



CANNING
COLLEGE

AN INDEPENDENT PUBLIC SCHOOL



BUSINESS PLAN
2010 - 2012

CONTENTS

<u>CANNING COLLEGE VISION, PURPOSE AND VALUES</u>	3
<u>CONTEXT</u>	4
<u>MAJOR DEVELOPMENT INITIATIVES 2010 – 2012</u>	7
<u>PRIORITIES AND KEY STRATEGIES 2010 – 2012</u>	8
<u>RESOURCES</u>	12
<u>WORKFORCE PLANNING</u>	14
<u>LEADERSHIP</u>	15
<u>ACADEMIC OUTCOMES</u>	16
<u>PERFORMANCE TARGETS 2010 – 2012</u>	17
<u>ENROLMENT TARGETS 2012</u>	19
<u>COLLEGE ADVISORY BOARD MEMBERS</u>	20

CANNING COLLEGE VISION, PURPOSE AND VALUES

VISION

Canning College will be the leader in the provision of high-quality educational programs that encourage excellence, promote critical thinking, develop autonomous study skills and foster lifelong learning for tertiary bound students.

PURPOSE

Canning College provides a wide range of flexible educational opportunities for both local and international students who are in their 17th year or older. Relevant and unique curriculum is created through a rigorous process of review and development, often conducted in partnership with Western Australian universities. Programs are delivered in a supportive adult environment by dedicated staff using world-class facilities and learning technologies, providing diverse pathways to further education or employment.

VALUES

Learning

A positive approach to lifelong learning and an understanding that all students have the capacity to gain knowledge and skills and to enjoy learning.

Excellence

A commitment to excellence in academic and social achievement by both staff and students.

Integrity

High expectations for staff and student conduct, including honesty and trustworthiness in all activities.

Equity

Inclusive practices to meet the diverse needs of students and to achieve the best possible outcomes for all. A workplace and learning environment that is safe and free of discrimination, abuse or exploitation.

Respect

Behaviour, language and actions that demonstrate a high regard for self and others.

CONTEXT

Canning College has two core functions:

1. To provide continuing education and re-entry to education options for local students who are in their 17th year and older.
2. To provide university entrance programs to international students.

Canning College is the Department of Education's largest provider of students to university. Approximately 380 Canning students gain entry to university each year.

COLLEGE CURRICULUM

- Western Australian Certificate of Education (WACE) subjects at Year 12 level for local students. Department of Education funded.
- Western Australian Universities' Foundation Program for international students. A WACE examination equivalent program owned by the four public universities and managed by the Tertiary Institutions Services Centre. College funded.
- International Bridging programs. These programs offer preparation for entry into the Foundation program. College funded.
- Diploma of Commerce delivered in conjunction with the University of Western Australia and Curtin University. Enrolment of international and local students. Articulates into the second year of Commerce degrees at UWA and Curtin. College funded.
- Certificate IV in Higher Education Studies (Commerce) for international and local students. A pathway into the Canning College Diploma of Commerce or into a range of university courses. College funded.
- Flying Start. A bridging program into Year 11 and Year 12 for local students. Department of Education funded.
- Curtin Enabling. A bridging program into Science, Engineering, Health Science and Information Technology degree programs at Curtin University. Canning College funded.
- National Training Framework certificate courses in Business and Information Technology. Department of Education funded.
- Short Course programs. Department of Education and Canning College funded.

STUDENTS

- In 2010 Canning College will enrol approximately 700 full fee paying international students from 22 different countries.
- In 2010 Canning College has enrolled 803 full time and part time local students.
 - 538 (437 FTE) are enrolled in the WACE, Flying Start and National Training Framework programs funded by DET.
 - 275 are enrolled in programs funded by Canning College.
- Each term Canning College enrolls approximately 200 students in short course programs and, over a year, 400 students complete the Special Tertiary Admissions Test program.
- Approximately three quarters of Canning College students possess English as a second language.
- Canning College student numbers fluctuate throughout the year as the College provides a variety of entry and exit points for both international and local students.
- The majority of students study at Canning College for one or two years and aim to gain entrance to university through one of the multiple pathways provided by the College.

STAFF

Canning College employs approximately 72 FTE teaching staff and 33 FTE non teaching staff.

