

Foreword and Summary of Key QTAC Information

The Role of QTAC

QTAC is a service provider to participating institutions and applicants. As a central agency, QTAC streamlines the admissions process, that is, application, assessment and offers, and minimises duplication. QTAC has a prowess in retrieving, assessing and dispatching large amounts of data. Tasks are achieved within a strict timetable that leads into key institution semester requirements.

QTAC provides applicant materials in the form of published course information and entry requirements. QTAC receives and processes applications for tertiary study entry and administers the operation of tertiary admissions offer rounds. These services are provided on behalf of participating universities, TAFE Queensland and tertiary colleges. On behalf of these institutions, QTAC provides information to various parties including Government agencies.

QTAC is a public, not for profit company funded mainly through institutions' contributions and applicant charges. QTAC aims to assist tertiary institutions and applicants alike.

Key Statistics for the 2006-2007 Admissions Year

The significant trends apparent from the *Statistical Report 2006-2007* are outlined below.

- ***Applications:*** A total of 52,365 applications were received and processed for 2007 first semester entry. This was a decrease of 1.1% on the 52,932 applications for first semester 2006. 41% of applicants were current Queensland Year 12 students. Table 1 shows summary application figures for the 2006-2007 admissions period and Table 2 gives a comparative analysis of quota applications 1976-2007 (including mid-year admissions).

In 2006-2007 the overall acceptance rate was 76.7% while the enrolment rate was 68.3%. This compared with an acceptance rate of 76.6% and an enrolment rate of 68.7% in 2005-2006, and an acceptance rate of 77.2% and an enrolment rate of 69.8% in 2004-2005.

- ***Pattern of Applications:*** 79% of all applications were received by the on-time application date of 29 September 2006, with 21,340 applications being received in the last week of September. More than 94% of the total current Queensland Year 12 applications had been received by this date. The "other applicant" pool displays either a longer or delayed decision process in terms of tertiary application. The Year 12 pattern is favourably affected by the encouragement at school to complete an application.

Charts 1 and 2 show the pattern of applications, by applicant type.

Chart 1: Pattern of QTAC Applications by Applicant Type 2006-2007

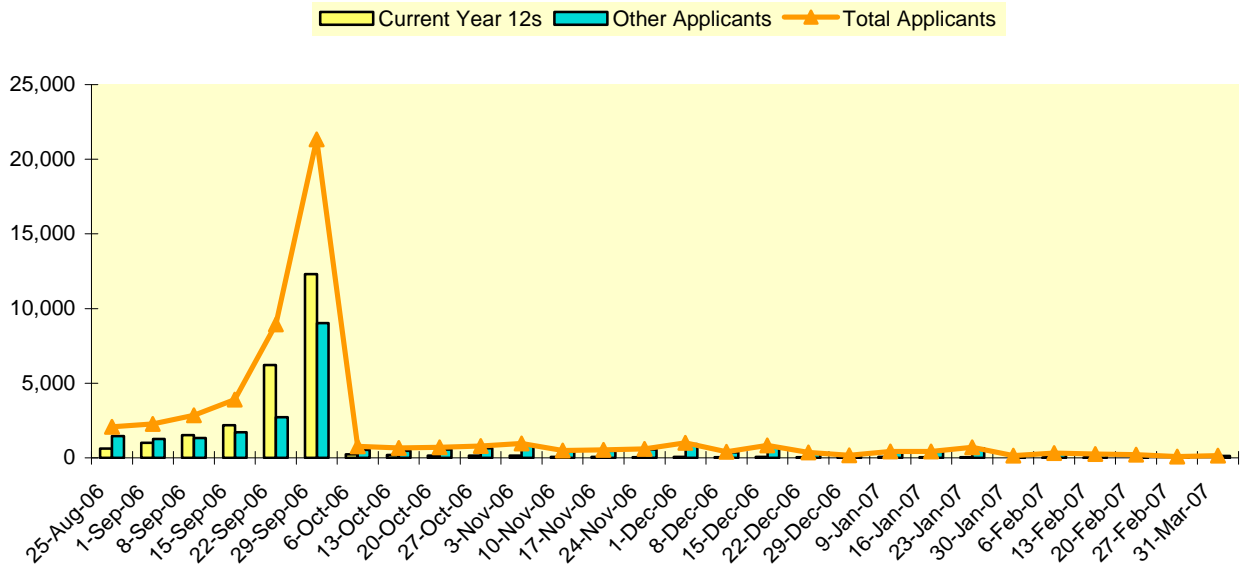
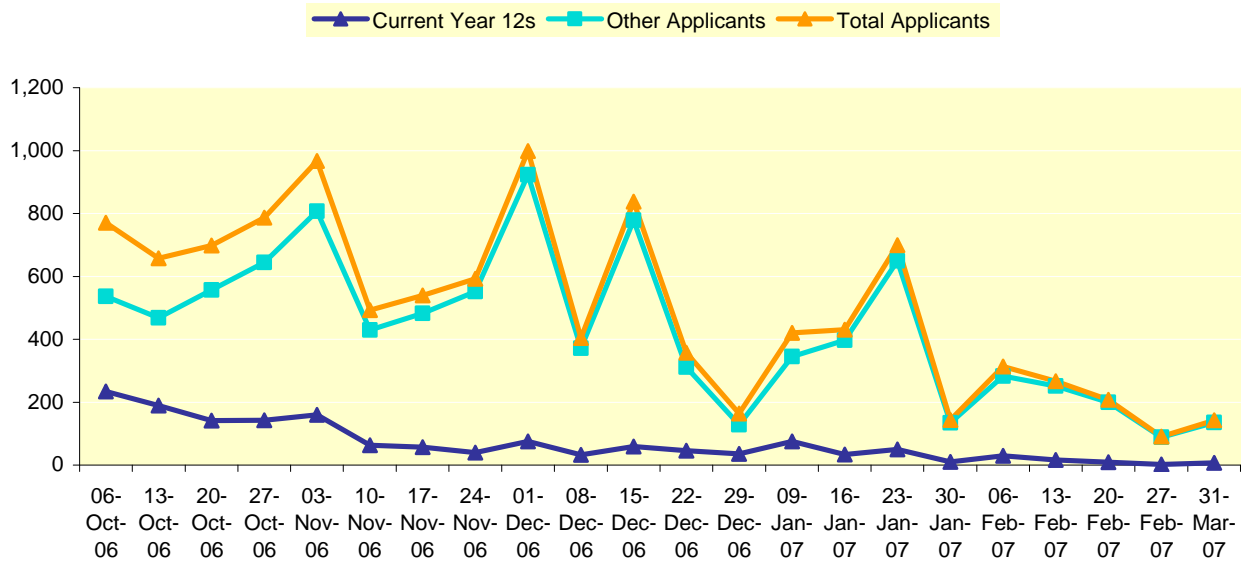


Chart 2: QTAC Applications, by Applicant Type, from October 2006



The implementation of *Standby Mode* in 2005-2006 extended QTAC's services to allow applicants to apply until shortly before each offer round. There were 803 applications received in this mode before the major January Offer Round and another 190 before the February Offer Round. These applications were all assessed as far as possible and were considered in the respective offer rounds. A new automated *Continuous Offer Round* process was implemented to run daily offer rounds for courses that still had available places after the February Offer Round. Thirteen

