

ANNUAL REPORT 2008

TAFE DIRECTORS AUSTRALIA



TAFE Directors Australia Inc.

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www.tda.edu.au

ABOUT US

TAFE Directors Australia (Inc) is the peak body representing Australia's educational network of TAFE Institutes, and includes universities of technology and institutes of technology.

TAFE Directors Australia (TDA) celebrated its 10th anniversary of incorporation in 2008, and represents 58 TAFE Institutes, the Australian Pacific Technical College, and associate members include corporate and individuals – especially including those Institutes and universities collaborating across international VET interests.

TDA operates a National Secretariat, based at Canberra Institute of Technology, and manages an active website www.tda.edu.au – a communication link with some 7,000 "hits" weekly from members, and wider stakeholder interests.



Contents

NATIONAL BOARD	2
MESSAGE FROM THE CHAIR	3
CHIEF EXECUTIVE OFFICER'S REPORT	4
OUR VISION	4
OPERATION HIGHLIGHTS	5
FINANCIAL REPORT	13



NATIONAL BOARD



Executive

Deb Daly, Chair, Institute Director, Gold Coast Institute of TAFE (Qld)

Bruce Mackenzie, Deputy Chair, CEO, Holmesglen Institute of TAFE (Vic)

Wayne Collyer, Deputy Chair, Director, Swan TAFE (WA)

Members

Aaron Devine, Director of TAFE, Charles Darwin University (NT)

Dr. Colin Adrian, CEO, Canberra Institute of Technology (ACT)

Stephen Conway, Director, TAFE SA South (SA)*

Pam Christie, Director, TAFE NSW – Sydney Institute

Steve Ghost, CEO, SkillsTech Australia (Qld)

Kevin Harris, Director, TAFE NSW – Northern Sydney Institute

Belinda McLennan, CEO, Tasmanian Polytechnic (Tas)*

Virginia Simmons, CEO, Chisholm Institute of TAFE (Vic)

** NOTE – Stephen Conway replaced Martina Buckley, TAFE SA Regional, who retired from the Board effective December 2008, and Belinda McLennan replaced Malcolm White, following new institute arrangements under vocational education legislation in Tasmania.*

MESSAGE FROM THE CHAIR

The Year in Review was a proud one for TAFE Directors Australia particularly as 2008 heralded our 10th anniversary – the ‘coming of age’ for TDA and its leadership role in Australia’s VET system.

Our 10th anniversary celebrations included the inaugural *TAFE MEETS PARLIAMENT* event held at Parliament House in Canberra, in September. This event gave members many opportunities to engage with Ministers and Ministerial staff, other Members of Parliament and senior government bureaucrats. It provided an excellent showcase for TAFE across Australia and included a dinner hosted by the Deputy Prime Minister in Old Parliament House.

Other major achievements in 2008 included:

- The launch of the TDA Tuition Assurance Scheme, enabling registered TAFE Institutes to offer FEE HELP student loans.
- Hosting of the Youth Summit in Tasmania resulting in recommendations for reforms to the VET in Schools program.
- The signing of an MoU with the Chilean Government to provide English language and vocational training to up to 400 Chilean students per year for up to five years.
- The signing of a new MoU between TDA and China’s CEAIE, with Chinese teacher training in Australia likely from 2009.
- Hosting of the National Provider Roundtable for the OECD Research Project commissioned by the Australian Government.
- Leadership of a sector response to the tertiary vision from the Bradley Review

on Higher Education. The response incorporated a ‘Three Pillars’ foundation theme of competition and contestability, quality and social inclusion – a theme that appears to be gaining some leverage.

The impact of the Global Financial Crisis also gave TDA many opportunities to provide input to governments on a range of issues including the prospect of thousands of apprenticeship and traineeship contracts being cancelled by employers impacted by the deteriorating economy. These discussions continue.

In reviewing our achievements, I am reminded of the important leadership role our peak body now plays within the national training system and also of the strategic intent of TDA itself, to be the authoritative voice of the national training sector, delivering quality policy solutions to Australia’s skills needs.

In our leadership role, we are represented on the National Quality Council, we are consulted regularly by Federal agencies including DEEWR, DIAC, DFAT and Department of Innovation Industry, Science and Research as well as Skills Australia, we work closely with the National Centre for Vocational Education Research (NCVER) and collaborate with Australia’s 11 Industry Skills Councils.

Our membership now extends to all 58 TAFE Institutes across Australia, the Australian Pacific Technical College, and also includes associate members primarily managing international student business areas. Our Association seeks to effectively service the growing business needs and interests of our TAFE Institute members, and associate members.

Two emerging policy issues climaxed the focus of the ‘education revolution’: The Deputy

Prime Minister commissioned Emeritus Professor Denise Bradley AC, to head up the Review of Higher Education, which reported in November 2008, and Senator the Hon. Kim Carr, commissioned a team led by Dr. Terry Cutler to review Australian innovation and research.