The College has an extremely stable permanent staff group complemented by fixed term and casual appointees. The number of fixed term appointments fluctuates during the year due to student commencements in April, July and October and to maintain programs delivered during school holidays.

The excellent reputation of Canning College ensures the College's capacity to employ retired teachers and to have teachers transfer from the private sector to take up employment at the College. Canning College is not in competition with Senior High Schools for these teachers.

Approximately half of Canning College teaching time is funded by the Department of Education and half is College funded. Further details about staffing finances are available in the "Resources" section of the present document.

FLEXIBLE OPERATIONS

Canning College was established to provide flexible education options for local students. The international program was implemented partly to provide an alternative source of revenue to support College initiatives for the benefit of all students. The present plan reflects the historical mission and places it in the contemporary context.

The College operates from 8.30am to 10.00pm Monday to Thursday, and 8.30am to 4.00pm on Friday. A limited range of programs is also offered on weekends. As well as the extended hours of operation, the College is open 52 weeks of the year.

A Casual Salary budget from the Department of Education and the employment of public servants enables the flexible operations of the College to be maintained.

FUNDING

The primary sources of funding for Canning College are:

- Canning College one line budget
- International funding – approximately \$7,000,000 in 2010
- Curtin Enabling funding – approximately \$400,000
- Charges - \$300,000
- Casual salaries - \$873,000

PARTNERSHIPS WITH PERTH UNIVERSITIES

The success of Canning College is partly built on extensive relationships established with Curtin University of Technology and with the University of Western Australia. These partnerships provide Canning with a unique curriculum profile to benefit both local and international students.

Partnerships with the universities also provide co-marketing in the international arena, scholarships to Canning College students, shared student accommodation with Curtin University and the representation of the two universities on the Canning College Board.

Canning College will continue to build university partnerships during the life of this agreement for the benefit of local students and to further enhance the recognition of Canning College in the international arena. The relationship with Curtin University will be nurtured in the context of the expansion and enhancement of the Bentley Education Precinct.

PARTNERS IN INTERNATIONAL EDUCATION

- Perth Education City (PEC) – PEC is the umbrella organisation for the marketing of Perth as an international education destination with services provided to both private and public educators. PEC is housed on the grounds of Canning College. Canning College is represented on the Board of PEC.
- Education and Training International.
- International Education Association of Australia (Canning College represented on Board of IEAA).
- Council for International Students of Western Australia (housed at Canning College).
- Western Australian trade offices.
- International education agents.
- Schools and universities in market countries.
- Technical and Further Education (TAFE) Colleges.

MAJOR DEVELOPMENT INITIATIVES 2010 – 2012

As an Independent Public School, the Board and staff of Canning College have committed to implementing four major development initiatives over the life of the present agreement. Each of these initiatives is central to the development and ongoing success of the College.

1. As agreed with Department of Education in December 2009, Canning College will manage all international income on site. Income will be allocated to:

- Wages – 50%
- Commissions – 12%
- Marketing – 8%
- Provision for international offices – 7%
- College Development – 23%

Development funds will provide the highest quality physical resources and building infrastructure for local and international students.

Fees for Canning College international programs will be determined by the College Board and forwarded to Corporate Management and Accounting for ratification by the Minister for Education in July of each year.

2. Canning College will reclaim independent governance of international marketing operations which have, for the last five years, been line managed through Education and Training International. The College marketing plan will be approved by the College Board prior to ratification by the Director General of Education or nominee (*detailed proposal available*).
3. Canning College will apply to the Corporate Executive of the Department of Education for approval for a public private partnership to build on site accommodation for international and local students (*detailed proposal available*).
4. Canning College will develop its curriculum profile through the implementation of a Diploma in Engineering and Science to be delivered in conjunction with the University of Western Australia and Curtin University of Technology (*detailed proposal available*).

PRIORITIES AND KEY STRATEGIES 2010 - 2012

Over the three years of the present plan, Canning College will implement three major focus areas:

- To maximise student learning opportunities.
- To continue to develop and promote Canning College as an active learning community.
- To provide appropriate resources for an innovative adult learning environment

Planning for the three focus areas is managed by College committees responsible for implementation of the related priorities and strategies outlined below.

Financial resources indicated for each priority are for the 2010 calendar year. Similar allocations will be made for each subsequent year of the business plan.