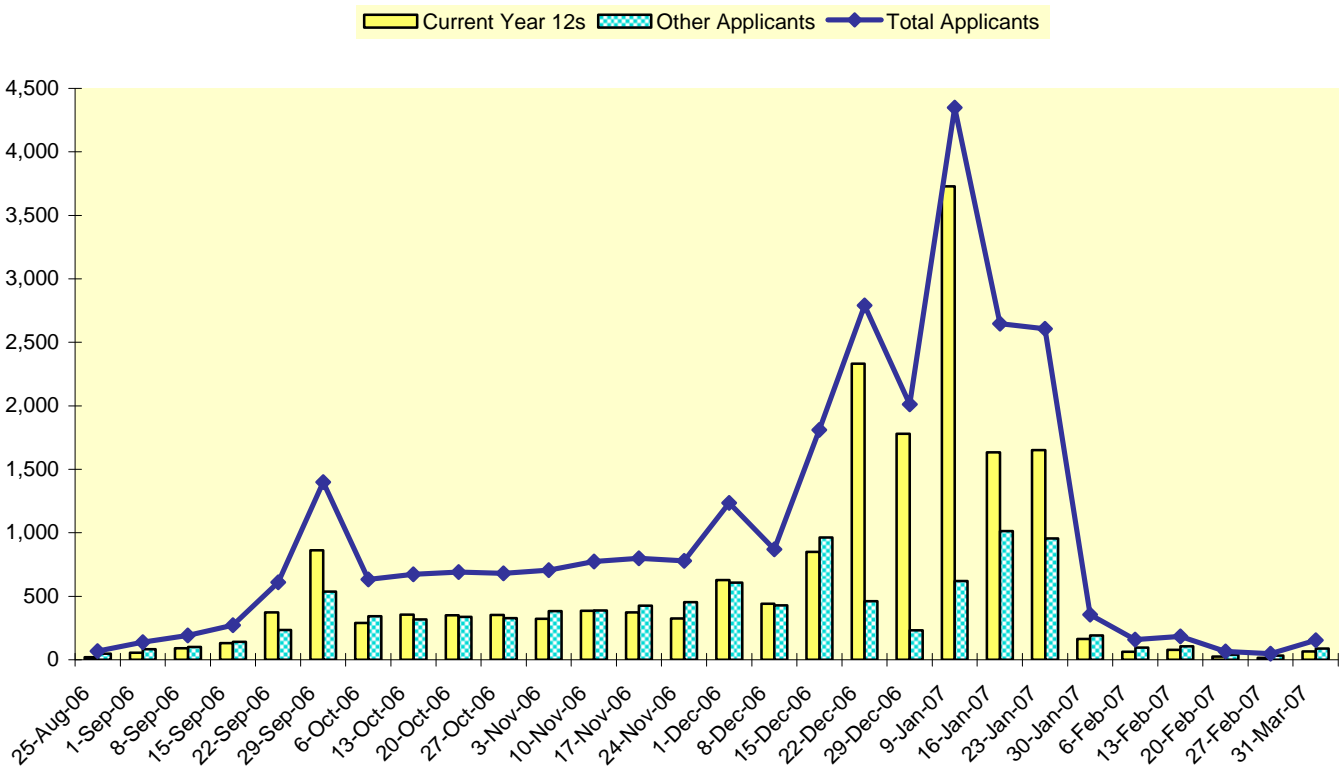
institutions participated in the *Continuous Offer Round* process. Initially there were 838 courses open for new applications with the final offer round in mid March.

1,046 new applications were received and processed. Of these, 875 (83.7%) received at least one offer with an acceptance rate of 94.9% (a total of 900 offers were made to this group). 40 of these new applicants changed their preferences at least once (43 changes in total). This late applicant group again highlights the deferred decision processes occurring in the market and the importance of providing flexible application processes.

For applicants who had applied before the February Offer Round QTAC processed 571 changes of preference for 525 applicants, including a number of late offers that were advised by institutions. 558 applicants received at least one offer (a total of 578 offers were made to this group) with an acceptance rate of 95.2%.

- **Changes of Preference:** There were 27,606 changes of preference recorded by 17,518 applicants throughout the admissions period. The bulk of these were after the release of Year 12 results in December and just before the major January Offer Round, with 4,349 changes in the final week. Chart 3 shows the pattern of changes of preference by applicant type.

Chart 3: Pattern of Changes of Preference by Applicant Type 2006-2007



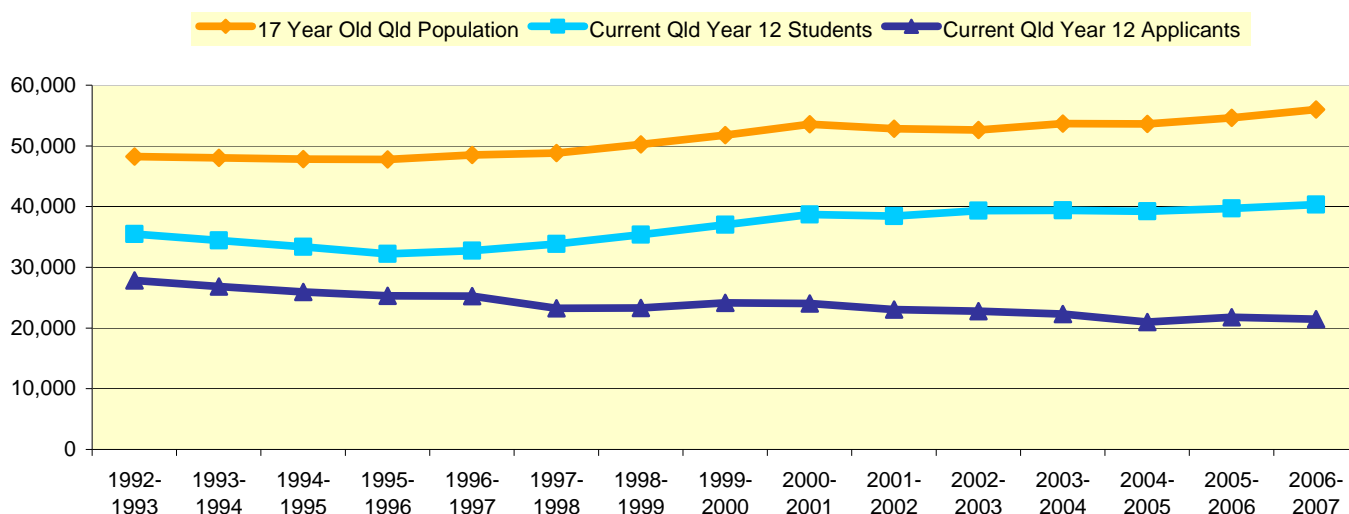
■ **Queensland Year 12 Students:** Queensland continued to experience a slight growth in the Year 12 student population. Unfortunately, there has been a proportional and actual reduction in the number of tertiary bound applicants if Overall Position (OP) Eligibility is accepted as a measure of tertiary intent. There were 40,317 students (26,846 (66.6%) OP eligible and 13,471 (33.4%) OP ineligible) reported to QTAC by the Queensland Studies Authority, compared with 39,712 students (27,643 (69.6%) OP eligible and 12,069 (30.4%) OP ineligible) in 2005-2006, and 39,229 students (27,912 (71.2%) OP eligible and 11,317 (28.8%) OP ineligible) in 2004-2005.

