QELi Highlights
QUEENSLAND EDUCATION LEADERSHIP INSTITUTE
Annual Report 2013-14
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Cover photo and back page:
John Hinton – St Joseph’s Catholic Primary School, Childers
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Our year at a glance

The principal activity of QELi during the past financial year was the development and provision of professional leadership development programs and services to current and aspiring school leaders across all education sectors in Queensland. QELi continues to operate and mature, demonstrating strong growth domestically and internationally.

Short term objectives:

> Provide professional learning opportunities that focus on developing the professional capabilities of current and aspiring school leaders;
> Develop and provide a range of professional learning programs, training courses and other related services in school leadership development and other related fields;
> Maximise access for all Queensland’s current and aspiring school leaders to professional learning services;
> Ensure professional learning services are research-informed and responsive to the needs of current and potential school leaders and the school sector priorities;
> Facilitate access to new and flexible pathways to support and encourage participation in graduate programs in the area of school leadership development and related fields.

Long term objectives:

> Be the Institute of choice for school leaders;
> Be recognised as a world leader in providing quality leadership programs;
> To be a valued partner in improving education outcomes;
> To be financially viable;
> To be recognised for research in evidence-based leadership programs;
> To be responsive and innovative in meeting the need for leadership development.

“*The program allowed me to reflect on my performance as a leader. This reflection enabled me to identify my strengths and areas which I could develop to better manage processes and people.*”

Vivien Bampton
Principal
Harris Fields State High School
Good to Great Program
About QELi
Supporting education leaders to make a difference

The Queensland Education Leadership Institute (QELi) was established in June 2010 by the Queensland Department of Education and Training, the Queensland Catholic Education Commission and Independent Schools Queensland.

QELi’s vision is to support education leaders to make a difference through access to innovative and quality leadership programs and services.

QELi seeks to provide a platform for establishing a collective professional ‘voice’ for research-based school leadership practices, and equips emerging and established school leaders across all education sectors in Queensland with the skills and training needed to drive major education reforms.

“The Assistant Regional Director Program (ARD) provided by Dr Stephen Brown and QELi was some of the best professional development I’ve undertaken. The strength of the program was created through the strong alignment and relevance it bore to the new role of ARDs, the quality of the speakers and the tight facilitation of each component of the program to create connectedness. The program was authentically tailor-made for the ARD cohort, generated strong team dynamics and built a positive momentum to action the new role across the group.”

Karen Howes
Assistant Regional Director
Department of Education Training and Employment

“I would highly recommend the QELi programs and the organisation in general as a leadership institute that is innovative, contemporary and rigorous. It has delivered the desired results for me and the learning will continue after the official program ceases and that makes the return on investment invaluable.”

Maureen Ryan
Principal
Sacré Coeur, Melbourne
Board Chair’s Report

It is an honour to present my first report as Chair of the Queensland Educational Leadership Institute Ltd (QELi), having been appointed to the role on 22 November 2013 after serving as a director during the initial 3 years of QELi’s existence. It has also been a privilege to welcome to the board as new directors, Mike Byrne from Queensland Catholic Education, David Robertson, from the Independent Schools Association of Queensland and Patrea Walton, Deputy Director-General of the Department of Education, Training and Employment. They joined continuing directors, Jacquita Miller, Paul Paxton-Hall and Richard Grajczonek who have already contributed significantly to QELi’s growth and development.

I also take the opportunity to thank my predecessor, Stephen Paul OAM, for his commitment and contribution during those challenging formative years.

It has indeed been an exciting year, a year of progress and consolidation. We have sought to build and grow the QELi brand both nationally and internationally while continuing to service the needs of the Queensland education sector. I am pleased to say that much success has been achieved. An increasing part of our revenue is generated from interstate and international clients. While these are important to us, we are developing strategies to further strengthen the domestic client base and hence achieve a better balance in the revenue generation base.

Our fundamental philosophy remains very clear and is always at the forefront of our thinking - great teachers and great leadership produce great outcomes for students and the community as a whole. It is this philosophy that shapes our thinking and our business model.