Our responses to these reviews, including endorsement by the Federal Government of our ‘Three Pillars’ foundation which complemented key features of the Bradley vision for a tertiary sector, was a big win as we closed the year. TAFE Institutes will be required to step-up to support further the ‘participation’ qualification targets adopted by the Federal Government.

Other areas of activity during 2008 included:

- At a strategic level, the Board established a dedicated Policy Committee in 2008 to oversee major changes in VET policy reform, and with member consultation, have lifted capability by TDA to lead with informative statements and policy positions on VET issues – especially with a new incoming Federal Government, determined to pursue its ‘education revolution’.
- The National Secretariat revamped its consultative group, Australian TAFE International Network (ATIN). ATIN held regular strategic meetings across interested TAFE Institute international management, commissioned research, and oversaw international engagement by TDA, including new Chile Technical Scholarships to Australia, and a new extended MoU with the China CEAIE exchange agency, for managers and

teachers of respective institutions to share best practice.

- At a financial level, the Board leveraged reserves to invest in establishment of the TDA Tuition Assurance Scheme (TAS), which required extensive legal and administrative arrangements, Ministerial approval, and establishment of a TAS Administrative Committee. While this impacted our Year-end result to go into deficit in 2008, this remains a long-term investment, and we anticipate recovery of our position through 2009–10. These investment issues remained a key focus for the Finance and Audit Committee of the Board, which also established improved financial reporting analysis of the growing projects and remit of TDA.

The GFC presents Australia with economic uncertainty and consumer and business constraint. To ordinary Australians, the need to skill and re-skill will become more important in uncertain labour markets. Your Association – TDA – is well positioned to advocate for TAFE Institutes to lead in the delivery of quality vocational education and training services across Australia.

In closing, I would like to acknowledge the efforts and contributions of my fellow Board members and also the outstanding contribution of our Chief Executive Officer, Martin Riordan, and his team.



CHIEF EXECUTIVE OFFICER'S REPORT



Financial year 2008 was a year mixed with strong operations performances for TAFE Directors Australia (TDA), yet challenging financially. The decision to invest in launching

a Tuition Assurance Scheme caused a deficit for a second year. The support from the Board to utilise reserves for wider member services has however met with an improved uptake in the facility, with the regulatory environment causing further demand for Tuition Assurance beyond TAFE Institutes. This response should return TDA to surplus by close of 2009.

At an operations policy level, TDA pursued key elements of our Strategic Plan, to show a leadership voice on vocational education across the Australian VET sector – with focus on initiating policy advice with the incoming Rudd Government's 'education revolution.' The National Secretariat produced 10 significant policy submissions over seven months, with strategic impact. We were selected to host the visiting OECD benchmark review of Australian VET providers, hosted along with the Australian College of Educators a *National Forum on Vocational Skills for Youth*, created a new international executive network which has commissioned research, and led three overseas benchmark missions for TAFE executives. Yet a highlight of the year remains in the first half, when a new 'tertiary funding platform' for infrastructure was achieved for TAFE Institutes, following our successful lobby for the Federal Budget 2008 to create the *\$11B Education Investment Fund – formerly the \$6B*

Higher Education Endowment Fund which had been quarantined to universities.

TDA member networks were active, too. The website www.tda.edu.au has grown to be a dominant channel for information across the VET/TAFE sector, scoring an average of 9,740 individual visits a month – frequently 20% international cyber visitors. The Monday national e-newsletter has become a hit, with subscriptions increasing every week!

TAFE MEETS PARLIAMENT 2008 heralded a turning point in our events. In September, TDA launched the special two-day Canberra event for members, associates and international TAFE executives. This special event marked the Association's 10th anniversary, which included a Parliamentary Dinner attended by the Deputy Prime Minister, Ministerial and Parliamentary colleagues. Evaluations reported wide approval of the network event, and attendance showed how TAFE Directors Australia had increasingly achieved its quest to be the peak body representing Australia's 58 TAFE Institutes, and living up to expectations for policy leadership across key bodies, such as the National Quality Council, COAG and state and territory VET agencies, and aid agencies supporting our new member, the Australian Pacific Technical College.

For TAFE Institutes supporting international students or offshore activities, TDA created a holistic strategic push for quality, and was rewarded with favourable feedback from members and agencies. A highlight by mid-year was selection of TDA to be involved as signatory of a MoU between the Republic of Chile and TDA – along with similar Agreements

with the Group of Eight and Universities Australia – to receive *BECAs CHILE* scholarship students to Australia from 2009.

We were also delighted to successfully negotiate a new and longer five-year MoU with China's CEAIE peak body for teacher and student exchange. This will see immediate benefits, with the agency committing to extend to Australia its current teachers training operating in Germany and the USA.

