



CANNING
COLLEGE

CANNING COLLEGE

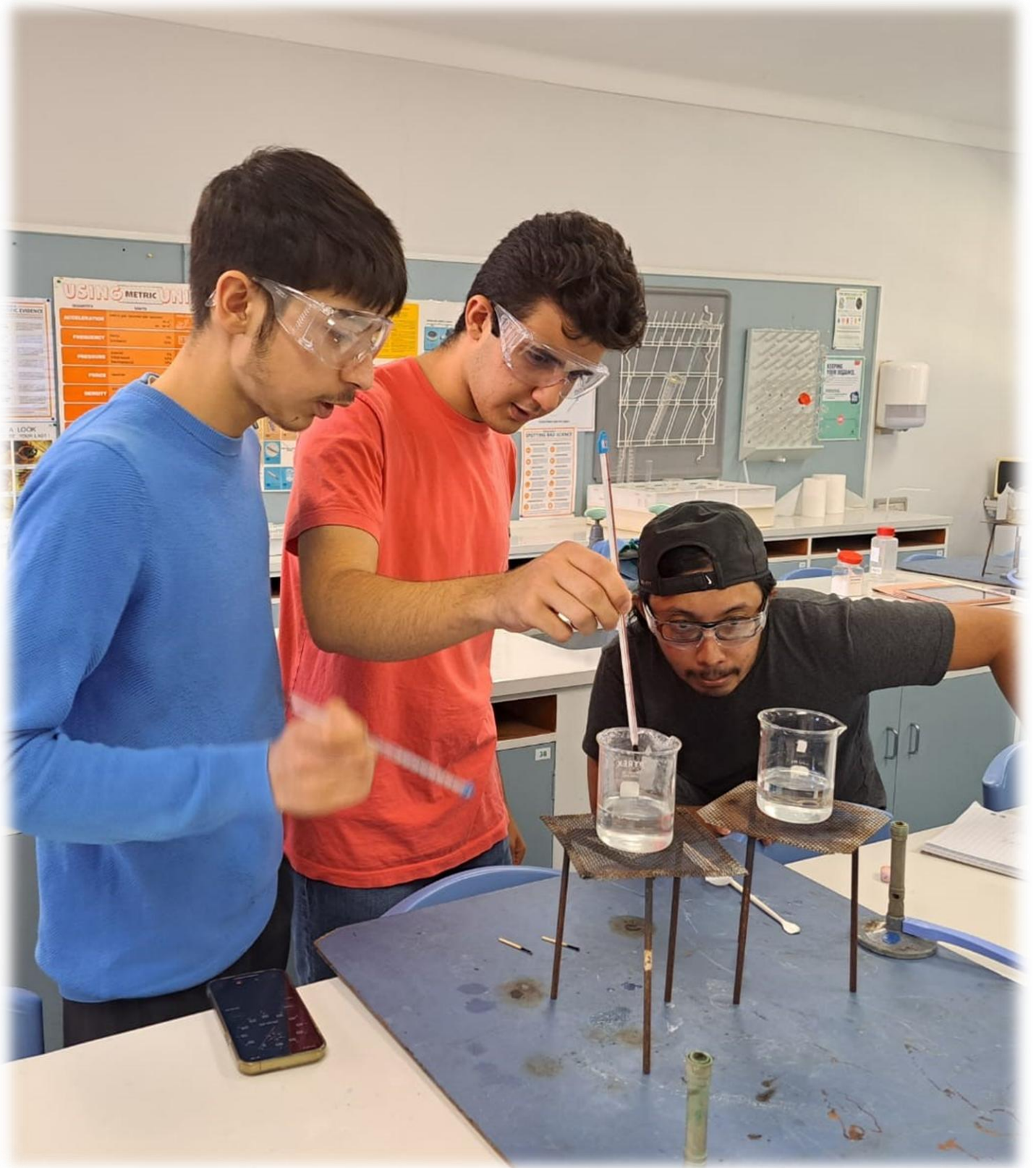
2024 - 2026

Business Plan



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CANNING COLLEGE VISION AND VALUES

VISION

Canning College aspires to be the university pathway provider of choice for international and selected local students in Western Australia.

Canning College's strategic direction is to ensure it remains the premier provider of secondary education for international students in Western Australia by continuing to make a significant contribution to the State's economy and enhancing its reputation for quality education.

THE PATH

To achieve its vision, the College will be a leader in the provision of high-quality education programs that encourage excellence, promote critical thinking, develop independent study skills and foster lifelong learning. A supportive and innovative education environment will encourage students to optimise their talents, abilities and skills while maintaining integrity and respecting themselves and others.