CURRICULUM DEVELOPMENT

- Develop and support high quality curriculum initiatives which provide curriculum access opportunities appropriate to the diverse Canning College student population.

Strategies

- Implement appropriate Foundation, WACE and Flying Start courses.
- Develop and implement a Diploma of Science and Engineering in partnership with Curtin and UWA.
- Implement the Western Australian Universities' Special Entry Program.
- Develop appropriate curriculum and pedagogy for the China Schools' Link Program.
- Develop online delivery of curriculum in relevant contexts.
- Partner with schools in the Canning Education District to expand the curriculum opportunities for local students.
- Research and, where appropriate, implement new vocational certificate courses.
- Plan for the implementation of the Australian Curriculum.

Annual Resource Allocation

- \$5,000 for continuing national accreditation.
- \$10,000 for curriculum development.

LITERACY

- Enhance literacy and language standards across the curriculum.

Strategies

- Appoint a Literacy Project Coordinator to work across curriculum to enhance literacy and language outcomes.
- Develop a multi-strategy, cross-curricular approach to literacy issues which can be supported by all departments.
- Provide appropriate professional learning to teachers.
- Monitor, measure and evaluate literacy development within the college.
- Respond to the literacy needs of students whose first language is not English.

Annual Resource Allocation

- \$50,000 for Literacy Project Coordinator, 0.6 full time equivalent (FTE).

STUDENT SERVICES

- Provide students with the best possible support services.

Strategies

- Provide appropriate career counselling and university entrance guidance.
- Provide psychological services and health and wellbeing guidance.
- Provide transition and orientation support for local and international students.
- Provide social and recreational activities.
- Provide accommodation services for international and local students.
- Facilitate student participation in College forums via the Student Council.

Annual Resource Allocation (staff FTE)

• Student Services Manager	0.60
• Psychologist	0.80
• Recreation Officer	1.00
• Student Advisors – Local	0.40
• Student Advisors – International	2.20
• Student Advisors – UniDirect	1.00
• Student Advisors – Flying Start	0.40
• Student Advisors – Curtin Enabling	0.20
• Accommodation Officers	1.00

2.3 FTE provided from Department of Education funds, 5.3 from Canning College funds.

INTERNATIONAL PROGRAM

- Develop the Canning College International Program.

Strategies

- Develop strategic relationships with international partners to enhance the international reputation of Canning College.
- Develop the Canning College international marketing program in the Independent Public School context.
- Provide the highest quality of student service and support to international students.
- Develop partnerships with International offices at Western Australian universities.
- Support curriculum development for international students in partnership with WA universities.

Annual Resource Allocation

- Employment of non teaching staff for international operations (8 FTE, Canning College funded).
- 8% of international funds to support marketing operations.
- 7% of international funds to provide for non staffing operations of international offices.

LEARNING TECHNOLOGIES

- Provide students and staff with the hardware, software, training and support needed to confidently use ICT in teaching and learning.

Strategies

- Investigate and implement new technology for the management and delivery of online teaching and learning materials.
- Equip every classroom with a computer, multimedia projector and speakers and, where appropriate, an interactive whiteboard.
- Provide staff with training relevant to their use of ICT for teaching and learning.
- Provide classroom support when staff use new technology.
- Provide the necessary infrastructure and technical support needed to facilitate the use of technology by staff and students.
- Investigate the use of netbooks and other mobile computing devices to access online materials.

Annual Resource Allocation

- \$50,000 for Learning Technologies Coordinator (0.6 FTE).
- \$204,000 for computers and related technology for staff and student use.
- \$180,000 for IT Support staff (3.0 FTE).
- \$175,000 for network infrastructure, maintenance, repairs and consumables.

PROFESSIONAL DEVELOPMENT

- Provide for the professional development of all staff.

Strategies

- Offer professional development in support of the Literacy priority.
- Offer training in Microsoft Office, the Adobe suite and other software programs.
- Offer professional development that supports the use of ICT in the classroom.
- Offer professional development that enables staff to understand the needs of, and issues facing, international and local students.
- Encourage staff to attend overseas study tours.
- Support staff to attend subject area conferences and professional development activities conducted by learning area professional organisations.
- Support staff to attend professional development relevant to their roles at the College.

Annual Resource Allocation

- \$30,000 for professional development of staff.