These policy initiatives, and increased member benefits, significantly satisfy an ambitious three-year Strategic Plan (2006-08), and with member input, TDA's National Secretariat will take to our annual conference in 2009 what will shape as an updated Strategic Plan to guide the 'next phase' of development for the organisation.

To each of our TAFE Institute member network, thank you for your contributions.

To our TDA Board, particularly Chair Deb Daly, and Deputies Bruce Mackenzie and Wayne Collyer, I congratulate you on a year of great achievement.

To all our TDA staff, thank you for your tireless work and efforts for the TAFE Institutes we support. We also acknowledge the outsourced contributors to our work: accounts and payroll, secretarial, design and printing agencies – our thanks.

MARTIN RIORDAN
Chief Executive Officer

OUR VISION

TAFE:
Australia's
provider of
choice in
vocational
education

OPERATION HIGHLIGHTS

The Year in Review 2008 created a unique policy opportunity to 'make a difference' for TAFE Institutes – for many years a poor cousin in treatment by government, at the expense of equally deserving schools and universities. The incoming Rudd Government election pledge for an 'education revolution' brought fast and frequently furious action, sometimes however the outcomes to impact skill shortages and resources have been less than satisfactory.

A key early initiative was the Review of Higher Education, outlining a more collaborative tertiary vision for higher and vocational education, and a better deal for students to achieve articulation. The regulation required, and detail for funding the system, were lacking in the Report, and these are among several issues which await further commissioning by the Deputy Prime Minister – especially demonstrating to the sector and consumers how a Federal-focused and controlled tertiary system would operate, and be adequately funded to achieve the internationally competitive industry supported by the Bradley Review.

The pledge for an additional 450,000 Productivity Places Program regrettably fell well short of lifting skill qualifications, with official tender data from 2008 showing just 7% were placed at TAFE Institutes, and few qualifications achieved in skill shortage trade areas.

This issue flagged the challenge for TDA and similar education agencies: bringing to account the use of additional monies for education, and how these should produce the lift in skills and quality so sought by the Government, Productivity Commission, Treasury, Federal DEEWR and not least, the

OECD Benchmark Review of VET in Australia, published in November 2008.

ADVOCACY

To achieve its Strategic Plan for greater voice of TAFE, and effective leadership by TDA for the VET sector, key campaigns were:

\$11B EDUCATION INVESTMENT FUND – TDA intensified its representations in early 2008, toward pushing for equal standing with universities for additional infrastructure funding for public tertiary providers. Specifically, TDA argued that the \$6B Higher Education Investment Fund be widened to TAFE Institutes.

TDA was delighted when the Federal Budget 2008 granted this request, with the establishment of the \$11B Education Investment Fund. The EIF Fund created for the first time a new platform of infrastructure funding for TAFE Institutes. This was a substantial policy initiative, and the first round of EIF funding is likely to be announced in Budget 2009.

Our representations remain that an eminent TAFE/VET identity will represent TAFE on the EIF Advisory Board.

NATIONAL QUALITY COUNCIL – During 2008, TDA maintained strong involvement in NQC activities, using a network of endorsed representatives to ensure attendance at the many Council and Standing Committee meetings throughout the year. This representation was as follows:

National Quality Council meetings – **Virginia Simmons**, CEO Chisholm Institute of TAFE and TDA Board member.

Training Packages Standing Committee – **Allan Ballagh**, Director TAFE RMIT University and TDA member.

Quality Standing Committee and its Excellence Criteria Working Group – **Virginia Simmons** and **Helen McNamara**, Manager Strategic Planning, Chisholm Institute.

VET Workforce Development Committee – **Dr. Wanda Korndorffer**, CEO TAFE Development Centre in Victoria.

In the course of the year, the NQC also established a joint committee with COAG to develop a draft policy framework and approaches for ensuring the VET system has the products required to respond to changing labour market demand for the skills needed by businesses, industry and individuals in the 21st century. Allan Ballagh also represented TDA on this joint committee.

The predominance of Victorian representatives on the NQC and its committees is accounted for by the fact that all meetings take place in Victoria and this is agreed to be the most cost-effective and efficient approach.

TDA is one of two provider peak bodies represented on the NQC, the other being the Australian Council for Private Education & Training (ACPET). Wherever possible, the two provider organisations cooperated to present the provider perspective. A review of NQC membership resulted in a reduction in the number of members (particularly State and Territory representatives), but the provider representation remained unchanged.

The role of the *Training Packages Standing Committee* in 2008 was to ensure that improved and more timely processes operate

for the development, review and endorsement of Training Packages; and to guide work on improving the design of Training Packages, qualifications and units of competency. This included ensuring the quality of processes leading to endorsement of Training Packages as well as initiatives relating to ensuring the flexibility and responsiveness of Training Packages to changing industry and client needs and workplace practices. The Training Packages Standing Committee had an extensive work program to achieve these goals.