21,466 (53.2%) 2006 Queensland Year 12 students applied for entry in 2006-2007 compared with 21,766 (54.8% of 2005 Year 12 students) in 2005-2006. The number of OP eligible students applying to QTAC decreased from 20,677 in 2005-2006 to 20,284 in 2006-2007, although the proportion of students applying increased from 74.8% of OP eligible students to 75.6%. The proportion is higher because of the decrease in the number of OP eligible students. The number of OP ineligible students increased by 1,402 (or 11.6%) and the number applying to QTAC also increased from 1,089 to 1,182, an increase of 8.5%, while the proportion of OP ineligible students applying decreased from 9.0% in 2005-2006 to 8.8% in 2006-2007.

In addition to the data presented in this report some institutions may also undertake some direct entry admissions. Table 20 shows summary application figures for current Queensland Year 12 students and Table 22 gives a comparative analysis of Queensland Year 12 applications 1976-2007.

In 1995-1996 78.6% of Year 12 students applied to QTAC. This has continued to decline with only 53.2% of Year 12 students applying in 2006-2007. Chart 4 compares the 17 year old Queensland population, with the number of Queensland Year 12 students and applicants, from 1992-1993 admissions to 2006-2007.

Chart 4: Queensland Year 12 Applications 1992-1993 to 2006-2007 admissions



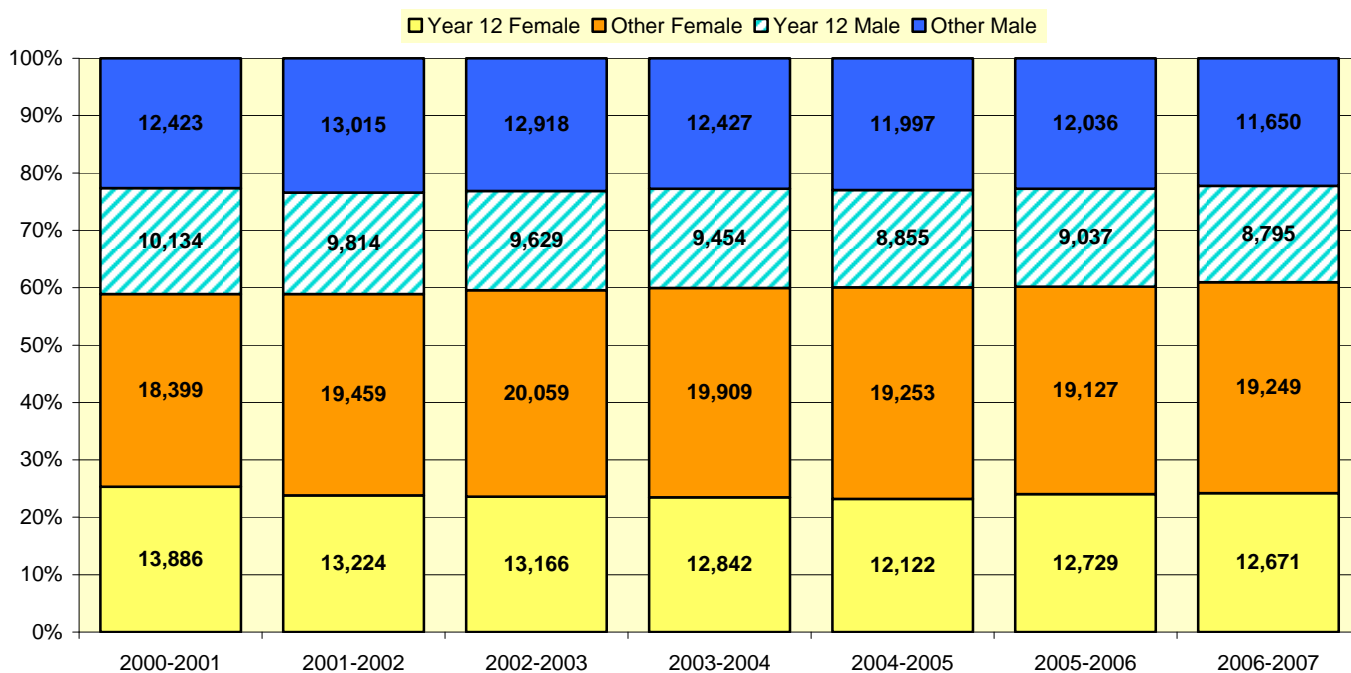
- *Demand for Courses:* 1,631 courses were offered through QTAC in 2006-2007, an increase of 9.3% from the previous year. Supply and demand for particular courses and areas of interest varies from year to year, however, there continues to be many university and TAFE courses that are highly competitive. Gauging the real demand for a course is not reflected solely by the number of applicants for places but also by the cut-offs and medians for the course. Table 3 gives an analysis of applications by course.
- *Offers:* A total of 47,595 applicants received at least one offer of a quota place, an offer rate of 90.9%, compared with 47,650 applicants receiving offers in 2005-2006 (an offer rate of 90.0%). Applicants may receive additional offers as a result of more places becoming available in preferences higher than the ones originally offered, or as a result of changing preferences for consideration in later offer rounds.
- *Enrolments:* 32,530 applicants accepted places and were enrolled at the census date. The enrolment rate overall was 68.3% in 2006-2007 compared with 68.7% in 2005-2006, representing a decrease of 188 (or 0.6%) students enrolled in 2007 compared with 2006.

In 2006-2007 the overall acceptance rate for Queensland Year 12 applicants was 76.7% while the enrolment rate was 71.1%, compared with an acceptance rate of 75.5% and an enrolment rate of 70.3% in 2005-2006.

- *Mode of Attendance:* The number of commencing students attending classes full-time in 2007 was 27,670 (or 85.1%). Table 5 provides further information on mode of attendance by level of course and institution.
- *Deferments:* A further 4,507 offered applicants had sought and been granted deferment of their enrolment until 2008, an increase of 370 (or 8.9%) from the previous year. This follows an increase in the number of applicants choosing to defer in 2005-2006 of 27.6%, with an overall increase for the last two years of 39.0%. Those applicants not permitted to defer may re-apply through QTAC the following year.
- *Gender:* The majority of applicants and enrolments were female, accounting for 31,920 (or 61.0%) of total applications and 19,723 (or 60.6%) of total enrolments. 12,671 (59.0%) current Queensland Year 12 applicants were female, as were 8,614 (58.3%) of those enrolled. Queensland continues to experience a tertiary education gender imbalance. Table 4 gives an analysis of applications by gender and age group.

As shown in Chart 5 the proportion of female applicants has increased from 58.9% in 2000-2001 to 61.0% in 2006-2007. In this time the number of current Queensland Year 12 female applicants has decreased from 13,886 (25.3% of total applicants) to 12,671 (24.2% of total applicants). Current Queensland Year 12 male applicants have decreased at a greater rate, from 10,134 to 8,795 (18.5% of total applicants compared with 16.8%), while the “other applicant” male group has varied with a high on 13,015 in 2001-2002 and a low of 11,650 in 2006-2007 (23.4% of total applicants compared with 22.2%). The only group that has increased is the “other female” applicant category with 19,249 applicants (36.8% of total applicants) in 2006-2007 and 18,399 (33.6% of total applicants) in 2000-2001 but this group has also varied over the years with a high of 20,059 applicants in 2002-2003 (36.0% of total applicants) and the highest proportion of total applicants (36.9%) in 2004-2005.

