

2015 Annual Report



Brisbane Boys' College



St Aidan's Anglican Girls' School





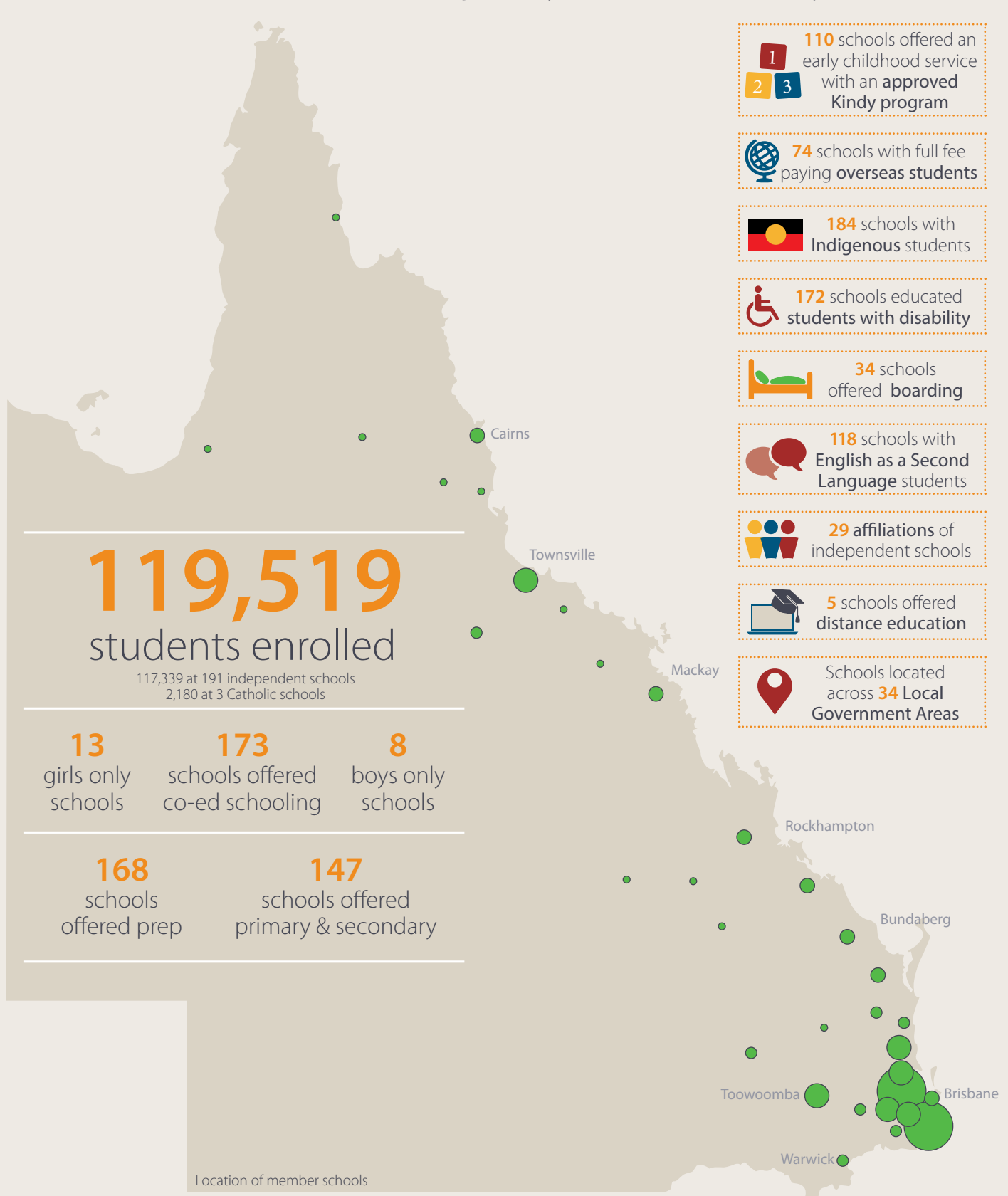
Contents

By the Numbers.....	2
President's Report	4
Executive Director's Report	8
ISQ Board and Committees.....	10
Advocacy, Research and Representation.....	12
Education Services.....	19
Governance and School Services.....	22
Organisational Capability	24
Membership	26
Members.....	28
ISQ Secretariat	31
Alliance Partners.....	32

By the Numbers

194 MEMBER SCHOOLS

15% of Queensland school enrolments
including nearly 20% of secondary enrolments



Data Source: 2015 Non-State School Census (State) February Collection

Flagship programs in 2015:



Literacy and Numeracy Coaching Academy

84% of member schools participated.
190 coaches were funded to participate in the program.