BUILDINGS, GROUNDS AND FACILITIES

- Maintain and enhance the buildings, grounds and facilities.

Strategies

- Develop Science facilities to cater for the proposed Diploma of Science and Engineering.
- Develop the accommodation options available to students.
- Provide increased opportunities and facilities for recreational activities and social interaction for students.
- Continue the maintenance, renovation, security and physical upgrade of the College.

Annual Resource Allocation

- \$150,000 for maintenance and renovation of College facilities.
- \$45,000 for minor works.
- \$550,000 for new buildings (gymnasium extension in 2010). Note: Special allocation of \$1,000,000 in 2010 for development of Science facilities if Diploma of Science and Engineering is established.

MARKETING AND PROMOTIONS

- Promote the College as it continues to face increasing competition to enrol both local and international students. This includes the development of links with educational and community partners.

Strategies

- To provide international marketing services which enable Canning College to be successful in the highly competitive international education arena.
- To investigate and implement new promotion and advertising methods to attract local and international students.
- To enhance the image and profile of Canning College.

Annual Resource Allocation

- 8% of international funds for international marketing program.
- \$120,000 for local advertising.
- \$30,000 for local promotions.

RESOURCES

CURRICULUM DELIVERY

a) Teaching Staffing:

A. Establishment:	FTE	Cost
<i>Department of Education - one line budget</i>	34.23	\$3,129,157
B. International Yr 11,12	FTE	Cost
<i>Canning College funded</i>	26.68	\$2,269,237
C. UniDirect	FTE	Cost
<i>Canning College funded</i>	6.27	\$569,174
D. Curtin Enabling	FTE	Cost
<i>Canning College funded</i>	4.90	\$415,511
E. Casual	FTE	Cost
<i>Department of Education and Canning College funded</i>	4.25	\$360,746
TOTAL:	FTE	Cost
	76.33	\$6,743,824

b) Non Teaching Staffing:

A. Establishment			<i>Department of Education - one line budget</i>	
Cleaners	4.98	\$225,462	FTE	Cost
Library	0.73	\$31,504		
Gardeners	1.30	\$60,766		
Admin	4.00	\$263,121		
Sc Assist	1.81	\$94,696		
IT Support	1.00	\$66,000		
B. International Year 11, 12			<i>Canning College funded</i>	
Library	1.00	\$49,682	FTE	Cost
Admin	1.40	\$65,722		
International Office	5.20	\$376,647		
IT Support	1.00	\$66,000		
C. UniDirect			<i>Canning College funded</i>	
Admin	0.60	\$41,102	FTE	Cost
Gardeners	1.30	\$60,766		
D. Casual			<i>Department of Education funded</i>	
Cleaner	0.20	\$8,033	FTE	Cost
Library	1.11	\$77,953		
Admin	1.00	\$40,007		
Computing	0.40	\$19,064		
IT Support	1.00	\$48,000		
E. Salary Pool				
Canteen	5.03	\$172,344	FTE	Cost
Admin	0.40	\$19,064		
TOTAL:			FTE	Cost
			33.46	\$1,785,934
Overall Total:			FTE	Cost
			109.79	\$8,529,758

c) Learning Area Budgets:

Business	\$6,129
Computing	13,898
English	9,408
English as a Second Language	14,902
Flying Start	15,000
Mathematics	9,323
Science	42,628
Society and Environment	5,857
	<u>\$117,145</u>

d) Information and Communication Technology

Computer lease	\$180,000
Computer maintenance	10,000
Computer printer and consumables	10,000
Computer and printer repairs	3,000
Monitor systems (photocopiers, ID cards)	5,000
Computer software purchases under 5,000	5,000
Computer software purchases over \$5,000	12,000
Computer hardware purchases under 5,000	5,000
Network Infrastructure	100,000
Learning Technologies office	25,000
	<u>\$355,000</u>

FINANCIAL MANAGEMENT

Canning College employs:

- 1 Level 5 Business Manager.
- 1 Level 2 assistant to the Business Manager.
- 0.5 Level 3 Manager of International marketing finances.

The College is currently considering the best use of the Independent Public School administration grant to provide the most effective structures for future needs.