Chart 5: Proportion of Applicants by Applicant Type and Gender 2000-2001 to 2006-2007



- **Field of Education - Applications:** The most popular Field of Education was Health which was the first choice of 22.6% of applicants, followed by Society and Culture which was favoured by 18.9% of applicants.

There were increases in the percentage of applicants listing Health (22.6% in 2006-2007 compared with 20.2% in 2005-2006), Management and Commerce (15.1% in 2006-2007 compared with 14.2% in 2005-2006), Engineering (6.6% in 2006-2007 compared with 5.9% in 2005-2006), and Architecture (3.9% in 2006-2007 compared with 3.5% in 2005-2006), as their first preference.

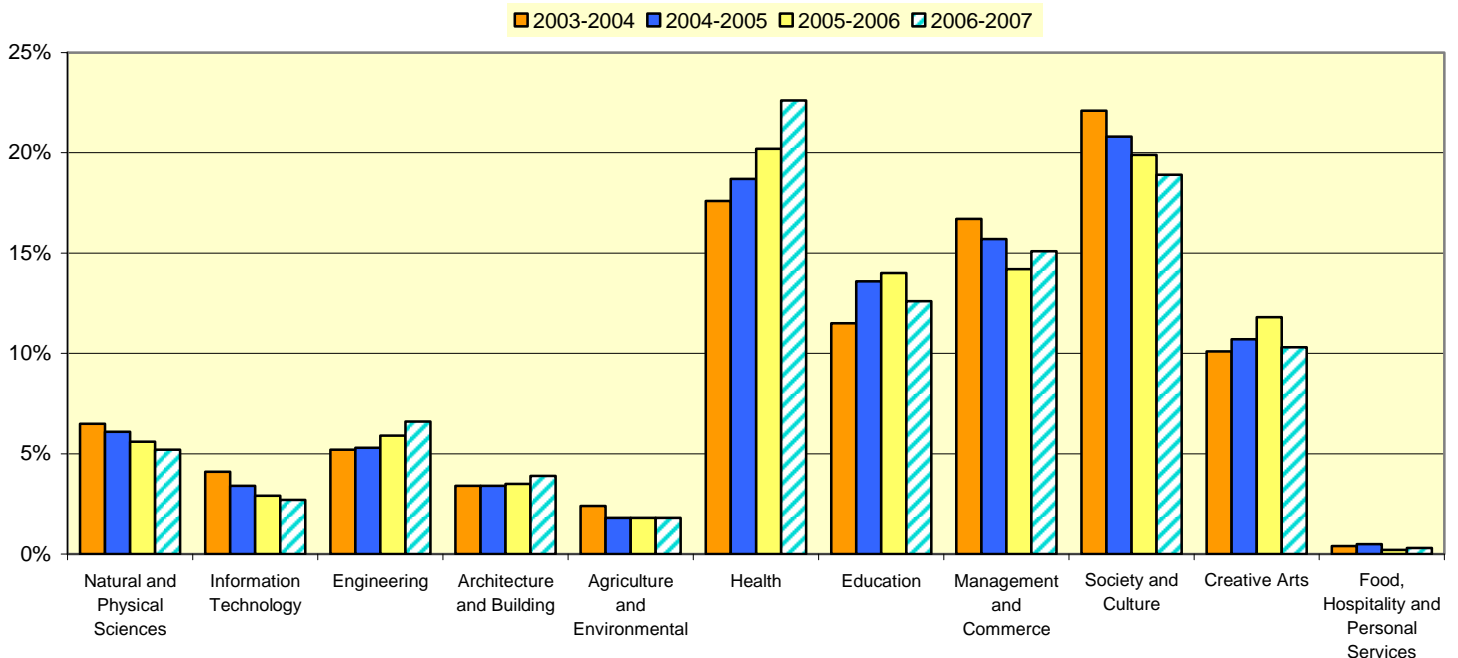
There were decreases in Creative Arts (10.3% in 2006-2007 compared with 11.8% in 2005-2006), Education (12.6% in 2006-2007 compared with 14.0% in 2005-2006), Society and Culture (18.9% in 2006-2007 compared with 19.9% in 2005-2006).

Over the last four years the proportion of applicants choosing Health courses as their first preference has increased each year. The proportion applying for Engineering has also increased in each of the last four years.

The proportion choosing Society and Culture, Natural and Physical Sciences, and Information Technology has decreased every year for the last four years.

Chart 6 compares the proportion of first preferences for each field of education over the last four years.

Chart 6: Field of Education as a Percentage of Total First Preferences 2003-2004 to 2006-2007



- **Field of Education – Gender and Age Group:** Females were predominant in Food, Hospitality and Personal Services (100%), Education (76.7%), Health (71.4%) and Society and Culture (67.0%). Males accounted for 87.4% of Engineering first preferences, 84.7% of Information Technology first preferences and 62.3% of Architecture and Building first preferences. Although still low, the proportion of females applying for Engineering increased from 11.8% to 12.6%. This represented an increase of 65 (17.6%) in females applying, and an increase of 64.4% since 2004-2005.

Chart 7 shows the proportion of first preferences for each field of education by gender, while Chart 8 gives the proportion by age group.