The *Quality Standing Committee* provided strategic oversight and guidance of projects in the NQC Work Plan related to quality within the national VET system. This included monitoring, review and implementation of the Australian Quality Training Framework. Work in 2008 focussed on the development of Quality Indicators including learner engagement, employer satisfaction and competency completion.

The NQC Standing Committee on *VET Workforce Development* had two major roles: to oversee NQC Work Plan projects to develop the professional capability of the VET workforce; and to provide advice on strategic priorities for the National VET Professional Capability Building Program (formerly '*Reframing the Future*'). Major projects of the Standing Committee in 2008 included the development of a National VET Workforce Development Strategy and the Quality of Assessment Practices.

Some projected changes to the operations of the NQC in 2009 may see the work of the Standing Committees proceed under different arrangements.

OPERATION HIGHLIGHTS

TERTIARY VISION – CREATING DIVERSITY IN HIGHER AND VOCATIONAL EDUCATION

TAFE Directors welcomed the Review of Higher Education, led by Emeritus Professor Denise Bradley AC, as a timely acknowledgement of the need for reform in tertiary education – a sector noted by the newly-formed *Skills Australia* as of vital importance to the productivity of the Australian economy, the community and to the success of Australia's third largest export industry.

TDA incorporated the views of its members in its response to the Review, *“Three Pillars – the Key to the Quality of an Expanded Australian Tertiary Sector”*.

TDA argued in its response that TAFE institutes, as public providers of VET, are well positioned to make a significant contribution to the achievement of national participation targets, identified in the Review. The Review, however, in its examination of the ‘broad based tertiary education system’ did not adequately consider or describe the special role of the TAFE public provider in increasing labour participation or the breadth and complexity of the training sector.

The TDA response was organised around the six key characteristics of an effective tertiary education and training system, identified by Bradley. While the focus in the Bradley Report is on structural relationships between the sectors, TDA argued for the removal of the ambiguity in the report about the meaning of the terms ‘tertiary education’ and ‘VET’ and for more consistent use of these terms in conjunction with ‘higher education’. In addition TDA argued for a common understanding of the elements required to ensure quality and

“THREE PILLARS MODEL: QUALITY IN AN EXPANDED AUSTRALIAN TERTIARY SECTOR”

National Education Attainment Targets & model in a contestable funding environment

- > Halve the proportion of Australians aged 20–64 without qualifications at Certificate III level and above between 2009 and 2020
- > Double the number of higher qualification completions (diploma and advanced diploma) between 2009 and 2020.

GOAL	COMPETITION AND CONTESTABILITY	QUALITY	SOCIAL INCLUSION
FEATURES	client driven / user choice / funding follows the student	training products that allow flexibility and innovation	support for marginalised groups to engage in training e.g. refugees, humanitarian settlers, migrants
	price competitiveness	multiple credit transfer options within a world-class qualifications and credit framework	fit-for purpose arrangements for indigenous students and communities
	eligibility criteria for access to Government-funded places	robust provider registration, regulation and auditing processes	recognition of the special needs of thin markets
	widely available and accessible information about products	emphasis on continuous improvement rather than compliance	structural adjustment facilitated e.g. for unemployed or displaced workers
	increased fees for higher level qualifications aligned to later earning capacity	transparent, accessible information on relative provider performance	concessions available at entry level and for specific target groups
	‘level playing field’ for all providers	nationally consistent and benchmarked assessment	systematic data collection and analysis on VET participation by low socio-economic groups
ELEMENT	ICLs to facilitate growth at higher qualification levels	highly skilled VET workforce	repayment threshold for ICLs that provides incentives for participation in VET
	Drive flexibility, responsiveness and higher skill levels	Drive continuous improvement and public esteem for VET	Drive access for the disadvantaged and disengaged

how this relates to contestability and social inclusion.

With a view to taking this further TDA's response was presented from within a *‘Three Pillars’* model. For the Bradley Review to be successful there would need to be a set of outcomes, particularly for TAFE Institutes as public providers of VET, that are consistent with the TDA three pillars model of competition and contestability, quality and social inclusion.

INTERNATIONAL POLICY – TDA proved a strong advocacy role in working with domestic and international governments in the development of international policy. Skilled migration continues to be a key driver for international student's choices and TDA worked closely with members, DEEWR and DIAC in ensuring new policy changes are informed and evidence based. The onset of the Global Financial Crisis saw the Australian Government respond with reductions across a range of migration programmes, including skilled migration. TDA supported members with briefings regarding the changes, and put representations to government agencies arguing that any changes to the migration program consider the impact on current and future international students.

During the year TAFE Directors gave evidence to the Joint Standing Committee on Australia's Trade with APEC, with TDA and ATIN members highlighting the important work being conducted both within Australia and in the region more broadly. TDA was a regular contributor to Free Trade Negotiations including important agreements with China and India. TAFE Directors also gave evidence

OPERATION HIGHLIGHTS



Twelve senior executives were part of the Canada/US TDA Mission, with the 2008 NAFSA Expo one highlight, in Washington

on access to the China market to the House of Representatives Education and Training Committee, mainly outlining blockages to collaborative agreements which had arisen from apparent issues caused by private providers operating in the Greater China market. The Committee later questioned DEEWR on the issues, and is continuing with its enquiries.