QELi now offers an extensive range of leadership programs. One of the many challenges we face going forward is to build flexibility into our program delivery that will enable us to deliver more targeted programs to meet the individual needs of our clients in a cost effective way. We are very aware of the demands on school budgets and we are committed to keeping the program costs at realistic levels.

While we report a small financial loss of $261,495 for the 2013/14 year, we are heartened by the fact that a significant part of the initial $3.5 million capital subscribed by the Government remains to support the business going forward. It is not unusual for start-up businesses to take up to six years to turn a profit. We think we will be able to achieve this milestone in the next year or so.

Whatever our successes, we could not achieve the outcomes we have without the dedication, hard work and support of our wonderful staff led by our CEO, Dr Stephen Brown. Stephen’s energy and commitment to QELi know no bounds. My thanks and the thanks of my fellow board members to Stephen and the QELi team for a job well done.

I look forward to continuing success for QELi in the years to come.

Henry Smerdon AM
**CEO’s Report**

QELi has seen a notable increase in demand for programs, recording a 47% increase in registrations during the last financial year. During the past twelve months, QELi conducted 77 programs for more than 2,000 current and aspiring school leaders from across Queensland, Australia and internationally, up from 1,150 the previous year. It is significant to see the growth in QELi’s program delivery across the past four years, comparing these statistics with provision of programs to 500 school leaders as I reported for the 2010-11 financial year.

The average program rating has increased to an exceptional 4.6 out of a possible 5 in 2013-14, up from 4.5 out of 5 in the past financial year. I am delighted that QELi has now developed a reputation for providing quality leadership programs for school leaders. Such consistent high rating for our programs indicates that we are connecting with the needs of the practitioner.

During the past year, State, Catholic and Independent systems have continued to seek programs that give school leaders the skills they need to manage change and make a difference in their communities. Leadership development remains the single most successful way of improving school performance as it fosters highly successful school leaders who can create and fulfil aspirations and expectations. The continual professional development of leaders and aspiring leaders is a priority for the sector and QELi’s focus is on providing the programs and pathways that help good leaders become great leaders.

As well as the numerous open programs on our annual calendar, QELi is seeing increasing demand for customised programs as the education sectors in Queensland, interstate and internationally tackle specific issues, priorities and challenges. During 2013-14, QELi conducted customised programs for Education Queensland, Catholic Dioceses in Queensland, Victoria, New South Wales and South Australia and Independent schools across Australia, as well as internationally as far afield as Thailand, The Philippines and Nauru. QELi is committed to meeting the needs of the profession. Our customised programs are responsive to sponsor needs, context, budget, strategic directions and the development needs of the individual.

The statement I made in my report in 2010-11 that ‘relationships within the education sector are of prime importance to QELi’ certainly still holds, and it is vital that the three sectors who own QELi continue to encourage their constituents to access and grow from participating in QELi development programs. QELi remains committed to the development of leaders in each of the three sectors in Queensland whilst meeting the needs of clients across Australia and internationally.

The QELi staff are a wonderful team of talented and highly skilled professionals who have a shared passion for developing the schooling sector. I thank them all for their strong administration behind the scenes of QELi. I also thank all facilitators and presenters who worked at maintaining currency and relevance for the strongly evidence based programs provided by QELi. I particularly acknowledge the contribution of our inaugural Board Chair, Steven Paul OAM in establishing this exceptional company, Henry Smerdon AM for his unwavering stewardship, and the current board for their continued guidance and encouragement.

QELi looks forward to another strong year, with more positive growth predicted through the involvement in all sectors in Queensland, nationally and internationally.

Dr Stephen Brown
Operational Highlights

QELi Prospectus
The 2014 QELi Prospectus was developed and distributed to all schools and sectors in Queensland and selected other locations throughout Australia during September 2013.

Business Plan
All planned principal activities identified in the QELi Business Plan 2013‐14 and supporting local, national and international strategies have been completed to 30 June 2014. Major highlights from 2013‐2014 include:

> Further development of QELi’s International Strategy and further development of QELi’s business model and online delivery strategy. In 2013‐14 QELi delivered its flagship program Good to Great program to a cohort that included participants from the Republic of Nauru; and delivered the Strengthening Leadership and Teaching Excellence Skills Award Program in the Philippines.
> Maintenance and enhancement of key partnerships and relationships with the owners of the three Queensland schooling sectors, Universities, Professional Associations, Private sector leadership development providers and regional and remote clusters.