Chart 7: Proportion by Gender of First Preference Field of Education 2006-2007

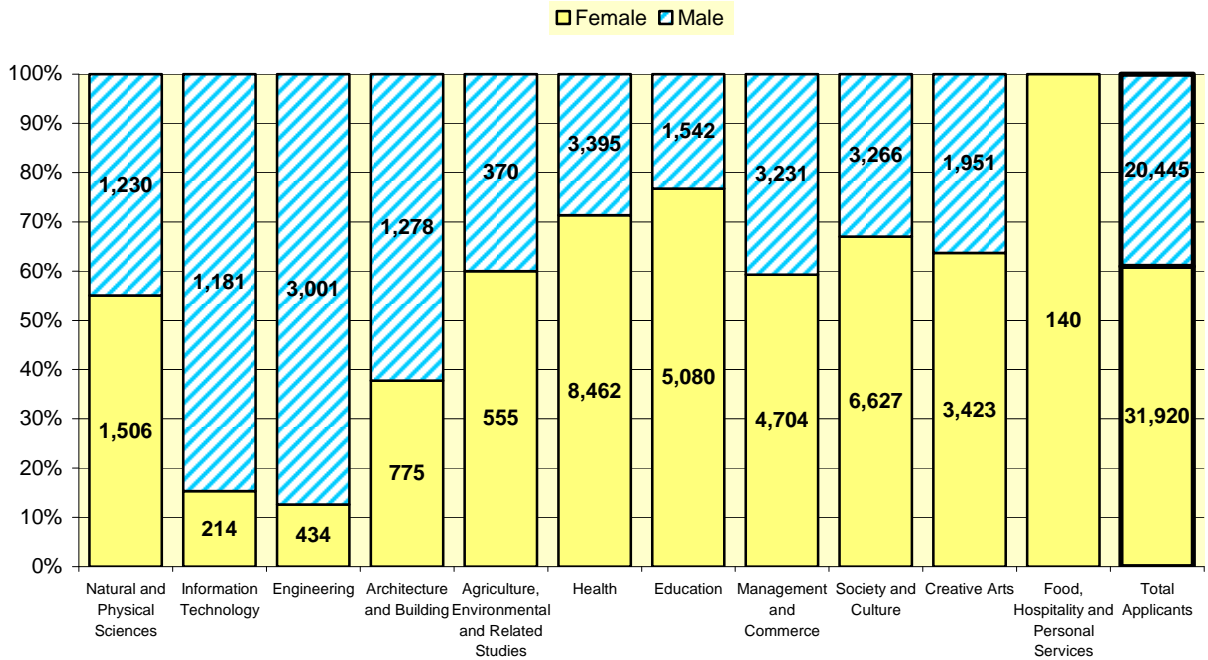
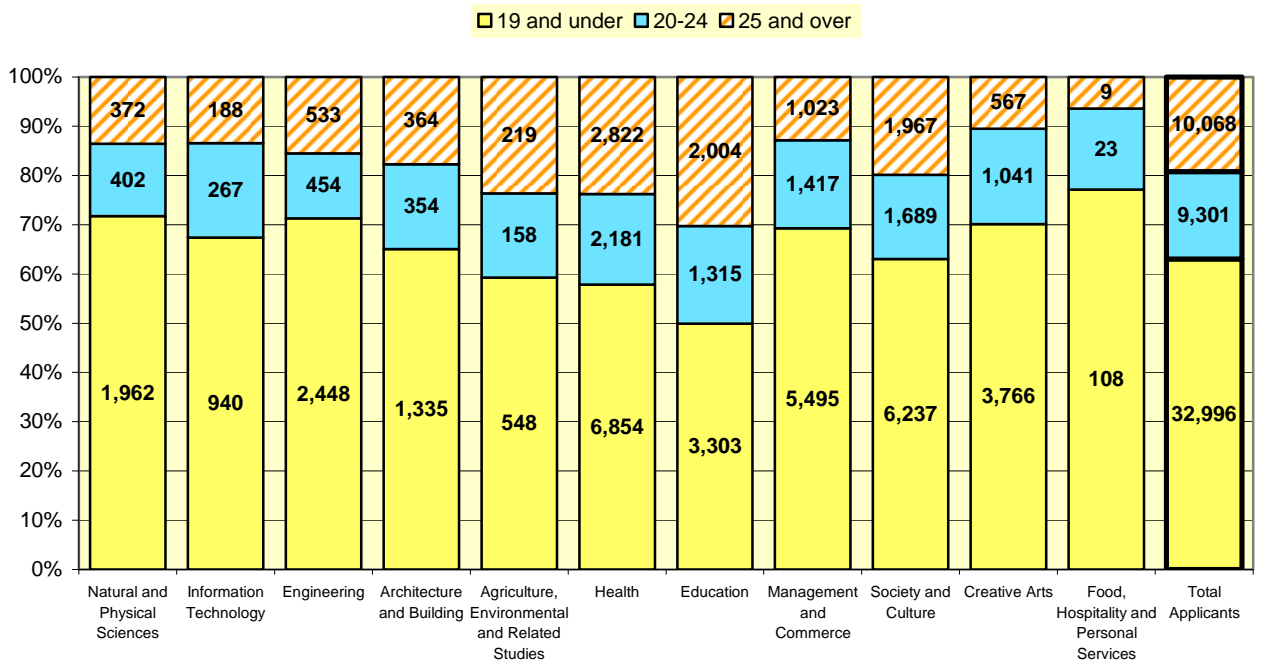
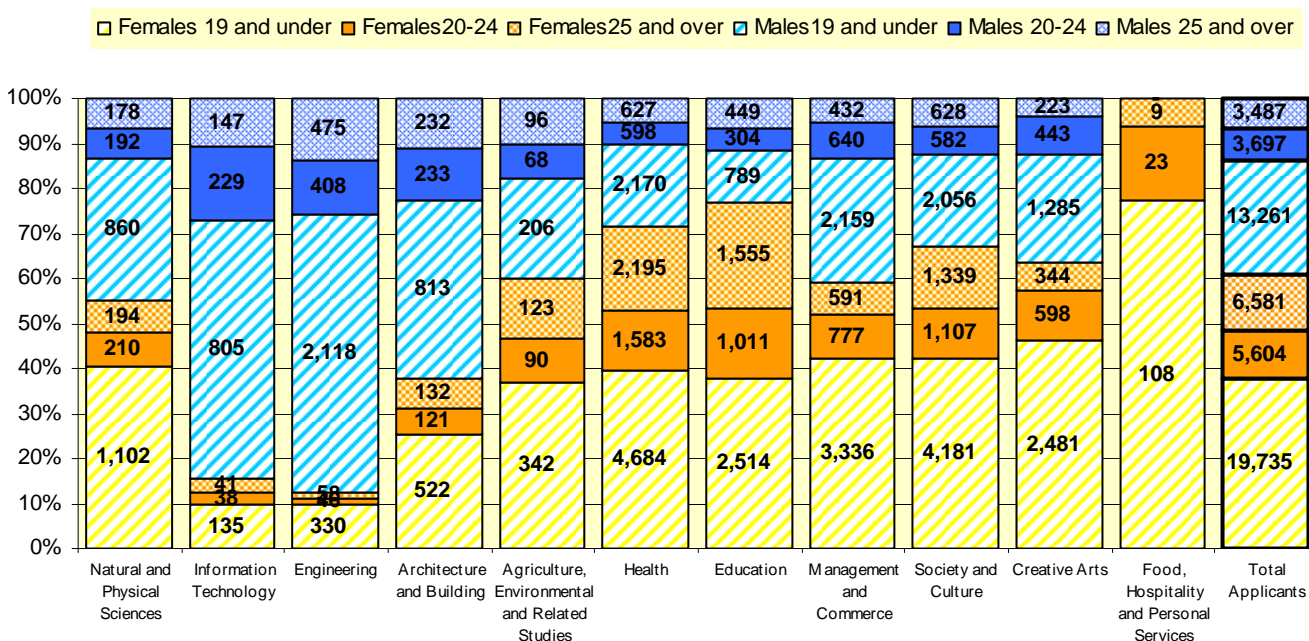


Chart 8: Proportion by Age Group of First Preference Field of Education 2006-2007



Applicants in all age groups preferred Health as their first preference, with those in both the 19 and under and 20-24 age groups choosing Society and Culture next, followed by Management and Commerce. The 25 and over age group favoured Education as their second most preferred field of education, followed by Society and Culture.

Chart 9: Proportion of Field of Education First Preferences by Gender and Age Group 2006-2007



As shown in Chart 9, females 19 and under preferred Health courses (4,684 first preferences), followed by Society and Culture (4,181), and then Management and Commerce (3,336).

Males 19 and under chose Health (2,170), Management and Commerce (2,159), Engineering (2,118) and Society and Culture (2,056) as their most preferred fields of education.

Females 20-24 listed Health (1,583 first preferences), followed by Society and Culture (1,107) and then Education (1,011).

Males 20-24 preferred Management and Commerce (640), followed by Health (598) and Society and Culture (582).

Females 25 and over chose Health (2,195), then Education (1,555) and Society and Culture (1,339).

Males 25 and over listed Society and Culture (628) and Health (627), and then Engineering (475), Education (449) and Management and Commerce (432).