Self-Improving Schools

49% of member schools participated.
27 new schools participated.



Our Schools – Our Future

Commissioned **3** major education research papers and held a member Think Tank.



Governance Services

37% of schools participated.
9 member schools worked through a program of tailored services and advice.



Great Teachers in Independent Schools

99% of member schools were funded under this program.

Every school participated in the **Nationally Consistent Collection of Data** on school students with disability.

ISQ supported the **Queensland Independent Schools Parents Network** to expand its online and social media presence.

73 schools participated in the **Teachers As Researchers** program in 2015 with **105** project teams.

More than **4,000** teachers from **76** schools participated in the **Professional Growth Tool Survey**.

Professional learning in 2015:



324 events held at ISQ's Professional Learning Centre. External and virtual.



9,552 school staff attended professional learning events, workshops and breakfasts.



1,700 hours of professional development delivered.



150 wifi devices simultaneously connected to the PLC wireless network.

Member engagement in 2015:



38 Weekly eMailing updates,
39 Weekly Information Updates and **10** Briefings research papers.



4 video and **13** face-to-face Strategic Briefings from the Executive Director.



2 Catalyst member magazines produced in digital and interactive format.



ISQ staff made more than **450** visits to **147** schools, including **13** new principals.

Media coverage in 2015:



39 media releases and **24** targeted/regionalised media releases.



5 opinion articles and **2** Letters to the Editor.



656 tweets and retweets to a growing base of **1,744** followers. Corporate LinkedIn established with **476** followers.



46 member schools received media coverage generated by ISQ as sector representatives.



John
Somerset

President's Report

On behalf of the Board of Management (the Board) I am delighted to present the 2015 Annual Report of Independent Schools Queensland (ISQ).

It has been another year of significant growth in the services delivered by ISQ and I would sincerely like to thank the Board, including the Education Advisory Sub-Committee (Chair Adrian Wiles) and Finance Committee (Chair Michael Willis) members, for their exceptional contribution in 2015. I would also like to acknowledge Executive Director, David Robertson, ISQ's senior leadership team, and all staff for advancing the strategic priorities of the organisation over the past year through their dedication and commitment to their respective roles.

ISQ is also the sole member of Queensland Independent Schools Block Grant Authority (BGA), a Company Limited by Guarantee. I would like to thank the company Chair, Dawn Lang, the BGA Board and all staff for the sound management of those activities in 2015.

Principal Activity

ISQ exists to represent the needs of the independent school sector in Queensland and support member schools in delivering education services of the highest quality to their communities. In 2015 membership grew to 194 schools, representing 100 percent of Queensland independent schools, serving a diverse range of students in cities and regions across the state. Member schools enrolled more than 119,500 students (including three Catholic member schools). Queensland's independent school sector is continuing to grow in numbers while maintaining its overall share of student enrolments at about 15 percent state wide, including nearly 20 percent of secondary enrolments.

Operating Results

From total turnover (including the management of Australian and Queensland Government Programs) of \$70.6 million, the association surplus for the year was \$236,000. ISQ is exempt from paying income tax.

Review of Operations

This report provides a snapshot of the breadth of activities ISQ was involved in during 2015 across policy areas including; teaching and learning, governance, human

resources, international and indigenous education and strategic relations. I urge you to visit ISQ's website for further information and richer detail on individual initiatives of particular interest to you.

Central to the work of ISQ is its role as a vocal and tireless advocate for the independent school sector, particularly in relation to state and federal government funding and regulatory arrangements that impact member school operations and activities.