Marketing and Sales Plan
Continued to establish partnering agreements as part of the implementation of the QELi Marketing and Sales Plan. QELi signed an agreement with the National College in the United Kingdom which granted QELi preferred provider status to deliver the Middle Leadership Programs in Australia.

Financial Plan
An external benchmarking and a pricing review were conducted and identified relative market trends and supported QELi’s current pricing strategies.

A new office
2013 saw QELi move its office from South Brisbane to Brisbane City. This move was initiated in part by AITSL withdrawing from the shared accommodation; to provide QELi a more central location for clients; and financial savings due to a decrease in rent.

Staff changes
A new position of Chief Operations Officer was created to better support the Chief Executive Officer and manage the day to day operations of QELi. Fiona Loughlan was appointed to this position in January 2014.

Michelle Tindall was appointed to the role of Manager Service Delivery in January 2014

Judy Morgan was temporarily appointed to the role of Programs Manager in July 2013.
Program Highlights
Programs, products and services delivered
A suite of 77 programs for aspiring leaders, experienced leaders and leadership teams across the three sectors, reflective of a tri-level business strategy, was designed and delivered to 2,035 participants this year.

> The location of delivery of Programs was diverse:

<table>
<thead>
<tr>
<th>Location</th>
<th>Participants</th>
</tr>
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<tbody>
<tr>
<td>Queensland</td>
<td>53</td>
</tr>
<tr>
<td>Interstate</td>
<td>18</td>
</tr>
<tr>
<td>Overseas</td>
<td>6</td>
</tr>
</tbody>
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> The number of participants in the 2013-14 year has grown from the previous year

![Program Participants by Open and Customised 2013 and 2014 Financial Years](image)

> Open Programs delivered this year:

<table>
<thead>
<tr>
<th>Creating Superb School Leadership Teams™</th>
<th>Emerging Principals Program™</th>
</tr>
</thead>
<tbody>
<tr>
<td>Co-Coaching for Classroom Performance</td>
<td>Coaching Accreditation Program</td>
</tr>
<tr>
<td>Executive Leadership for School Principals Program</td>
<td>Future Leaders Program</td>
</tr>
<tr>
<td>Good to Great</td>
<td>Leadership for School Business Managers</td>
</tr>
<tr>
<td>Middle Leadership</td>
<td>Performance Conversations: A Solution-focused Approach</td>
</tr>
<tr>
<td>Practical Resilience</td>
<td>Small School Leadership</td>
</tr>
<tr>
<td>Resource Management for Educational Leaders</td>
<td>Thought Leaders with Sir John Jones</td>
</tr>
<tr>
<td>Twilight Talks Series</td>
<td>Women and Leadership Alliance Program™</td>
</tr>
</tbody>
</table>
Customised Programs
QELi has also offered a number of customised programs on request. These programs have been based on the wide range of QELi areas of expertise developed through the provision of open programs. Customised programs have become a more significant part of QELi operations in this financial year, with increasing demand for these to be offered across Queensland, nationally and internationally.

Our Australian clients have included:

- Department of Education Training and Employment in Queensland
- Catholic Dioceses in Queensland
- Catholic Dioceses in Victoria
- Catholic Dioceses in NSW
- Catholic Dioceses in SA
- Independent schools and clusters of schools across Australia

Our international clients have included:

- The Philippines (SLATES, STEM, CLADES projects in partnership with QUT)
- Thailand
- The Republic of Nauru.

Partnership with Universities
QELi has also increased the number of universities with which partnerships have been established.

- QELi and Deakin University have presented a program focusing on strategic use of resources within the educational context.
- QELi has been contracted by Charles Darwin University to provide two courses for emerging and experienced school leaders and principals.
- QELi continues its partnerships with Queensland University of Technology and the University of Queensland.

Academic Credit
A number of leading Australian universities have granted academic credit for QELi courses, including:

- The Australian Catholic University
- Central Queensland University
- Charles Sturt University
- Deakin University
- Flinders University
- Griffith University
- Queensland University of Technology
- University of Southern Queensland
- University of the Sunshine Coast.