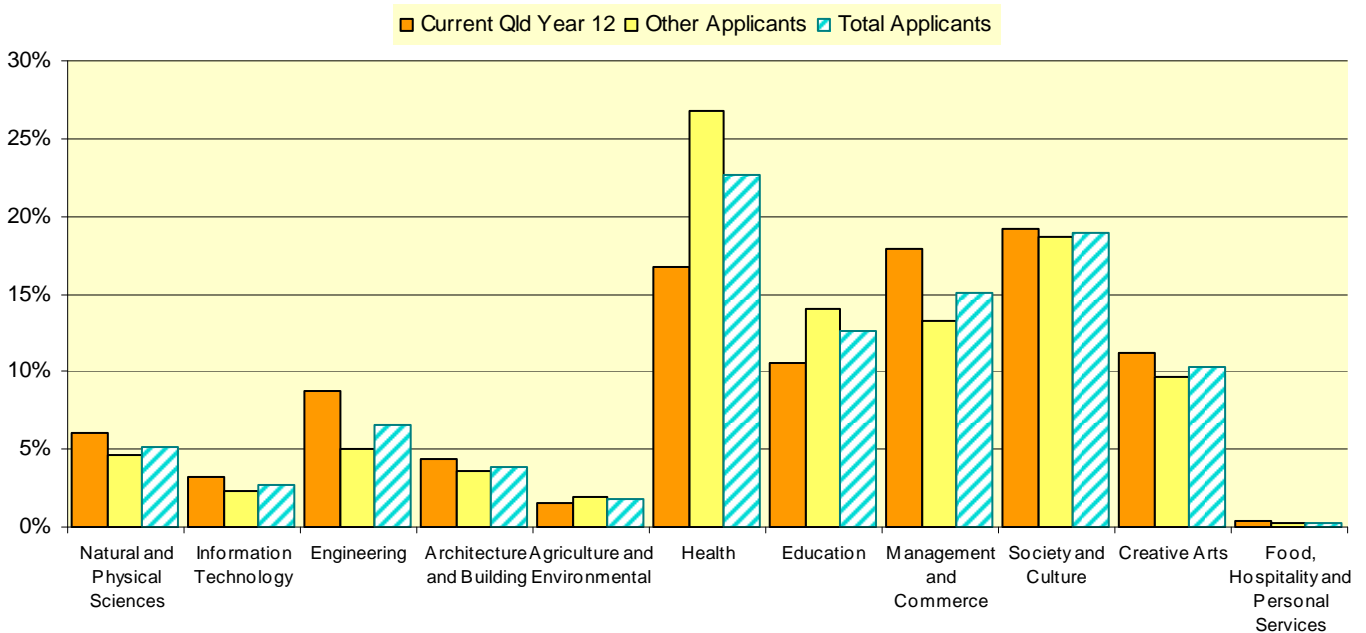
- Field of Education – Acceptance and Enrolment Rates:** The highest acceptance rate was for Engineering (81%), followed by Information Technology and Education (both 80%), and Architecture and Building, and Management and Commerce (both 78%). The highest enrolment rate was in Engineering (73%), followed by Information Technology (71%) and Education and Creative Arts (both 70%). An analysis of applications by institution and field of education including acceptance and enrolment rates is shown in Table 9.

Tables 11, 12 and 13 provide additional data on applications by Field of Education by gender and age group. Data for current Queensland Year 12s by gender is presented in Tables 32 (by gender and Overall Position) and 33 (by gender and institution).

- Field of Education – Applicant Type:** Current Queensland Year 12 students were more likely to apply for Management and Commerce, Engineering, Creative Arts, Natural and Physical Sciences, and Information Technology courses than were “other applicants”. The “other applicant” group favoured Health and Education courses, with a number of Graduate Entry Education courses now being offered through QTAC. The Society and Culture, and Agriculture and Environmental fields of education were similarly favoured by both groups.

Chart 10 shows the proportion of first preferences, by applicant type and field of education.

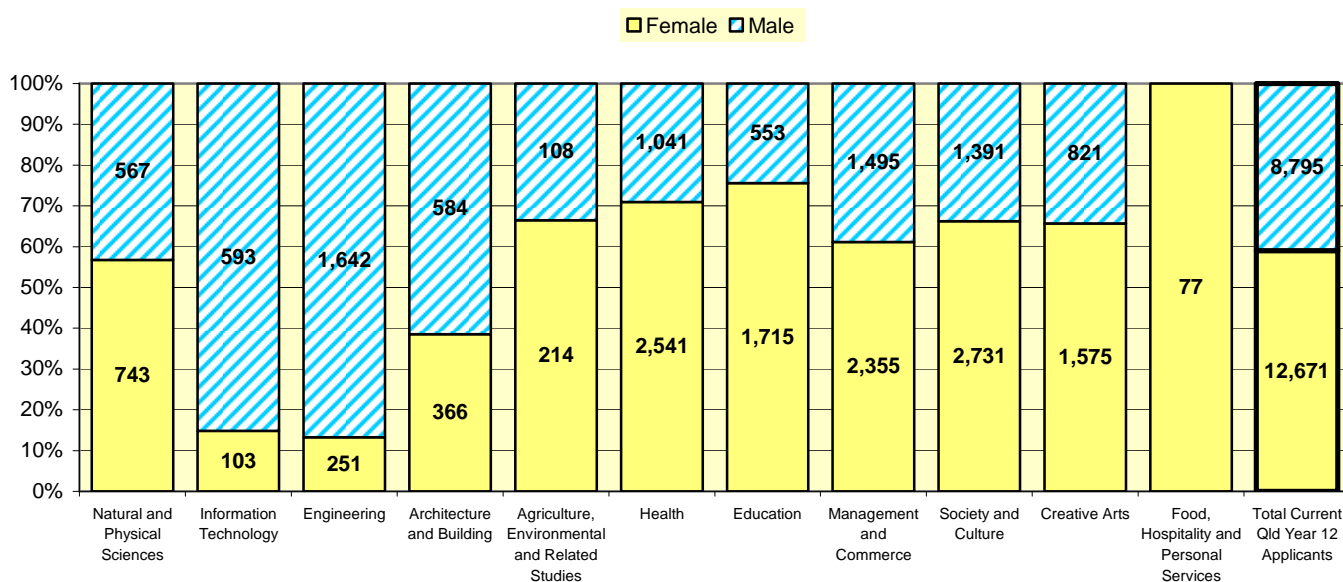
Chart 10: Field of Education as a Percentage of First Preferences for Applicant Type 2006-2007



■ **Field of Education – Queensland Year 12 Students:** Current Queensland Year 12 students preferred Society and Culture (19.2%), followed by Management and Commerce (17.9%) and Health (16.7%). The highest acceptance rate was for Natural and Physical Sciences (82%), followed by Engineering (80%), and Education and Information Technology (both 78%). The highest enrolment rate was for Natural and Physical Sciences (77%), followed by Engineering (76%) and Education and Health (both 72%). Table 30 has an analysis of applications for Queensland Year 12 students by institution and field of education including acceptance and enrolment rates.

Chart 11 shows first preferences, by gender and field of education, for current Queensland Year 12s.