Over the past year TDA has led and supported missions to USA and Canada, China, South Korea and made preparations for the Kingdom of Saudi Arabia Mission in early 2009. Building the TDA brand and capability has paid dividends for the organisation with success in 2008 in securing exclusive rights to support the Government of Chile BECAs Technical Scholarship program.

TDA is represented on range of important industry boards including the International Education Association of Australia, the Council on Australia Latin America Relations (Education Advisory Group) and the Government Industry Stakeholder Committee.

MEMBER SERVICES

TUITION ASSURANCE FOR 'FEE-HELP' STUDENT LOANS – TDA invested significantly to establish a competitive Tuition Assurance Scheme for TAFE Institutes in 2008. 'TDA TAS' was developed as adjunct schemes for Institutes requiring higher and vocational education TAS certification, and these were both approved by the Deputy Prime Minister, and launched from 1 July 2008.

The TDA TAS Scheme has been widely acknowledged by members, and some 21 members joined by year's end. Some limitation of the scheme was caused by two state governments providing government guarantees to Institutes, one alternative granted by the Commonwealth in lieu of Tuition Assurance certification.

Tuition assurance remains a requirement under Federal legislation, given the Commonwealth grants registration to TAFE (and non-TAFE) Institutes, which remain state/territory-owned and/or controlled, for Commonwealth-ATO managed student loans under FEE-HELP. Universities remain exempt, as these institutions remain under Commonwealth audit control.

TDA TAS is managed under a Board administrative sub-committee, and underwriting support was achieved with QBE Insurance (Australia).



Chair Deb Daly welcomes Hon. Brendan O'Connor MP, as he launches TDA's Tuition Assurance Scheme

NATIONAL FORUM & WORKSHOP, KEY ISSUES AND FUTURE DIRECTIONS IN VOCATIONAL SKILLS FOR YOUTH

TDA and the Australian College of Educators (ACE) recognising that the engagement of young people in skills development is a pressing national priority jointly organised a National Forum & Workshop in Hobart.

The National Forum, *Key Issues and Future Directions in Vocational Skills for Youth*, was designed to give the one hundred and twenty educators from every state and territory, Commonwealth and State/Territory education and training agencies, school curriculum authorities, school principals, TAFE Directors, principals of Australian Technical Colleges, universities, private providers and industry further insight and understanding of the views and intentions of the Federal Government in relation to vocational skills programmes.

It was also designed to open up a conversation across the sectors and with government about TAFE/school partnerships, school clusters and partnerships with industry.



The Forum was opened by the President of the Australian College of Educators, Emeritus Professor Denise Bradley AC. The Hon Brendan O'Connor, MP, Minister for Employment Participation, addressed the Forum.

The event was judged a success by participants and had longer-term outcomes. The first TDA Occasional Paper for 2008 *Key Issues and Future Directions in Vocational Skills*

Cheryl O'Connor, Chief Executive Officer of the Australian College of Educators, Emeritus Professor Denise Bradley AC, Chair of the Australian College of Educators, and Martin Riordan, CEO of TDA



OPERATION HIGHLIGHTS

for Youth summarised the presentations, proceedings and recommendations from the National Forum. The Occasional Paper was considered by Members of the House of Representatives Standing Committee who subsequently, in the latter half of 2008, initiated a series of inquiries relating to transition of youth to work and study.

INTERNATIONAL NETWORK & PROFESSIONAL DEVELOPMENT – TAFE Directors Australia has worked closely with other education and training stakeholders in advocating for new structures and systems to support Australia's \$15.3B international education industry.

TDA recruited an international Director to lead this initiative, and this facilitated a range of successful yet targeted advocacy activities. One important contribution included the TDA submission to the Review of *Australian Education International*. This submission advocated an increased focus and understanding of the 'TAFE offering' in the international market place – endorsed later by the Bradley Review of Higher Education.

The *Australian TAFE International Network* (ATIN), made up of representatives from each state and territory, continued to provide valuable information and advice on international matters. Under the chairmanship of Craig Sherrin (CEO, Southbank Institute of Technology) ATIN led a range of initiatives, including continuation of the annual benchmarking of international office operations.

OECD NATIONAL PROVIDER FORUM

TDA was contracted by Department of Education Employment and Workplace Relations to coordinate the OECD National Provider Forum as part of Australia's involvement in the OECD Policy Review of Vocational Education and Training. The National Provider Forum brought together 25 of Australia's training CEOs to share with the OECD expert team the strengths and weaknesses of the Australian system. We acknowledge Sydney Institute of TAFE NSW, that hosted the Forum. The resultant OECD benchmark report – *Learning for Jobs* – was



TDA hosted the OECD national provider forum. LtoR: OECD panel Moon Hee Kim, Kathrin Hoeckel, Troy Justesen and Simon Field



released late 2008 and has been instrumental in the development of the Australian Government's policy direction on one tertiary sector, along with reviewing findings which recommended reform to Training Packages, and transparency of the VET system.