Engagement activities
Dr Stephen Brown has presented several keynote addresses at Education Conferences in Queensland, nationally and internationally.

In addition, QELi commenced a Board Room Lunch series in this financial year, inviting leaders from across all education sectors in Queensland to meet together, hear an eminent speaker talk about leadership, and discuss current strategic educational leadership issues.
## Financial Highlights 2013-14

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<table>
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<tbody>
<tr>
<td><strong>Total revenue</strong></td>
<td>$3,103,061 Increase of $483,188 from 2012-13 financial year.</td>
</tr>
<tr>
<td><strong>Total operating deficit</strong></td>
<td>$261,495 Decrease of $58,292 from 2012-13 financial year, a significant improvement when compared with prior year results (after the effects of the start-up grants are removed to enable like-for-like comparison).</td>
</tr>
<tr>
<td><strong>Cash position of</strong></td>
<td>$1,932,074 Decrease of $95,425 from 2012-13 financial year.</td>
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### Looking ahead

- QELi will further enhance the Queensland market-base while continuing to build a profile nationally and internationally.
- QELi will continue to broaden its revenue streams by responding to the growing interest in customised programs at a state, national and international level, within budgets and addressing particular system, diocese or school needs.
- QELi will continue to offer a full suite of open programs, including half-day, full-day and multi-phase programs.
- QELi will continue to seek long-term support and reciprocal investment in our leadership development programs from system and sector heads through direct sponsorship of participants.
- QELi is currently scoping out our information technology platform needs to ensure our next generation platform fills the technological capability gap to assist us meet our service delivery and revenue targets.

QELi will continue to conduct market research and scanning to assess global influences and trends in order to refine our market position.
Corporate Governance

Board responsibility:
- Provide leadership, direction and strategy
- Ensure compliance - legal, financial and risk management
- Monitor performance - financial and program outcomes
- High-level stakeholder management
- Board development - effectiveness reviews and succession planning

Board of Directors
The following persons were directors of the Queensland Education Leadership Institute Limited during the whole of the financial year.

Board Chair
Mr Henry Smerdon AM  B.Com, B.Econ, FCPA, MAICD

Henry Smerdon AM is a former Queensland Under Treasurer and Chief Executive Officer of the Queensland Investment Corporation, an organisation he played a major part in establishing.

Henry is currently the Deputy Chancellor of Griffith University and Chair of its Finance and Resources Committee. He is also chair of the board of Flagship Investments Ltd and the independent chair of AustSafe Super, an industry superannuation fund. He was recently appointed a director of National Trust Australia (Qld) Ltd and chair of its Currumbin Wildlife Sanctuary Committee. He has been a member of the Public Trust Office Investment Board since 1999.

Henry is the principal of Strategic and Financial Consultancy Services, which provides strategic consulting and advisory services primarily to public sector organisations. He is a Fellow of the Australian Society of Certified Practicing Accountants and a Member of the Australian Institute of Company Directors.

Special Responsibilities:
- Chair of the Board.
- QELi Audit & Finance Committee Member.
- Ex-Officio member of the QELi Education Committee.

Deputy Chair and Board Director
Mr Paul Paxton-Hall  B.Com, LLB (Hons), LLM and FCIS

Paul has been practicing in the commercial and property fields of the law for more than 30 years. Paul regularly advises commercial clients, small to medium enterprises and professional organisations as well as church-based and other not for profit organisations. His areas of expertise include contracting, directors' and officers' liability and associated risk management, tax and estate planning, corporate governance, company structuring and mergers and acquisitions.

Paul is a member of the Taxation Institute of Australia, the Governance Institute of Australia and the Queensland Law Society where he sits on the Law Society's Revenue Law Committee and also the Not-for-Profit Committee.

Special Responsibilities:
- Deputy Chair of the Board.
- QELi Audit & Finance Committee Member.
Board Director

Ms Patrea Walton  Dip T, B.Ed, MACEl

Patrea Walton is the Deputy Director-General of the State Schools Division that caters for over 500,000 students in 1,233 state schools across Queensland. Ms Walton is responsible for the development of programs and frameworks for international education, school operations and school performance as well as supervising the work of seven regional directors.