Chart 11: Current Queensland Year 12 First Preferences by Gender and Field of Education 2006-2007



■ **Mid-Year 2006:** The number of courses being offered for mid-year admissions increased, with 741 courses offered in mid-year 2006 compared with 711 in mid-year 2005, an increase of 4.2%. Mid-year applications numbered 6,529, an increase of 18.6%. Of these 5,593 applicants received an offer, an offer rate of 85.7% compared with 84.7% in mid 2005. 4,132 were enrolled at 31 August 2006, representing an enrolment rate of 73.9%, compared with 76.2% in the previous mid-year admissions.

Summary of Business Changes at QTAC

This *Statistical Report* represents some of the outcomes of the work delivered by QTAC. In particular it delivers information about applicants for tertiary study to those courses administered through QTAC. The numbers are the end result of robust business practices developed and delivered with trained and dedicated staff. As well as delivering day to day services the QTAC team also evaluate and develop enhancements for future service delivery.

QTAC continued to make incremental changes and service extension to its business operations this year to enhance flexibility. These changes focused on the extension of admissions periods, the extended availability of applications, and continuing offers post formal offer rounds. The following highlight some changes progressed throughout the year:

- *Extended admissions periods:* During the admissions periods applicants were not turned away from tertiary admissions. The “standby” process continues to service a group of applicants who delay decision making. This just-in-time process is not suitable for all applications but can handle the number of very late applications received just before an offer round.
- *Extended Offer Round Processes:* With changes in the supply and demand equation, some institution courses remain “under quota” following the formal offer rounds. As suitably qualified applicants continue to apply, some institutions are willing to accept applications up to or into the teaching period. QTAC has been able to help with the operation of daily offer rounds (continuous offer processes). This has become a fundamental feature of the QTAC service, and one that is well used.

These two changes will continue to form the backbone of the business transformation that will move QTAC through the next few years of admissions development.

The five operational divisions within QTAC combine to deliver the activities of the Company for institutions and applicants. QTAC relied on its enthusiastic and talented staff to assist in the delivery of existing and amended services with the company being very grateful for this staff participation.

The divisions of the Company that contributed to the services are:

- Office of the CEO; Ms Elizabeth Jones, CEO
- Corporate Services; Mr Walter Williams, Manager
- Public Relations and Information Services; Ms Pat Smith, Manager
- Production and Assessment Services; Mr Phillip Anthony, Manager
- Information Technology; Mr Richard Armstrong, Manager

A summary of the main activities and initiatives covered by QTAC divisions during the 2006-2007 admissions period and relevant mid-year period, are outlined below.

Public Relations and Information Services

The Public Relations and Information Services team provide extensive QTAC information through the face-to-face enquiry activities at QTAC and at public events and exhibitions; the call centre; the array of publication materials and expos supporting the Year 10, Year 12 and mature age market segments; and the counselling advice and presentations provided to applicants, careers counsellors and industry representatives. The activities of the section during the last year include:

- **Web Enhancements:** The website is the most accessible and frequently used information source with over 480,000 unique users this year, an increase of over 66,000 visitors to the site. Publishing of course information to the public site has been moved to Information Services from the Information Technology section. This makes the process of updating course information more timely. A new online Special Tertiary Admissions Test (STAT) registration service was also launched allowing applicants to register and pay for the examination via the website, utilising electronic payment and eliminating the need for forms and data entry. With increasing numbers of Queensland Year 12 applicants choosing to be OP ineligible, QTAC now provides an online service that enables applicants to view and print a record of the QTAC OP ineligible selection rank allocated to their Year 12 qualification.
- **Enquiry Rates:** QTAC Information Services received a total of 96,000 enquiries in the 2006-2007 financial year. 21,000 of these were received via email, fax and post and 75,000 by telephone. 84% of telephone enquiries were responded to. The substantial increase in the number of telephone enquiries this financial year (up 5,000 from 2005-2006) is, to an extent, a reflection of the greater queuing capacity of the new telephone system. The availability of five computers in the foyer continued to provide application avenues for those visiting the QTAC offices. To cater for demand during peak times, up to 15 computers were provided for application purposes.
- **Publications:** QTAC produces a range of publications for each target segment. The data must be informative and accurate, requiring significant and timely editing to represent institution courses and policy changes. QTAC has continued the development of the XML Web editing tool. In a major updating of printed publications, QTAC has transitioned to InDesign, a more user and print friendly publications program. The development of the *QTAC Guide* saw the introduction of Australian rather than North American images. The *QTAC Update #3* was the last printed version with the publication from #1 2007 (March) now being entirely online.
- **Public Relations:** QTAC worked closely with the media ensuring that the organisation was regularly profiled through editorial and photographic images in educational features.
- **Tertiary Advice and Counselling Services (TACS):** TACS provides information and advice regarding tertiary admissions via individual counselling and through presentations to groups. Early in 2007 TACS services relocated within the Information Services area allowing better access to key personnel. TACS now offers a new service - tertiary entry talks aimed at Year 12s and their parents. Talks are offered both during the day and evening.

Production and Assessment Services

The Production and Assessment Services team delivers high volume applications processing with approximately 60,000 applications presenting more than 160,000 qualifications for assessment in 2006-2007. The section's Data Processing unit maintains the course information for more than 1,600 courses offered by QTAC and is responsible for the physical handling of applicant documentation. Technologies streamline processes to ensure that institution policies and practices are implemented accurately. During the year, a number of amendments and enhancements were made to support the section's activities and work processes.

- ***QTAC Online Admissions System (OASys) and Assessment Procedures:*** Further historical capture of an applicant's preferences, changes and offer history, have been incorporated into the system. A number of other enhancements were made to improve the functionality of OASys. These include modifications to:
 - strengthen the audit trail and viewing of notes added to applicant preferences and qualifications, thereby allowing for historical recording and viewing of such notes;
 - improve access to historical applicant data by the electronic storage of admission period applicant details that previously were stored on microfiche;
 - allow electronic attachment and separate assessment of two sets of different International Baccalaureate results gained in the same year for the same student;
 - further enhance the splitting and creation of quota liability tasks;
 - automatically generate, insert and rank 'other' assessable qualifications embedded within Year 12 records for individual students (eg a Certificate III in Child Care 'subject' record contained within a Queensland secondary qualification);
 - restrict the automatic passing of English language proficiency requirements to English language tests gained within a year range specified by an institution (typically, the last 2 years); and
 - create a new form of task where targeted 'experts' are directed to undertake specific assessments (eg OP-ineligible rank assessments by analogy for interstate Year 12s without a Tertiary Entrance Rank (TER)) or to obtain results on applicants' behalf from specific sources (eg results for New Zealand secondary studies gained since 2004 and STAT obtained interstate).
- ***Electronic Correspondence:*** To deal with longer admissions cycles, and on going offers up to the teaching period, QTAC has moved much of its communications with applicants to electronic delivery. Further migration of paper to electronic delivery occurred during the year with electronic either replacing paper formats entirely (eg requests for outstanding qualification results) or in conjunction with paper formats where necessary. Automatic trigger events, such as lapse reminders, also increased during the year.
- ***Online Course Methodology Editing:*** QTAC enhanced course information collection related to assessment methodology during the year by incorporating the Course Details and Course Selection Methodology (CD & CSM) process into the XML editing tool. Institutions were able to edit various elements of their course details online. Expansion of the process is planned for 2008.
- ***Working Party on Common Assessment:*** Qualifications rarely remain static, and 2006-2007 was no different with a range of new and changed qualifications identified through the assessment of qualifications presented by applicants, or identified by research and other review processes. In response, some immediate amendments to a number of

QTAC schedules resulted while further research and review will be undertaken for other qualifications.