STUDENT SERVICE RESOURCES

Canning College provides 2.3 FTE student services time from Department funding and 5.3 FTE from Canning College funding. *For details see priority plan page 9*

BUILDINGS GROUNDS AND FACILITIES

See priority plan page 11

WORKFORCE PLANNING

STAFFING REQUIREMENT	STRATEGIES
1. To cater to financial management responsibilities rising from management of one line budget and international budget.	Use IPS administration grant to create appropriate structure and/or classifications.
2. To cover retirement of key teaching and non teaching staff members over the life of this agreement.	Merit selection appointment of permanent staff where appropriate. Use of the Recruitment Advertising Management System.
3. To provide staffing for planned Diploma of Science/Engineering.	Create an appropriate management structure. Liaise with universities over employment of teaching staff.
4. To provide for fixed term and casual appointments for the fluctuating Canning College enrolments.	Establish 'pools' in key curriculum areas.
5. To provide security of tenure for staff where appropriate.	Convert selected fixed term positions to permanent.
6. To align the work of staff to College planning and to develop requisite skills.	Continue to develop effective Performance Management process for all College staff and support relevant professional development.
7. To develop leadership capacity for diverse Canning College programs.	Maintain distributed leadership practices. Effective use of acting and mentoring opportunities.

LEADERSHIP

Canning College practices a distributed model of leadership.

Experienced leaders work in a coordinated manner on whole of College issues but have a high degree of autonomy in the management of specialist operations.

Distributed leadership practices also enable the most effective management of the extended opening hours and the 52 weeks per year operation of the College.

Opportunities are available to all Canning College staff members to contribute to College leadership and decision making through a well defined committee structure.

FORMAL LEADERSHIP STRUCTURE AND FUNDING

Position	Canning College Funding	Department Funding
1 Level 6 Principal	0.2	0.8
1 Level 5 Vice Principal	0.3	0.7
3 Level 4 Deputy Principals	0.7	2.3
1 Level 4 Manager of Computing Centre and Information Communications Technology	0.1	0.9
1 Level 4 Manager Uni Direct Program	1.0	
5 Level 3 Administrators	1.7	3.3
1 Level 7 Public Servant Manager of International Office	1.0	
	5.0	8.0

ACADEMIC OUTCOMES

350 to 400 Canning College graduates progress to university each year. Approximately 20 students per year progress to Technical and Further Education programs.

Canning graduates primarily access the University of Western Australia (112 in 2010) and Curtin University of Technology (186 in 2010). Students also progress to other Australian universities (Monash, The Australian National University, Melbourne etc.) and to international universities.

Through the life of the present business plan Canning College will build on its status as the Department of Education's largest provider of students to Western Australian universities with the aim of 400 graduates achieving university entrance each year.

UNIVERSITY ENTRANCE IN 2010

	UNIVERSITIES							TOTAL
	Canning College Diploma	Overseas	Eastern States	E.C.U.	Murdoch	U.WA.	Curtin	
WACE				15	11	21	40	87
WAUFP*	12	7	6	3	7	57	52	144
Diploma of Commerce						35	43	78
Enabling							52	52
TOTAL:	12	6	14	15	14	112	186	361*

*University destinations for some WAUFP graduates are not yet known. The university entrance figure from WAUFP is higher than 142. The total figure will be higher than 361.

UNIVERSITY COURSES ENTERED BY CANNING GRADUATES – 2009

Commerce	118
Engineering	60
Science	42
Arts	13
Biomedical Science	12
Pharmacy	12
Medicine	7
Architecture	7
Education	7
Forensics	4
Nursing	4
Actuarial Science	3
Law	3

PERFORMANCE TARGETS 2010-12

A range of quantitative and qualitative data will be analysed through College annual reporting processes to provide contextual information for discussion of achievement against the following performance targets:

TARGETS FOR ALL WACE STUDENTS	
<i>Description</i>	<i>Target</i>
The percentile improvement in the ATAR of students repeating the WACE.	10%
The percentage of students who indicate that because of their experiences at the College they plan to continue learning.	85%
The median ATAR achieved by Canning College students applying for university entrance.	75
The percentage of Canning College students who receive a 'satisfactory' or higher level of achievement in their WACE literacy course.	90%
The percentage of Canning College students to achieve a final scaled score in their WACE literacy course equal to or higher than the state mean.	30%
The retention rate in the WACE program including students who transfer to other Canning College programs.	70%