CHINA – TDA MoU Mark II

In December 2008 TDA entered into a renewed MoU with the China Education Exchange International Association. The new MoU brings a stronger focus on industry engagement with planning underway for series of targeted industry events involving institutes, industry stakeholders and governments from both countries. A new teacher training project is being planned with officials for launch in 2009.

TOP: China MoU NSW Minister the Hon. John Della Bosca MP, with Rebecca Biazos

BOTTOM: TDA's Rebecca Biazos with guests from the Australia China Business Council



OPERATION HIGHLIGHTS

CHILE TECHNICAL SCHOLARSHIPS PROGRAMME

In July 2008 TDA entered into a MoU with the Government of Chile for delivery of English and technical training for up to 400 Chilean scholarships students. The five-year agreement will see up to 2000 Chilean students studying a further qualification in the fields of mining, agriculture, aquaculture and food processing and finance studying at their choice of 27

TOP: Chilean Ambassador HE Jose Luis Balmaceda briefing TAFE Directors on the technical scholarships

BOTTOM: Tens of thousands of Chileans lined Santiago streets to visit Australian TAFE and universities at the Chilean Education Expo 2008



member institutes across the country. The programme is an initiative of the BECAs Chile Bicentennial fund with the goal to increase the productivity of its workforce.

COMMUNICATIONS – Communications and maintaining relevance to members in the marketplace remains a key challenge for TDA in an often bewildering, fast-paced VET reform environment. TDA was pleased with the results of a DEEWR-funded National Communications Review commissioned originally by the Ministerial Training Council, showing TDA was among the top five spokespeople quoted in national media on skills and training.

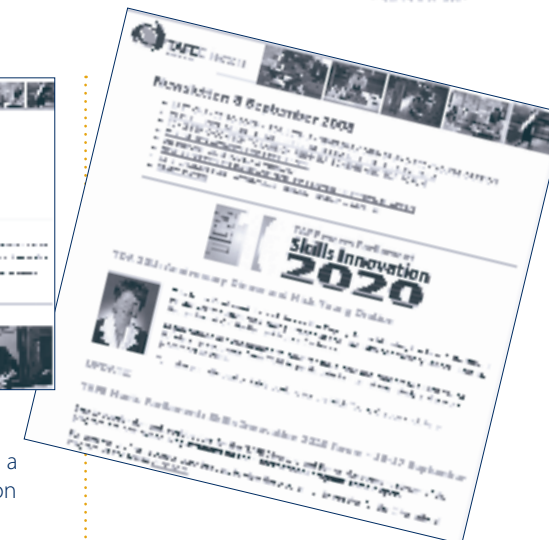
At an operations level, three strategies were developed internally to further support our communications:

Online communication strategies were successfully engaged with growth in access and online 'hits' experienced most months through 2008. The increase in existing website visitors of an average of 9,640 a month was encouraging, and their 'sticking time' of 10+ minutes a visit demonstrated the reliance by many on this communication – especially our Monday national e-newsletter.

To assist our strategic review of ongoing communications – with the aim to grow effectiveness from a small group of experienced managers in the National Secretariat – the specialist community communications CeCC Unit at University of Ballarat was retained. CeCC is an innovative agency with wide experience with local, state and national clients, and is working with TDA to re-refresh and host a new website from 2009, and ultimately develop a members' intranet – if budgets can be found.



Online polling of members was trialed on a DEEWR-funded project tracking innovation across the TAFE Institute network. This technique was effective to widen interface with members, and follow-up the Board's determination to improve member services and communications.



The TDA Monday national e-newsletter now a VET sector leader for news

OPERATION HIGHLIGHTS

NETWORK EVENTS – TAFE MEETS

PARLIAMENT 2008 – This event was designed to celebrate the 10th anniversary of TAFE Directors Australia, and engage TAFE directors and senior managers with meeting and influencing policy makers from the Federal Parliament, Government agencies and departments in the national capital.

Members of Parliament and Chief Executive Officers responded enthusiastically to TDA's invitation to meet TAFE leaders and gain an understanding of key issues affecting the sector, both domestically and internationally. Demand for participation in the 'TAFE meets Parliament' forum exceeded the number of places available. Formal evaluation of the sessions indicated that they were informative, stimulating and provocative and that the forum was successful in meeting its objectives.

TDA used the occasion of the forum to launch its Global Themes in VET Occasional Paper that reflected on the outcomes from the TDA mission to USA and Canada in May 2008. The Canadian High Commission generously hosted the event where over 30 heads of diplomatic missions also attended to network with TAFE executives.