- *Training for Institution Staff:* QTAC provides a range of training sessions for institution staff. The annual training for institution admissions staff in the use of OASys was offered in the traditional October 2006 period, and then reoffered on two occasions in response to turnover of institution admissions personnel. To support the implementation of the introduction of the XML-based CD & CSM process, QTAC provided training in this activity. In response to institutional demand, QTAC also provided training in the assessment of qualifications and, for the first time, training in the identification of fraudulent qualifications.

Information Technology

Information Technology staff completed almost 500 requests for enhancements and changes to QTAC's systems during the year with most of these related to online admissions software, web services and qualification assessment. Highlights included:

- *OASys Admissions Management Software:* The OASys software, developed and maintained by QTAC's Information Technology staff, is the primary tool used to support QTAC's admissions processes. Changes were made to the OASys software to support QTAC process enhancements and the admissions needs of participating institutions.
- *Automated Continuous Offering:* From February 2007, QTAC introduced a process of automated daily offer rounds to cater for very late applications for Semester 1 start.
- *Extensions to the Course Information Maintenance Software:* The functionality of QTAC's XML-based course information system was extended to include the capture of the assessment and eligibility rules and other processing-related information associated with each course. This information, subject to appropriate checking mechanisms, can then be automatically incorporated into the OASys admissions management software thus eliminating many time-consuming data maintenance activities.
- *QualSearch:* On-going enhancements to the *QualSearch* product continued throughout the year, with the majority of changes relating to enhanced flexibility in user management and reporting.
- *Credit Card Validation:* Real-time credit card validation services were incorporated into the OASys software to support over-the-counter, phone and mail-based credit card payments. In addition, a back-up batch credit-card validation facility was added to support continuing services should the real-time services be unavailable.
- *Web Services:* Enhancements to Web services included:
 - for applicants who have accepted an offer, the web services now provide a direct link from QTAC's applicant services Web page to personalised enrolment pages on the website of the offering institution. This service is only available if the institution participates in this option;
 - the change of address service checks addresses against Australia Post's master Postal Address File to determine if it is a valid deliverable address;
 - changes to collect additional applicant information.

- *Support for the South Australian Tertiary Admissions Centre (SATAC):* QTAC provided on-going support for SATAC, licensed users of QTAC's admissions software.
- *Increasing Use of Electronic Correspondence:* QTAC's increased use of electronic delivery for applicant correspondence required a number of additional correspondence items to be converted to electronic delivery. QTAC has also embedded targeted bulk-emailing processes into the OASys software.
- *Off-site Disaster Recovery Exercise:* In early 2007, QTAC IT staff participated in an off-site disaster recovery exercise designed to determine if all data and limited services could be re-established if a major event prevented use of QTAC's Milton office. The exercise confirmed that basic services could be re-established off-site in hours with essentially zero loss of electronic transaction and corporate data.
- *Hardware, Systems and Environmental Changes:* QTAC's laser based Internet connection was replaced by an optical fibre connection to a fibre ring operated by The University of Queensland. In addition to vastly increased capacity, this ring provides QTAC with a redundant path to the Internet.

Internal efficiency improvements included replacing a number of dedicated test and development servers with a single server and software which uses virtualisation technologies to maintain and manage a large number of virtual test and development environments.

Operating systems and supporting third party software were subject to annual upgrades.

The Information Technology office area and computer room were refurbished providing improved work areas and increased storage space.

The Office of the Chief Executive Officer and Corporate Services

The administrative and governance functions of the organisation are managed within Corporate Services and the Office of the Chief Executive Officer. Functions include traditional finance and Company Secretarial activities, payroll and human resources, mail and distribution, facilities management, government statistical reporting, government liaison, committees and governance, and strategic planning.

- *Strengthening the Business:* Over the past years QTAC has progressively upgraded the physical layout of the business to increase efficiency, accessibility and work place ergonomics. During the past year significant upgrading was completed enabling part of the tenancy to be handed back to the property owner, while maintaining service delivery.

■ *Strengthening the Governance Model:*

- *Annual Governance Agenda:* A calendar of business development and governance matters continues to develop to inform the Board and internal committees of key scheduled events and requirements. The pre-circulated calendar assists in planning, preparation and oversight of the organisation's compliance matters.
- *Financial:* The business has strengthened its financial and managerial reporting with the inclusion of additional financial ratios and success factors.
- *Organisational Development:* The work flexibility initiatives being pursued to provide greater work force continuity have continued. Job share and part-time work now account for approximately 26% of permanent staff positions, up from 18% 12 months ago (excluding the traditional employment of sessional staff). A repeat sessional staff pool is also being pursued to cater for changing demand patterns.
- A Board of Directors appointed from member organisations, governs QTAC. As at June 2007 the Board comprised the following Directors:
 - Dr Carol Dickenson, Registrar, Queensland University of Technology (*Chair*)
 - Professor Paul Thomas, Vice-Chancellor, University of the Sunshine Coast (*Immediate Past Chair*)
 - Professor William Lovegrove, Vice-Chancellor and President, University of Southern Queensland
 - Professor Sandra Harding, Vice-Chancellor and President, James Cook University
 - Professor John Rickard, Vice-Chancellor and President, Central Queensland University
 - Mr Colin McAndrew, Pro-Vice-Chancellor (Administration), Griffith University
 - Mr Douglas Porter, Secretary & Registrar, The University of Queensland
 - Mr Ian Hawke, Assistant Director-General International, Non-State and Higher Education, Queensland Department of Education, Training and the Arts
- QTAC and the Board are also supported by institution representatives who meet quarterly to discuss operational issues relevant to the Company and participants. Known as the Queensland Tertiary Admissions Forum, this group supports the company and the Board by offering additional operational information as and when required.

In Summary

To better meet the needs of the changing tertiary education market, QTAC continues to respond to and anticipate institution and applicant requirements. The company maintains a strong Information Technology presence to deliver its services to the sector.

QTAC continues to make changes in the organisation to strengthen the existing service offering, decrease operational difficulties, increase responsiveness and flexibility, and anticipate required future services. The last 12 months have seen the thorough implementation of new services that are likely to become the back bone of future services. The extended mid-year and end of year processes will ultimately lead to a year round data set. The availability of extended admissions and on-going offers is likely to lead to greater offer cycle flexibility. These requirements will take QTAC into its next period of service offering development. Service flexibility and responsiveness continue to be the drivers of change.

This report has been prepared by staff of the Planning, Statistics and Research Section, namely Ms Dianne Keene and Ms Ingrid Andrews. Should you wish to provide feedback or seek assistance on matters related to this *Statistical Report*, please contact:

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Thanks is also given to the many participants at institutions, stakeholders and interested parties who contribute to the operations of QTAC on an annual basis. The Board looks forward to the future support of these entities.

It is with pleasure that I present the *Statistical Report 2006-2007* for the Queensland Tertiary Admissions Centre Ltd.

Dr Carol Dickenson
Chair, Board of Directors
Queensland Tertiary Admissions Centre Ltd.