The College will continue to provide and build on flexible education opportunities and deliver unique curriculum through a rigorous process of review and development, often conducted in partnership with Western Australian universities. Quality teaching will continue to be provided in a supportive learning environment and the College will employ highly qualified, motivated staff.

Whilst Canning College will remain predominantly an international student College, the reinstatement of selective domestic students from 2024 has opened new opportunities. The core business of the College will be to provide curriculum and services tailored to meet the diverse needs of this unique student group. College programs and resources will support students to enjoy a positive student experience at Canning, while preparing them to live and study successfully and happily in Perth through their studies at university. Professional and committed implementation of Commonwealth, State and Department of Education (WA) acts and policies will enhance the academic and personal well-being and growth of students.

VALUES

Learning

An understanding that all students have the capacity to gain knowledge, acquire skills and enjoy learning, through a positive approach.

Excellence

A commitment to excellence in academic achievement.

Integrity

High expectations, honesty and trustworthiness in student and staff conduct.

Equity

Inclusive practices to meet the diverse learning needs of students. 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 is an essential and iconic institution actively contributing to Western Australia's economic development and international reputation as a quality provider of educational services. It is a government senior college that provides high quality pre-university pathways for international and domestic students.

Canning College delivers university pathways tailored uniquely for international students, and an exceptional and affordable education for aspirational domestic students in their senior secondary school years. Providing students with a sure stepping-stone from school to university, Canning combines academic studies with development of the personal and cross-cultural capabilities that enable students to enjoy success at school and university and promote the desire to make a positive contribution to their local and global communities.

For parents, education agents, students and people being relocated into Western Australia, having access to an outstanding school is a powerful driver for international student growth. As the only government school in Western Australia focused on international education, Canning College delivers a unique educational service to the State. The College actively promotes Western Australia as a study destination for international students, and its enrolment continues to grow post-pandemic.

With a well-established reputation for educational excellence, the College attracts aspirational students who seek to complete their pre-tertiary education in a university-like environment that provides a caring and personalised student experience. Canning's international students provide economic, social and cultural benefits to Western Australia. Re-opening the opportunity from 2024 for domestic students to enrol at Canning, enhances the international students' cultural and social experience while enabling local students to complete their senior secondary studies in the College's uniquely international setting. All students are enrolled in pathway programs that provide direct entry to university, including at prestigious WA and interstate universities.

Into the future, Canning College will continue to focus on providing distinctive, quality curriculum pathways for international and selected local students.

The importance of international education to WA is highlighted in the following plans and reports which have influenced the development of this Business Plan:

- Economic Contribution of International Education in WA (July 2021)
- Western Australian International Education Recovery and Renewal Plan (Dec 2020)
- Diversify WA Economic Development Framework (July 2019)
- StudyPerth International Education Action Plan 2019-2025
- WA Department of Education International Education Plan 2019-2025

This plan has been developed to allow the College the flexibility to respond to challenges as they present over the next three years.

Students

All students enrolled at Canning College aspire to study at university. The profile of international and domestic students represents many nationalities from across the globe, with students seeking to benefit from the unique opportunities offered by the College. Most are aged from 16 to 20, with a small number of older students.

Support Services

The College offers a range of support services tailored to the needs of international and domestic students. These include:

- Literacy support
- Academic support
- Career guidance
- Health and well-being support and programs
- Accommodation placement

College Curriculum

The Canning College curriculum is designed to offer flexible entry and exit points to meet the needs of international students who can commence studies at the College in February, April, July and October.

Programs offered:

- Western Australian Curriculum: at Year 10 level.
- Western Australian Certificate of Education: at Year 11 and Year 12 ATAR and General levels.
- Western Australian Universities' Foundation Program: owned by the four public universities of Western Australia, this is a Year 12-level university entrance program for international students and domestic students who meet the eligibility requirements. Foundations studies provides entry to all Government universities across Australia and in many other countries.
- Diploma of Commerce University of Western Australia Stream and Diploma of Commerce Curtin University Stream: the Diploma provides entry to the second year of Commerce degrees at the respective universities.
- Certificate IV in University Access Program: provides entry to first year university programs with a maximum ATAR requirement of 70. The Certificate IV provides a pathway to courses at Curtin University, Murdoch University and Edith Cowan University.
- International Bridging Programs: provide pathways of various lengths into the College programs listed above. Bridging programs provide academic and English language preparation.
- English as a Second Language (Intensive English Program): caters for students who need intensive support to build English language proficiency prior to commencing study of their university pathway program.

Packaging of Courses

Canning College has student course packaging arrangements with the University of Western Australia, Curtin University, Murdoch University and University of Notre Dame Australia. This means that Canning can enrol students into a Canning College program which is then packaged with a relevant university degree under one visa. The package arrangement can be extended downwards to encompass intensive language schools at an ELICOS provider. This arrangement saves time and money for students while providing them with a clear curriculum pathway.