Ms Walton has held a number of positions within the Queensland Department of Education, Training and Employment including being a teacher, principal and Assistant Director-General, Student Services. Ms Walton was also responsible for overseeing the introduction and implementation of Queensland’s historic Flying Start reforms – which includes the move of year 7 from primary to secondary school in 2015. Ms Walton also spent some time as Chief Executive Officer of the former Queensland Studies Authority prior to returning to the Department of Education, Training and Employment to take up the role of Deputy Director-General, State Schools.

Ms Walton has a passion for education in Queensland demonstrated by more than 30 years’ experience in the field and possesses an excellent understanding and corporate history of state schooling, the Australian Curriculum and its implementation, and also has valuable front line experience as a teacher and principal. Most importantly, Ms Walton has a strong desire to make a difference.

Board Director

Mr Mike Byrne  M.Ed, M.Ed (Lead), B.Econ, CertT, FACE, FACEL (Q)

As Executive Director of the Queensland Catholic Education Commission, Mike Byrne articulates educational policy at State level as determined by the Queensland Catholic Education Commission. Mike is chief advocate for Catholic education on a State-wide basis and the chief negotiator in dealings with governments and other sectors of education within the State. In this role, Mike interacts with the 23 autonomous Catholic school authorities who own and operate Catholic schools in Queensland.

Prior to this appointment, Mike was the Director of the Catholic Education Office in Townsville from 1993-2006 and in that Diocese he also held positions as Assistant Director, Education Consultant, Secondary Consultant and Principal. In his teaching career, which began in 1969, Mike taught in a number of Queensland Secondary Schools.

As part of his responsibility as Executive Director, Queensland Catholic Education Commission, Mike serves on a variety of National and State commissions, committees and boards, including:
- National Catholic Education Commission (NCEC)
- Strategic Policy Working Group (NCEC representative)
- Queensland Catholic Education Commission
- Queensland Catholic Education Commission Executive Committee
- Queensland Catholic Education Commission Political Advisory Sub-Committee (Chair)
- Catholic Education Formation and Religious Education Committee
- Non-State Schools Accreditation Board
- Non-Government Schools Council (Co-chair)
- Edmund Rice Education Australia Board Relationship Committee
- Australian Catholic University Chapter (Banyo Campus) (Chair)

Special Responsibilities:
- QELi Education Committee Member.
Board Director

Mr David Robertson  B.Econ, Cert. Association Management, FAIM, MAICD, AuSAE

David is the Executive Director of Independent Schools Queensland. David has held executive roles in the Independent schools sector for 25 years. He joined Independent Schools Queensland in 2003 as Director Strategic & Government Relations. Previously, he worked for the Association of Independent Schools of Victoria for 12 Years, including in the position of Executive Director Operations.

David has a wealth of experience within the independent schooling sector, particularly in the areas of funding, planning, governance, operations and administration. He has an extensive knowledge of government regulatory requirements for independent schools. David has also worked extensively with both Federal and State Governments representing the interests of the independent sector.

David serves on a wide range of school education committees and working groups at Ministerial, Departmental and stakeholder levels. David is a member of the Australian Society of Association Executives and the Institute of Company Directors. He is also a Fellow of the Australian Institute of Management.

Special Responsibilities:
> QELi Audit & Finance Committee Chair.

Board Director

Mrs Jacquita Miller  B.A, Grad.Dip Teaching

Jacquita Miller is the Principal of Asley State High School, a comprehensive co-educational school in Brisbane’s north. A school leader for over 15 years, Jacquita has expertise in leadership for the improvement of teaching and learning.

Jacquita has a particular interest in improving classroom practice and teacher leadership capacity. She has presented widely on these topics and has been a key leader in developing effective school-based professional development programs in a range of settings.

Special Responsibilities:
> QELi Education Committee Chair.

Board Director

Mr Richard Grajczonek  Dip T, B.Ed, M.Ed Studies, Grad. Dip R.E, JP (C Dec)

Richard Grajczonek is Principal of St Oliver Plunkett Catholic School at Cannon Hill, Brisbane. Over the past 30 years he has held Principal positions in both the Education Queensland and Catholic Education systems.