TARGETS FOR INTERNATIONAL FOUNDATION AND WACE STUDENTS	
<i>Description</i>	<i>Target</i>
The percentage of international students enrolled in the Foundation Program who meet Western Australian University entrance requirements.	75%
The average combined percentage score for students in the Western Australian Universities' Foundation Program.	61%
The percentage of students in the Western Australian Universities Foundation Program who meet the 50% in ELACS tertiary entrance English requirement.	80%
The percentage of students doing the alternative year 12 program who achieve an average 'C' grade across their subjects.	80%
The percentage of international students who indicate that because of their experiences at the College they plan to continue learning.	85%

TARGETS FOR FLYING START STUDENTS	
Description	Target
The percentage of Flying Start students who indicate that because of their experiences at the College they plan to continue learning.	85%
The percentage of Flying Start students whose level of literacy and numeracy increase by at least a grade.	TBA

TARGETS FOR UNI DIRECT (DIPLOMA AND CERTIFICATE IV) STUDENTS	
Description	Target
The percentage of students who indicate that because of their experience at the College they plan to continue learning.	85%
Percentage of Diploma students who complete and transfer to university.	80%
Percentage of Certificate IV students who complete and transfer to Canning College Diploma of Commerce.	70%

TARGETS FOR CURTIN ENABLING STUDENTS	
Description	Target
The percentage of students who indicate that because of their experience at the College they plan to continue learning.	85%
Percentage of students who receive an undergraduate offer from Curtin University.	55%
The retention rate in Curtin Enabling including students who transfer to other Canning College programs.	70%

TARGETS FOR SHORT COURSE STUDENTS	
Description	Target
The percentage of Short Course students who indicate that because of their experiences at the College they plan to continue learning.	85%

ENROLMENT TARGETS 2012

Canning College does not have 'feeder' schools. Attracting local and international students to the College is a significant task that is reflected in College priority planning.

Enrolment targets provide a key operational measure as well as depicting the anticipated student profile of Canning College over the lifetime of the present plan.

International targets may be adversely affected by factors outside of College control such as the value of the Australian dollar and security concerns. Targets for local students may likewise be affected by issues such as the enrolment patterns of Western Australian universities. Increased university enrolments in recent years have reduced Canning College WACE enrolments.

Numbers may rise above projections in response to curriculum initiatives, the strengthening profile of Canning College in the international arena and the College's growing relationships with the University of Western Australia and Curtin University of Technology.

THE TARGETS FOR 2012 ARE:

Local Enrolments – February Census (not including April and June enrolments).

WACE	250
Flying Start	250
Curtin Enabling	165
Diploma of Commerce	30
Certificate IV Commerce	5
Business & Information Technology Certificate courses	80
	<hr/>
	780 students
	<u>550 FTE</u>

Short Course Enrolments 200 per term

Special Tertiary Admissions Test (STAT) Preparation Course Enrolments 400 per year

International Enrolments for Calendar Year

Foundation	320
Bridging to Foundation	180
Diploma of Commerce	180
Certificate IV in Commerce	<u>40</u>
	<u>720*</u>

*This figure will be adjusted to 800 if a Diploma of Science and Engineering is implemented as proposed in 2012. The number of 800 is currently an optimal international enrolment for Canning College.

COLLEGE ADVISORY BOARD MEMBERS

CHAIRPERSON

Adjunct Professor Ron Goddard
Dean of International Academic Development, Curtin University of Technology (*retired*).

VICE CHAIRPERSON

Dr Bruce Mackintosh
Dean of International Students, University of Western Australia (*retired*).

COMMUNITY MEMBERS

Politicians representing local community

Hon. Kate Doust, MLC
Hon. Helen Morton, MLC

Community Representative

John Tidman, Chamber of Commerce and Industry

Tertiary level representatives with expertise and interest in education

Professor Trish Todd
Director, Undergraduate Programs, Business School, University of Western Australia.

Professor Chris Brooks
Dean, Academic Development, Curtin Business School, Curtin University.

COLLEGE MEMBERS

Alan Genoni, Principal
Wayne Axford, Deputy Principal (*Executive Officer*).

Lecturing Staff

Anne Yates
Chris Cummiskey
Carolyn Lukas

Non – teaching Staff

Sue Gianatti

Student Representative

Elizabeth Redmond