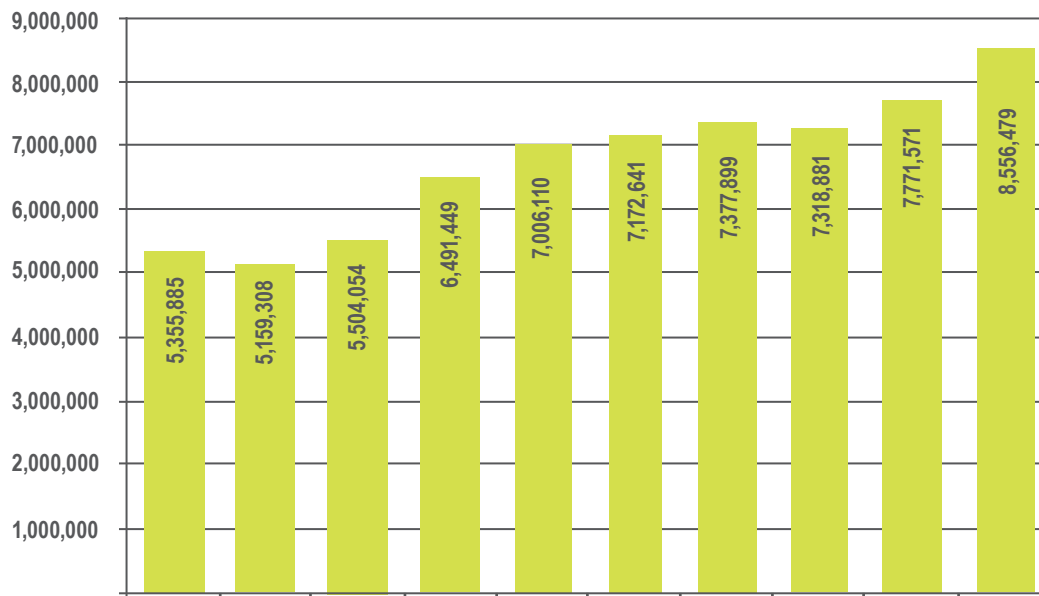
Included were 409 enrolments in Degrees, up from 89 in 2005 and 227 in 2006, comprising 338 local enrolments, and 71 international enrolments.



**Chart 2: Comparison of 2005, 2006 and 2007 Proportional Distribution of Enrolments by Program Type**

Vocational education and training (VET) student contact hours generated in 2007 were 8.40 million compared to 7.59 million in 2006, an increase of 10.6 percent. In addition, Degree programs generated 157,246 SCH, up from 118,638 SCH in 2006.

Total VET student contact hours at Box Hill Institute over the past 10 years are compared in Chart 3.



**Chart 3: Box Hill Institute - 10 year Comparison of Total Student Contact Hours**

The Government funded student contact hours delivery recorded were 4.72 million in 2007, compared to 4.63 million in 2006, a 1.9 percent increase.

Government funded student contact hours amounted to 55.4 percent of student contact hours in the Institute in 2007 compared to 60.1 percent in 2006 and 63.0 percent in 2005.

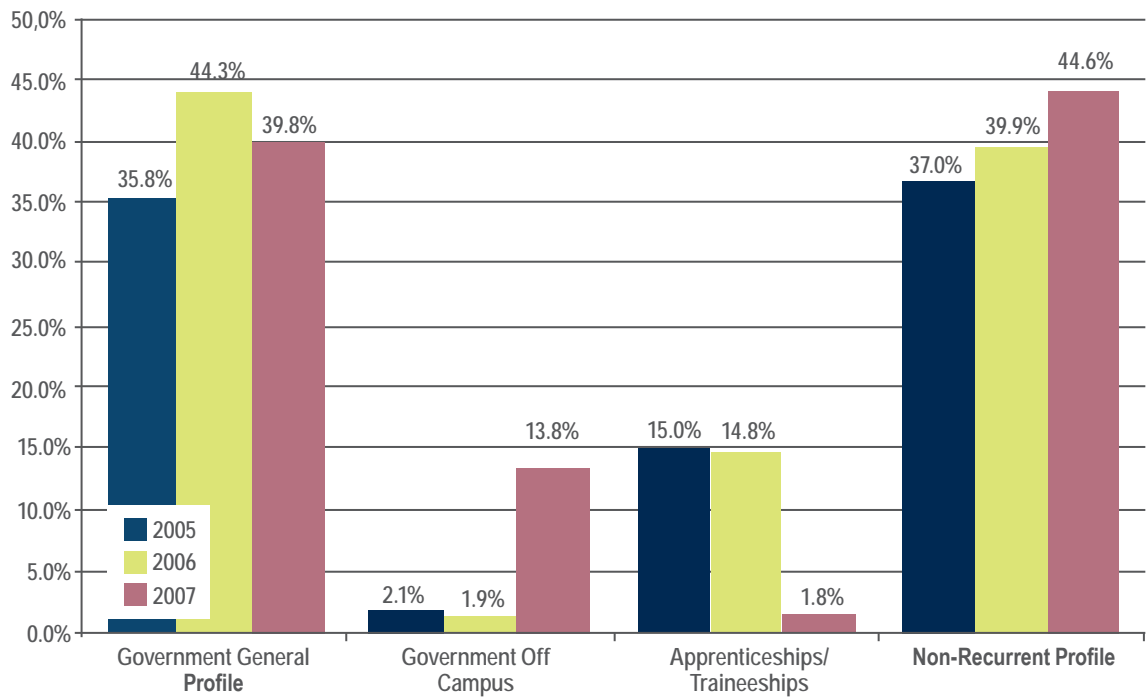
Government funded student contact hours recorded comprised:

- 3,580,801 Government general profile (compared with 3,488,525 in 2006)
- 1,175,468 Apprentice/Trainee hours (compared with 1,148,163 in 2006)
- 152,929 off-campus student contact hours (compared with 144,235 in 2006)

The remaining 3,800,210 SCH were generated through non-recurrent funding, up from 3,074,883 in 2005.

Included in this figure, the Degrees program generated 157,246 SCH, up from 118,638 SCH in 2006 and 47,541 SCH in 2005.





**Chart 4: Comparison of 2005, 2006 and 2007 Proportional Distribution of Student Contact Hours by Program Type**

The Institute participated in the TAFE Student Outcomes Survey 2007 (based on students who completed in 2006), which was managed by the National Centre for Vocational Education Research. Box Hill Institute graduates exceeded the State and National average in almost all the key survey areas, with 91.7 percent of Box Hill graduates working or in further studies after 25 May 2007 compared to the national average of 88.7 percent.

# 2007 Financial Results

For the year ending 31 December 2007, the Institute and its controlled entity, Box Hill Enterprises Limited, recorded a consolidated net operating result before capital grants and specific items<sup>1</sup> of \$10.412 million, (2006: \$14.663 million). The 2006 net operating result included an abnormal gain recorded on disposal of a non core Institute campus. This gain was subsequently reinvested in further refurbishment and expansion of buildings located on the Institute's main Elgar campus.

Allowing for the abnormal gain during 2006, the Institute's 2007 net operating result reflects continuing strong surpluses for the Institute from its commercial operations and represents a significant favourable result over the original 2007 budget targets and key financial performance indicators approved by the Institute's Board.

The sound financial performance for 2007 was due to a number of factors, including significant growth in revenue from:

- Government fee for service operations, with further expansions of the Institute's Migrant Language and Literacy Programs and New Apprenticeship Centre programs
- International operations, comprising fee for service from international students studying in Australia and abroad, together with a number of offshore Vocational Education and Training projects
- Other fee for service operations, predominately relating to Degree and Associate Degree delivery, with further expansions in the Institute's Applied Music, Biotechnology, Commerce and Computer Networking Degrees, together with additional revenues generated from new Degrees offered in 2007 in the areas of Hospitality and Management, and Fashion Design

<sup>1</sup>Operating result before government contributions – capital, depreciation and operating expenditure from government contributions - capital.



# Governance

Box Hill Institute is governed by a Board that is representative of industry and community.

The role of the Board is to establish the Institute's strategic direction, oversee and ensure the effective and efficient management of the Institute, approve management plans, and ensure that the community is serviced effectively with technical and further education programs which are responsive to its needs.

The Board is committed to the adoption of ethical conduct in all areas of its responsibilities and authority. In so doing, it binds its members to the principles and practices determined in the Board's Governance Protocol.

The Board is ultimately responsible to the Victorian government for the governance and management of the Institute.

## Committees

As part of sound corporate governance practice, and to assist the Board in meeting its constitutional duties, there are three subcommittees. These are:

- Board Executive Committee
- Audit and Finance Committee
- Board Remuneration and Nomination Committee
- Project Control Group (Ad-hoc Committee)

## Board Executive Committee

The Board Executive Committee acts on behalf of the Board as a reference point on urgent matters which may arise between Board meetings, including:

- Monitoring the performance of the Chief Executive Officer in relation to contractual matters and delegations, and
- Considering issues related to appointments to the Board

## Audit and Finance Committee

The objectives of the Audit and Finance Committee are to:

- Monitor and report to the Board on matters of accountability and internal control affecting the financial management of the Institute, and
- Provide oversight of the Institute's financial reporting, accounting, auditing, and risk management processes, ensuring that these processes are carried out in accordance with the Financial Management Act (1994) and other relevant laws

## Board Remuneration and Nomination Committee

The Board Remuneration and Nomination Committee provides advice to the Board on matters involving Executive Remuneration. The Committee ensures Executive Remuneration practices are carried out in line with:

- The Public Administration Act 2004
- Government policy on Executive Remuneration for Government Business Enterprises and Statutory Authorities
- Ministerial Directions and Instructions from the Government Sector Executive Remuneration Panel (GSERP)



## Project Control Group (Ad-hoc Board Committee)

The Project Control Group monitors the delivery of capital projects as nominated by the Board, which are included in the approved Institute Building Capital Project Program. The Committee's role includes:

- Reviewing progress against program and budget
- Providing advice to the Board regarding the status of the program
- It reviews progress against program and budget

## Board and Committee Memberships

The following is an outline of the names of Box Hill Institute's Board members, their committee membership and the number of meetings attended during 2007.