A highlight of the forum was the address by the Deputy Prime Minister the Hon. Julia Gillard MP, and her toast with the three hundred guests at the dinner celebrating ten years of achievement by TDA.

TDA published the papers and proceedings from 'TAFE meets Parliament' (Skills Innovation 2020 forum) in its third Occasional Paper for 2008.



Minister meets the 'Chairs': former chair Gillian Shadwick, current chair Deb Daly, Deputy PM the Hon Julia Gillard MP, immediate past chair Barry Peddle, and inaugural chair Peter Veenker



ABC radio's Peter Mares, with TAFE executives Jodie Schmidt, Angela Hutson, Virginia Simmons, Pam Caven



Jim Barron; Marie Persson; Colin Adrian; Senator Kate Lundy



Productivity Commission's Gary Banks, with University of Ballarat Vice Chancellor Professor David Battersby, and Acting Head of TAFE Catherine Laffe



Lucy Arundell; Derrick Casey; Kevin Harris



Susan Hartigan, Marie Persson



TDA's 10th birthday - former chair Barry Peddle and Martin Riordan, CEO, cutting the cake



John Maddock



Sandra Pattison (NCVER) with Craig Robertson (DEEWR)



TAFE MEETS Parliament in the Senate Estimates Room



Dr Colin Adrian; Bary Peddle; Paul Ryan



International program audience



Jodie Campbell MP; Vivian IP



Philip Clark AM, Chair of the Education Investment Fund

BOARD & COMMITTEES

National Board of TAFE Directors Australia Inc.

Chair

Deb Daly

Deputy Chairs

Bruce Mackenzie, CEO,
Holmesglen Institute, Vic

Wayne Collyer, Managing Director,
Swan TAFE, WA

Members

Aaron Devine, Director of Vocational Education
& Training, Charles Darwin University, NT

Dr. Colin Adrian, CEO, Canberra Institute of
Technology, ACT

Pam Christie, Director, TAFE NSW – Sydney
Institute

Steve Ghost, CEO, SkillsTech Australia (Qld)

Kevin Harris, Director, TAFE NSW – Northern
Sydney Institute

Steve Ghost, Managing Director, SkillsTech
Australia, Qld

Virginia Simmons, Director / CEO, Chisholm
Institute of TAFE, Vic

Finance and Audit Committee

Bruce Mackenzie (Chair)

Aaron Devine

Kevin Harris

Communications Committee

Deb Daly (Chair)

Bruce Mackenzie

Wayne Collyer

TDA National Secretariat Staff

Martin Riordan – Chief Executive Officer

Pam Caven – Director, Stakeholder
Engagement

Rebecca Biazos – Director, International
Engagement

Martha Kinsman – Counsel, Policy & Research

Penny Lawrance – Manager, Member Services

Peter Weddell – Manager, Research Services
(contractor)

Matthew Walker – Accountant (Ledger,
Rutledge & Walker)

Tinnica King – Payroll and book keeping
(Ledger, Rutledge & Walker)

Cliff Stephens – IT support (Fairstar Computers)

Sue Hart – Secretarial (Commerce
Management Services)

INSTITUTE EXECUTIVES REPRESENTING TDA ON POLICY COMMITTEES

Name	Position	Committee
Andrew Adamson	Principal, Holmesglen Vocational College	DEEWR Consultation on VET in Schools
Allan Ballagh	Director, RMIT University	NQC Training Packages Sub-committee
Rebecca Biazos	Director, International Engagement TDA	International Education Association of Australia
Foonghar Chong	A/Director of Education, Community Services, TAFE NSW- Western Sydney Institute	National Early Childhood Roundtable
Sophie Ehrenberg	Training Manager, Kimberly TAFE, WA	TDA submission for National Indigenous Arts Tour 2009
Dr. Wanda Korndorffer	CEO, TAFE Development Centre	NQC VET Workforce Development Committee
Helen McNamara	Manager Strategic Plan, Chisholm Institute of TAFE	NQC Excellence Working Group
Kaye O'Hara	Deputy Chief Executive Academic, Canberra Institute of Technology	House of Representatives Standing Committee on Education and Training Inquiries
Jennifer Oliver	Senior Director, Education & Training Box Hill Institute	AQFC Credit Transfer Policy Framework Committee
Craig Sherrin	Institute Director, Southbank Institute of Technology	Australian TAFE International Network (ATIN)
Virginia Simmons	CEO, Chisholm Institute of TAFE	National Quality Council (NQC)
Jackie Wenner	Director, CIT Vocational College, Canberra Institute of Technology	Centrelink National Student Services Partnership Group
Rhys Williams	Manager, International Box Hill Institute of TAFE (VIC)	Council on Australia Latin American Relations
Julie Zappa	Executive Director, Creative Industries, Central TAFE	Education Sector Advisory Committee, IBSA

TAFE Across Australia

TAFE Institutes and their campuses are located across Australia.