In 2015 there was a changing of the political guard at both the state and federal levels, with new Premiers and Prime Ministers, and new state and federal Education Ministers being sworn in. New working relationships needed to be established with these Ministers and their advisors.

I would like to thank David Robertson and his team for facilitating this smooth transition and for their work in maintaining regular liaison with state and federal Members of Parliament, and departmental officials. Their advocacy work also included promoting independent schooling in the media and broader community, as well as producing and arranging an extensive range of publications, events, professional learning and project opportunities for member schools.

ISQ's flagship advocacy research program, Our Schools – Our Future, saw the publication of three topical pieces of research while more than 200 delegates attended ISQ's biennial State Forum.

In 2015 ISQ also prepared a number of submissions for state and national education reviews and inquiries enunciating the position of independent schools on topics such as Commonwealth-State funding relationships, students with disability, planning legislation and indigenous education outcomes.

ISQ maintained its strong voice and seat at the table of key education policy groups participating in more than 120 federal, state and local committees responsible for charting new directions or improvements in a range of complex areas of schooling. This investment of thousands of hours of staff time at hundreds of meetings ensured independent schools were well represented in national and state education policy debates and forums, enabling ISQ to influence outcomes and keep member schools up to date on emerging issues and education policy reforms.

I am continually impressed by the number and quality of professional learning events offered by ISQ each year, with 2015 proving no exception. With member, state and federal funding support, almost 9,600 school staff engaged in 324 events and professional

learning opportunities – a 66 percent increase in attendees from the previous year. Many of these events were held at our Professional Learning Centre including major forums, workshops, short courses and virtual sessions, often led by international and national education experts and thought leaders.

Amongst all these activities ISQ strives to ensure it is meeting the needs of members by seeking regular feedback through member surveys and measuring satisfaction levels at professional development programs and events. This feedback, which has been very favourable, enables us to continually review our activities to ensure we not only meet your needs, but strive to exceed them through continual improvement.

Education Advisory Sub-Committee

The Education Advisory Sub-Committee met six times in 2015, with its main role to:

- consider education policy matters impacting on independent schools
- oversee the preparation of submissions and responses on such policy matters
- oversee the management and administration of government funded programs for independent schools.

I would like to extend a special thanks to the members of the Sub-Committee for investing their time, energy and efforts to lead thoughtful and enriching discussions and debates on education policy matters of importance and interest to member schools. Particular thanks to Chair Adrian Wiles.

Short and Long Term Objectives

During 2015, ISQ implemented the second year of its Strategic Plan which covers the period 2014 to 2016. The Plan provides a clear blueprint for action for our organisation which is based on comprehensive research and consultation with members. The Strategic Plan aligns the priorities and activities of ISQ with grassroots issues impacting member schools. At the same time the organisation also takes a helicopter view of the sector and its position in the broader schooling landscape to ensure it anticipates and is prepared for change. ISQ's Key Performance Areas under the Strategic Plan are:

- Leading Advocacy
- Enhancing Professional Services
- Engaging Members
- Sustaining Growth
- Building Organisational Capability.

Expenditure of more than \$48 million was strategically allocated across key performance areas, ensuring resources were invested in line with the Strategic Plan.

You will see from this Annual Report that significant progress has been made on the achievement of these strategic priorities. The Australian Government Students First Support Fund (SFSF) is helping to support independent schools for the period 2014 to 2017. These monies, combined with other funds, have been allocated across more than 20 different initiatives that clearly align with our Strategic Plan and provide support to schools to ensure they achieve excellent educational outcomes.

ISQ's Mission and Vision and set of Organisational Principles are as follows.

Mission

Promote, support and develop independent schooling in Queensland.

Vision

Innovative leadership in advocating for and supporting excellence in independent schooling.

Organisational Principles

- Responsive Leadership through intentional response to the needs of members.
- Reflective Practices through a continuous improvement culture based on action research.
- Respect for choice and diversity in a culture of professional service.
- Commitment to excellence in education by all schools for all students.

How Performance is Measured

The purpose and intended outcomes of ISQ's Strategic Plan are clearly articulated. The success of any Plan can only be confirmed when its outcomes are measured against its objectives. Board agendas are structured to continually report and monitor our Plan under each of the Key Performance Areas.