Richard has been a State Branch member of the Principals Australia Institute for the last 11 years and he is the Immediate Past Convenor of the State Branch. His delegate membership of the Queensland Catholic Primary Principals Association is sponsored by the Brisbane Archdiocesan Catholic Primary Principals Association.

Richard has a keen interest in leading learning, leadership development and mentoring.

Special Responsibilities:
> QELi Education Committee Member.
Chief Executive Officer


Dr Stephen Brown has 30 years of education experience in Australia and internationally. He was the Regional Director of Hume Region in Victoria for four years and acted in the position of Deputy Secretary, Office of Government School Education (OGSE). Dr Brown was Executive Director of the Literacy and Numeracy Secretariat in the Victorian Department of Education and Early Childhood Development and a member of the departmental leadership team. In December 2010 Stephen was appointed to the position of inaugural Chief Executive Officer of the Queensland Education Leadership Institute (QELI) Ltd.

Dr Brown has a Doctorate of Education from the University of Southern Queensland and a Master of Arts from the University of London. He was awarded the Australian Council for Educational Leaders (ACEL) Nganakarra Award in 2007 and a presidential citation from the same organisation in 2009. Dr Brown is also a National and State fellow of ACEL. In 2009 he was nominated for membership of the Global Education Leaders Program—a coalition of leading system thinkers. Stephen was identified as a participant in the Victorian Leadership Development Centre’s 2009 program for future Deputy Secretaries in the Victorian Public Sector. In August 2013, Dr Brown was awarded by ACEL (Qld) the prestigious Miller-Grassie Award for outstanding leadership in education.

Dr Brown has an international and national reputation as an outstanding CEO and leader within the public and not for profit sectors, having completed his doctoral studies in organisational redesign in the public sector. Dr Brown has undertaken consultancies in a range of settings and contexts within Australia and internationally including the Philippines, Nauru, Scotland, Bhutan, Sri Lanka and China and is a highly regarded expert in the areas of leadership development, organisational renewal and redesign, strategy, change management and capability development.

As the author of research papers on public sector change, leadership and organisational redesign, Dr Brown is frequently invited to address national and international conferences on leadership, organisational change and school improvement.

Chief Operations Officer and Company Secretary

Ms Fiona Loughlan  B.Bus, LLM

Fiona Loughlan has extensive experience as a HR professional, across a multitude of workforce and management environments in the public and private sectors. Fiona has designed and led significant organisational transformation projects, complex systems implementations, and uses relevant metrics to inform strategic decision making. Fiona’s approach is collaborative, continually seeking to maximise customer experience and achieve sustainable outcomes.
Board Subcommittees

Audit and Finance Committee
The Audit and Finance Committee supports the Board in matters requiring intensive review. The committee has a Board-approved charter defining its duties, reporting procedures and authority.

The Audit and Finance Committee provides assistance to the Board in fulfilling its responsibilities regarding QELi’s constitution. The committee’s main functions are to provide overarching governance and to manage the performance of:

- Financial reporting processes;
- Risk management framework;
- Systems and internal controls;
- External audit.

Committee Members:

- Mr David Robertson (Committee Chair and Board Director)
- Mr Henry Smerdon AM (Board Chair)
- Mr Paul Paxton Hall (Board Director)
- Dr Stephen Brown (CEO, QELi)
- Mr Stephen Firth (CFO, QELi)
- Ms Fiona Loughlan (COO, QELi, from January 2014)
- Miss Jessica Valentine (Executive Support)

Education Committee
The primary objective of the Education Committee is to provide advice to QELi management and the Board in relation to:

- Education issues and policy matters of significance to QELi;
- The scope of QELi programs;
- The delivery of a quality-assured suite of offerings.

This year, the committee has provided strategic advice on:

- International strategy;
- Prospectus;
- Program delivery and customisation;
- Program value and quality proposition.

Committee Members:

- Mrs Jacquita Miller (Committee Chair)
- Mr Henry Smerdon AM (Board Chair)
- Mr Mike Byrne (QELi Director)
- Mr Richard Grajczonek (QELi Director)
- Dr Stephen Brown (CEO, QELi)
- Mrs Judy Morgan (QELi Program Manager)
- Miss Karrissa Wright (Executive Support)
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