PACIFIC

Australia-Pacific Technical College
www.aptc.edu.au

ACT

Canberra Institute of Technology
www.cit.act.edu.au

NSW

TAFE NSW – South Western Sydney Institute
www.swsi.tafensw.edu.au
TAFE NSW – North Coast Institute
www.nci.tafensw.edu.au
TAFE NSW – Riverina Institute
www.rit.tafensw.edu.au
TAFE NSW – Northern Sydney Institute
www.tafensw.edu.au/nsit
TAFE NSW – Hunter Institute
www.hunter.tafensw.edu.au
TAFE NSW – Illawarra Institute
www.illawarra.tafensw.edu.au
TAFE NSW – Sydney Institute
www.sit.nsw.edu.au
TAFE NSW – New England Institute
www.newengland.tafensw.edu.au
TAFE NSW – Western Sydney Institute
www.wsi.tafensw.edu.au
TAFE NSW – Western Institute
www.wit.tafensw.edu.au

NORTHERN TERRITORY

Batchelor Institute of Indigenous Tertiary Education www.batchelor.edu.au
Charles Darwin University (TAFE Division)
www.cdu.edu.au

QUEENSLAND

Metropolitan South Institute of TAFE
www.msit.tafe.qld.gov.au
Gold Coast Institute of TAFE
www.goldcoast.tafe.qld.gov.au
The Bremer Institute of TAFE
www.bremer.tafe.qld.gov.au
Southbank Institute
www.southbank.tafe.net
Southern Queensland Institute of TAFE
www.sqit.tafe.qld.gov.au

Tropical North Queensland TAFE
www.tnqit.tafe.qld.gov.au
Barrier Reef Institute of TAFE
www.barrierreef.tafe.qld.gov.au
Brisbane North Institute of TAFE
www.bn.tafe.qld.gov.au
Sunshine Coast TAFE
www.sunshinecoast.tafe.qld.gov.au
SkillsTech Australia
www.skillstech.tafe.qld.gov.au
Central Queensland TAFE
www.cq.tafe.qld.gov.au

SOUTH AUSTRALIA

TAFE SA – Adelaide South
www.tafe.sa.edu.au
TAFE SA – Regional
www.tafe.sa.edu.au
TAFE SA – Adelaide North
www.tafe.sa.edu.au

VICTORIA

South West TAFE
www.swtafe.vic.edu.au
Swinburne University of Technology (TAFE)
www.tafe.swin.edu.au
Victoria University
www.vu.edu.au/tafe
East Gippsland Institute of TAFE
www.egtafe.vic.edu.au
Bendigo Regional Institute of TAFE
www.britafe.vic.edu.au
Sunraysia Institute of TAFE
www.sunitafe.edu.au
William Angliss Institute of TAFE
www.angliss.vic.edu.au
Holmesglen Institute of TAFE
www.holmesglen.vic.edu.au
University of Ballarat
www.ballarat.edu.au/tafe
Box Hill Institute
www.bhtafe.edu.au
Wodonga TAFE
www.wodonga.tafe.edu.au
Goulburn Ovens Institute of TAFE
www.gotafe.vic.edu.au
Chisholm Institute of TAFE
www.chisholm.vic.edu.au
Central Gippsland Institute of TAFE
www.gippstafe.vic.edu.au

Gordon Institute of TAFE
www.gordontafe.edu.au
Kangan Batman TAFE
www.kangan.edu.au
North Melbourne Institute of TAFE
www.nmit.vic.edu.au
RMIT University
www.rmit.edu.au

TASMANIA

Tasmanian Polytechnic
www.polytechnic.tas.edu.au

WESTERN AUSTRALIA

TAFE WA – South West Regional
www.swrc.wa.edu.au
TAFE WA – Pilbara
www.pilbaratafe.wa.edu.au
TAFE WA – Kimberley
www.kimberley.tafe.wa.edu.au
TAFE WA – Swan
www.swantafe.wa.edu.au
Curtin University of Technology
www.curtin.edu.au
TAFE WA – Cy O'Connor
<http://cyoconnor.tafe.wa.edu.au>
TAFE WA – Great Southern
www.gstafe.wa.gov.au
TAFE WA – Challenger
www.challengertafe.wa.edu.au
TAFE WA Central West
www.centralwest.wa.edu.au
TAFE WA – West Coast
www.westcoast.wa.edu.au
TAFE WA – Central
www.central.wa.edu.au

TAFE Directors Australia – Peak Body for Australia's TAFE Institutes

TAFE Directors Australia is the peak body for Australia's TAFE Institutes. Its focus is to:

- Represent and act as the public provider voice for TAFE
- Provide leadership in the development of the National Training Framework
- Develop effective industry and community partnerships
- Promote public recognition of the strategic role of TAFE in Australia

For further details visit www.tda.edu.au