At our December 2015 meeting the Board reviewed the advancement of ISQ's implementation plan which includes almost 50 performance targets. I am pleased to report that the majority of targets have either been achieved, are ahead of time, or are on track for completion. With a federal election due to be held in 2016, the Board resolved in 2015 to extend the Strategic Plan through to 2017 to ensure the new Strategic Plan is informed by current political and policy directions at a Federal level.

Future Directions

The political landscape at a state and national level is far from stable with a federal election due in 2016 and the Queensland Labor Government now holding the same number of seats in State Parliament as the Liberal National Party. ISQ's advocacy work on behalf of member schools will be critical during these uncertain times.

We are committed to equitable and stable funding for independent schools with ISQ working closely with the Independent Schools Council of Australia (ISCA), including my director position on the ISCA Board, to ensure the needs and views of independent schools are clearly articulated and represented to the political parties.

Change in education is a constant. At a state level, groundwork and consultation continues on preparing Queensland for a new senior assessment and tertiary entrance system from 2019, while at a national level, curriculum updates, changes to preservice teaching and teacher standards continue to roll out. ISQ maintains a close involvement in reforms to positively influence them where possible, and to also keep members well informed of any changes that may impact them.

Importantly, we have also recently stepped up our focus on the general community stakeholder in relation to the economic, social and educational contribution of independent schools. We hope this helps to dispel myths and influence additional enrolments for our member schools.

You can be assured of the passion, depth of experience and knowledge of your ISQ team. I am honoured to hold the role of President of such a professional and caring organisation – an organisation that supports its member schools to be at the cutting edge of areas such as teaching, learning, and governance.

I commend this report to you and urge you to take the time to read and reflect on the considerable achievements of 2015. They are your successes with the ultimate beneficiaries being our students, Queensland and the country.

John Somerset

President

Independent Schools Queensland





David Robertson

Executive Director's Report

There is nothing as constant as change in schooling. In 2015 Queensland experienced major structural change to the delivery of education with Year 7 moving to high school and confirmation that the state's senior assessment and tertiary entrance systems would be reformed from 2019.

On the political stage, new leaders took the reins of government at both the state and federal levels and new Education Ministers were appointed.

To support schools in this period of increasing change, ISQ continued to expand and strengthen its service offerings. The 2015 Annual Report provides an overview of this work. It takes the high-level objectives of ISQ's Strategic Plan, as identified in the President's Report, and reports on the activities and programs undertaken by ISQ across five key areas:

- Advocacy, Research and Representation
- Education Services
- Governance and School Services
- Organisational Capability
- Membership.

A Year of Political Change and Reform

Schooling, like other key areas of government funding and policy focus, feels the effect of political change. In 2015 there was a significant change with the state election delivering a minority Labor Government in Queensland, while federally a new Prime Minister was installed. These leadership changes resulted in new and revamped Cabinets with new Education Ministers. ISQ welcomed Kate Jones as Queensland's new Education Minister at the start of 2015 and Senator Simon Birmingham as the new Federal Education Minister in September.

With new Ministers taking time to familiarise themselves with their new portfolios and budgets at both the state and federal levels under pressure, 2015 was a year of consolidation of existing policies and funding programs. However, discussions on issues of national significance were held during the year including; tax reform and the potential application of a GST to education, as well as the complex shared funding and policy responsibilities of the state and federal governments for schooling under the current model of Federation.

In line with these national discussions, ISQ commissioned, as part of its flagship research program, *Our Schools – Our Future*, two major papers; *Taxing Our Future: Implications of Imposing Extra Taxes on School Education*, and

Reform of the Federation: Implications for Independent Schools. Both papers attracted media coverage and informed national debate by identifying the potential impacts on independent schools. ISQ also prepared a discussion paper on *Financing School Infrastructure* which canvassed different ideas on how to address the question of how to finance the construction of new schools and buildings to accommodate growing student enrolments.