Name	Type of Appointment	Board Meetings	Executive	Audit & Finance	Remuneration & Nomination	Project Control Group
Philip Belcher <i>Vice Chair</i>	Co-opted Appointment	7/10	X	X	X	
Noelene Duff	Ministerial Appointment	9/10		X		
Max Fish	Student Representative Appointed 21/4/06	0/2				
Fergus Hudson	Staff Representative	8/10				
Christine Kilmartin	Co-opted Appointment	10/10				X
Christopher Lobb	Ministerial Appointment	10/10		X <i>Chair</i>		X
John Maddock <i>CEO</i>	Ex-Officio	10/10	X		X	
Associate Professor John Rasa <i>President</i>	Industry Appointment	10/10	X <i>Chair</i>	X	X <i>Chair</i>	X
Douglas Sanders	Student Representative appointed 24/4/07	5/8				
Bruce Thompson	Co-opted Appointment	8/10				
Glen Walker	Industry Appointment	7/10		X		
Genevieve Webb	Industry Appointment	5/8				
Elizabeth White <i>Vice Chair</i>	Ministerial Appointment	7/10	X	X	X	X <i>Chair</i>





**left to right:** John Rasa, Noelene Duff, Christine Kilmartin, John Maddock, Sue Kearney, Fergus Hudson, Elizabeth White, Bruce Thompson, Philip Belcher  
**Absent:** Chris Lobb, Douglas Sanders, Glen Walker, Genevieve Webb

# Board Profiles

### Philip Belcher

*Master Business Administration, tertiary qualifications in Technology (Electronics), Fellow of the Australian Institute of Company Directors*

CEO of PMPartners Group, a leading Australian project services company, Philip has held various managing director and board positions as the culmination of his extensive career in general management and sales leadership within the Information Technology and Telecommunications sector.

### Noelene Duff

*Bachelor of Arts, Bachelor of Social Work, Graduate Diploma Business, Master of Business, Graduate of the Australian Institute of Company Directors*

CEO of the City of Whitehorse, Noelene has extensive experience at a senior management level in State and Local Government and the non-government sector. She has a very strong commitment to community issues and policy and strong and extensive connections with networks in the local community, the Box Hill area, and the South-eastern suburbs of Melbourne. Noelene has significant experience and an interest in governance, and strong financial skills. A past President of Local Government Managers Australia, Noelene played a key role at State and National levels in advocating key issues on behalf of the Local Government sector.

### Mr Fergus Hudson

*Teaching qualifications, Arts Degree (Hons), Council member of the AEU Victoria Branch*

A long-standing teacher at Box Hill Institute and the elected staff Board member, Fergus has had significant industrial experience in various countries.

### Christine Kilmartin

*Bachelor of Social Science*

Employed by the Victorian Department of Planning and Community Development where she manages a research unit looking at issues of sustainability and community development, Christine previously worked at the Department of Sustainability and Environment. She also contributes to initiatives to maintain viable communities and is President of Landcare group.

### Chris Lobb

*Bachelor of Business (Accounting)*

Company Secretary of Colonial First State Property Management, a property management and development company with a focus on retail properties, Chris has a background in finance, corporate governance and corporate administration. Chris chairs the Board's Audit Committee and is a member of the Project Control Group (established by the Board to monitor the Institute's capital works program).

### John Maddock - CEO

*Tertiary qualifications in Education and Business (Accounting)*

John has been Chief Executive Officer of Box Hill Institute of TAFE since 1999. Prior to this, John was CEO of Gordon Institute and during his career has held a variety of management roles in the TAFE sector. Before starting his career in education, John was employed by one of the big six accounting firms, Arthur Anderson & Co. working in the business consultancy area.

John has been involved in many leadership roles across Vocational Education and Training (VET) in Victoria and Australia. They range from his position as Deputy Chair of the Victorian Tertiary Admissions Centre (VTAC), member of the Victorian Curriculum and Assessment Authority, member of Deakin University Council for the past six years and a Board Member of the Innovation and Business Skills Australia Board. He serves on a number of key state, national and international boards and committees, with a particular focus on education, IT, and business skills.

### Associate Professor John Rasa - President

*Bachelor of Arts (Clinical Psychology), Diploma in Industrial Law and Industrial Relations, Masters Degree in Health Planning, Member of the Australian Institute of Company Directors and a Fellow of ACHSE, AIM and AHRI.*

Director of The Edge Management Consulting and Australian Centre for Leadership Development in Melbourne, John has had extensive experience in the Health Services industry and has held CEO positions including Box Hill Hospital, and three NSW Area Health Services. He has served as Professor of Health Services Management at Charles Sturt University for three years and currently serves on a range of health services committees. John serves on the State Branch Council of the Australian College of Health Service Executives.

### Mr Douglas Sanders

Elected student representative to the Board, Douglas Sanders is currently enrolled in the Victorian Certificate of Education, having previously been enrolled in an automotive pre-apprenticeship course. Douglas' longer term aim is to enlist in the Australian Defence Force and train as a pilot in the Australian Air Force.