Curriculum Development - Canning College as a Registered Training Organisation

Canning College develops curriculum in its capacity as a Registered Training Organisation. In this process the College collaborates with the Training Accreditation Council and the Australian Skills and Qualifications Authority to develop appropriate university entrance programs for international students. Such programs include the Diploma of Commerce, providing entry to second year university studies, and the Certificate IV in University Access Program. From 2024, enrolment in the Diploma and Certificate IV is open to domestic students.

Literacy Focus

All college curriculum has a strong focus on the literacy requirements unique to international students to enhance their academic outcomes. Providing literacy support is a key strategy to prepare the unique and diverse international student population of the College for university.

Flexible Operations

To provide a full service to the international market, Canning College is open 51 weeks of the year. To support these operations Corporate Services staff members are employed as public servants.

To meet the needs of international students and of educational systems from which Canning College recruits, the College offers multiple entry and exit points to academic programs.

College Resourcing

Canning College operates under a unique financial model within the Department of Education (WA) comprising fee-paying international students and the Department (Student Centred) funding for domestic students.

Partnerships with Western Australian Universities

The success of the Canning College international program is partly built on extensive partnerships with the Western Australian public universities. These partnerships support a unique curriculum profile to meet the needs of international students.

Collaboration with the universities also provides co-marketing opportunities in the international arena, scholarships to Canning College graduates, curriculum packaging arrangements, shared accommodation with Curtin University and the representation of Curtin University and the University of Western Australia on the Canning College Board.

Canning College will continue to build university partnerships to further enhance the reputation of the College and to develop the opportunities available to students.

Partnerships in International Education

The following organisations and individuals are significant partners for Canning College in the delivery of high-quality international education programs and services:

- Austrade
- Australian Department of Education and Training
- Australian Homestay Network, homestay families and Vickery House
- Council for International Students of Western Australia
- Department for Jobs, Tourism, Science and Innovation
- Department of Education (WA)
- Education agents
- International Education Association of Australia
- School Curriculum and Standards Authority
- Schools and universities in market countries
- StudyPerth
- Tertiary Institutions Service Centre
- Western Australian universities
- Western Australian Trade Offices

Marketing, Recruitment and Agent Management

Canning College markets its programs to prospective students in a wide range of source countries. The annual marketing and recruitment plan outlines the activities undertaken to recruit students.

The College works closely with a number of education agents and since 2020 has managed this arrangement directly.

Regulatory Framework

As a provider of quality pathways to university for international students, the College works within the following regulatory frameworks:

- Department of Education (WA) – School Education Act 1999
- ESOS Act 2000 and National Code 2018
- Australian Department of Education and Training
 - Tuition Protection Service
 - Commonwealth Register of Institutions and Courses for Overseas Students
- Australian Department of Home Affairs
- Australian Skills Quality Authority
- Training Accreditation Council

COLLEGE PLANNING AND ACCOUNTABILITY 2024 - 2026

1. The College works to an ongoing cycle of planning and review. This is represented through an annual operational plan and annual report.
2. Canning College planning responds to key Department of Education planning and policy, to College audit and review findings, and to the needs of the diverse student population.



Strategic Direction	<ul style="list-style-type: none"> ◆The Department of Education Strategic Plan: this defines the Department's goal and describes the strategic outcomes expected from the education system. ◆The Department of Education Plan for International Education: this plan outlines the Department's strategy and focus on international students in government schools. ◆The Canning College Business Plan: this is a 3 year plan which defines the strategic direction for the College. 	Operational Plans	<ul style="list-style-type: none"> ◆The Canning College Operational Plan: this is a 1 year plan that identifies annual areas of focus for College priorities and learning area planning. This plan is developed by the leadership team and Head of Learning Areas to operationalise the College Business Plan. ◆The Canning College Marketing and Recruitment Plan: this is a 1 year plan that focuses on the key recruitment strategies for the College. ◆The Department of Education Focus document: this is a 1 year plan which provides a clear direction for priority actions in public education. 	Performance Review and Reporting	<ul style="list-style-type: none"> ◆The Canning College Annual Report: this annual report provides information of performance against key indicators outlined in the College Business Plan and strategies outlined in the College Operational Plan. ◆College surveys: a student survey is conducted annually and the findings are used to respond to student needs in future planning documents; other surveys are conducted as required.
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Canning College Business Plan:

**Our Strategic Direction
2024 - 2026**

CANNING COLLEGE STRATEGIC DIRECTION 2024-2026

OUR ASPIRATION

Our aspiration is to be the university pathway provider of choice for international and selected local students in Western Australia.

STRATEGIC DIRECTION

Our strategic direction is to significantly increase enrolments to ensure Canning College remains the premier provider of senior secondary education for international students.

STRATEGIES

Growth of International student enrolments	Intake of selected local students	Development and recruitment of quality staff	Strategic partnerships	Sustainable growth
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DRIVERS OF SUCCESS

Quality teaching and learning	Positive student experience	Productive stakeholder partnerships	Strong governance and operational excellence
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FOCUS AREAS

<p>Quality teaching and learning</p> <ul style="list-style-type: none"> ○ teaching excellence ○ staff selection, development and retention strategy ○ curriculum development ○ attracting high-achieving students <p>We will:</p> <ul style="list-style-type: none"> ○ use student achievement data, classroom observation and student voice to inform teacher performance and development ○ prepare and implement a contextually relevant model of Teaching for Impact (DoE) ○ recruit and retain quality staff tailored to current and emerging workforce needs ○ foster an environment that empowers teachers and allied professionals to continually learn and develop ○ develop and embed leadership mindsets and capabilities of college staff 	<p>Positive student experience</p> <ul style="list-style-type: none"> ○ support, care and well-being ○ accommodation options ○ cultural and social experience ○ careers/work experience ○ leadership development ○ transitions <p>We will:</p> <ul style="list-style-type: none"> ○ establish an alumni program ○ strengthen orientation programs to address current and emerging needs of international and local students ○ enhance our focus on student care and wellbeing ○ implement enrichment activities and experiential learning to enhance the college experience for local students ○ broaden the range of cultural and social experiences available to students ○ build on the existing global student and other leadership development initiatives ○ build on existing college-to-university transition activities 	<p>Productive stakeholder partnerships (existing and new)</p> <ul style="list-style-type: none"> ○ universities ○ agents ○ families ○ business/employers ○ state government agencies ○ commonwealth government agencies ○ schools ○ student accommodation providers <p>We will:</p> <ul style="list-style-type: none"> ○ work with stakeholders to promote the college as an international school of choice for overseas and local students ○ engage collaboratively with stakeholders in Perth and overseas to promote Western Australia as a preferred study destination ○ communicate regularly with stakeholders to ensure timely and consistent sharing of information including promotion of the student experience 	<p>Strong governance and operational excellence</p> <ul style="list-style-type: none"> ○ planning certainty ○ sustainable revenue streams ○ efficient and effective business processes ○ high-functioning decision-making groups ○ accountability <p>We will:</p> <ul style="list-style-type: none"> ○ review administrative processes including enrolment, attendance tracking and resource allocation to manage risk, optimise efficient and effective practices and inform change ○ use evidence-based planning for marketing and student recruitment ○ identify and implement additional revenue streams ○ use evidence to drive improvement in all business activity areas including learning areas ○ review and strengthen the effectiveness of existing performance
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<ul style="list-style-type: none"> ○ continually seek to enhance curriculum relevance for international and local students ○ strengthen our culturally inclusive classroom and college learning environment ○ work collaboratively in departments and teams 	<ul style="list-style-type: none"> ○ use student feedback to prioritise and inform enhancements to the student experience ○ source a quality, affordable food service for students 	<ul style="list-style-type: none"> ○ establish and build new partnerships that grow the international student enrolment ○ establish and build new partnerships that grow the local student enrolment ○ continuously monitor and review outcomes of our partnerships with agents 	<ul style="list-style-type: none"> management and development processes ○ establish staff committees and working parties to address new and emerging college priorities ○ respond to the college's dynamic and competitive environment through workforce planning ○ develop clearly defined roles and structures for student services, recruitment, admissions and marketing personnel
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TARGETS:

Quality teaching and learning	Positive student experience	Productive stakeholder partnerships	Strong governance and operational excellence
<ul style="list-style-type: none"> ○ Median ATAR (70) / CPS (53) achieved for students in the WACE/WAUIFP program. ○ 85% of students achieve ATAR of 70 (CPS of 53) as minimum entry to a WA university ○ 90% of students meet the university entrance English requirement. ○ 100% Diploma achievement by intake year ○ 100% Certificate IV achievement ○ 80% of Y10 students achieve 50% or above in their literacy course, and 85% achieve a course average of 50% or above ○ Year-on-year improvement in student satisfaction survey results ○ Biennial staff culture survey results 	<ul style="list-style-type: none"> ○ Student attendance rate ○ Annual Student Survey results on select items ○ Database of former students at different stages of their career journey ○ Year-on-year improvement in student satisfaction survey results 	<ul style="list-style-type: none"> ○ Enrolment growth (international & local) ○ Marketing and Recruitment reports ○ Year-on-year improvement in student satisfaction results 	<ul style="list-style-type: none"> ○ Biennial staff culture survey results ○ Year-on-year improvement in student satisfaction survey results ○ External audit and review results and issues attended to where required