Providing opportunities for member schools to hear directly from Education Ministers is a critical part of ISQ's advocacy role. ISQ was pleased to host Federal Education Minister Christopher Pyne at a round table forum at Clayfield College in March and the new Education Minister Simon Birmingham at the ISQ Professional Learning Centre in December. Queensland Education Minister Kate Jones also accepted an invitation to speak to independent schools at ISQ's Annual General Meeting in May. All events were well attended by representatives from member schools who took the opportunity to question each of the Ministers on issues of importance to them. The biennial *ISQ State Forum – Lead. Learn. Evolve.* was also well attended.

ISQ ensures Queensland independent schools are well represented in major policy debates, lodging numerous submissions to state and federal parliamentary inquiries, government reviews and legislative committees. In addition to the national policy papers mentioned earlier, in 2015 ISQ also directly prepared or contributed to

position papers on topics including: senior secondary assessment and tertiary entrance reforms; planning reforms and their implications for school infrastructure; STEM; access and attainment of students with disability; and the educational opportunities of Aboriginal and Torres Strait Islander students.

ISQ maintained its close working relationship with the Independent Schools Council of Australia (ISCA), helping shape national responses on issues of importance to independent schools while at the same time ensuring the unique needs of Queensland's geographically dispersed and diverse independent schooling sector were recognised. Under the Australian Government's Students First Support Fund, ISQ continued to receive funding to develop and deliver activities to support member schools in achieving improved outcomes in each of the Government's priority areas:

- Quality teaching
- Quality learning
- School leadership
- Student need
- Transparency and accountability.

This work will continue until at least 2017 under the current funding arrangements.

ISQ has continued to work closely with relevant state and national education bodies during 2015 to support schools in implementing government-directed changes arising out of reviews of the

Australian Curriculum; initial teacher education programs and quality standards; and Queensland's senior assessment and tertiary entrance procedures. Much progress has been achieved during 2015 with significant work to continue in these areas in 2016.

Member Schools Embrace Flagship Programs

ISQ's flagship programs remain well supported by member schools with participation continuing to grow. During my visits to member schools I am continually impressed by the progress and outcomes you are achieving with this tailored support.

By the end of 2015 the results revealed:

- 84 percent of member schools had participated in the Literacy and Numeracy Coaching Academy
- 49 percent in Self-Improving Schools
- 37 percent in Governance Services; and
- 99 percent of member schools were funded under the Great Teachers in Independent Schools program.

ISQ also continued work on its new Relationship Management System which will enable the organisation to provide more targeted and tailored services through a centralised, streamlined online solution. The system build commenced in late 2015 and will continue through 2016.

When all these projects and programs are considered together, the volume of work that was undertaken in 2015 was impressive. But the real impact of this work can only be measured at the school level; in the outcomes and gains made by students and in the satisfaction of parents with the quality of schooling provided. At a statewide level parent confidence in independent schooling was again confirmed by the results of ISQ's *What Parents Want Survey*. The survey revealed that while parents value academic outcomes, their decision to choose an independent school was also influenced by other factors such as; the quality of teaching, discipline, pastoral care, and how schools support students to reach their full potential.

I thank member schools for your ongoing commitment to your students and staff, and to raising the bar each year.

I would like to extend my sincere thanks to the Board, led by President John Somerset, for its leadership, guidance and support during 2015. I would also like to sincerely thank ISQ staff for their enthusiasm for their work and their support for member schools.

I look forward to working in partnership with the Board, ISQ staff and member schools during 2016 to further strengthen government and community regard for the valuable and critical work of independent schools.

David Robertson
*Executive Director
Independent Schools Queensland*



ISQ Board and Committees

ISQ Board

ISQ's Board met seven times during 2015 to discuss strategic issues and identify and plan for emerging challenges and opportunities. Directors are appointed for three-year terms, with one third of directors retiring each year.

Education Advisory Sub-Committee

The Board appoints the constituted Education Advisory Sub-Committee on an annual basis following the AGM in May. The Sub-Committee is chaired by a Board member.

Other ISQ Committees

The Board also has two other standing committees – the Finance Committee and the Remuneration and Nominations Committee. From time to time, the Board also establishes sub-committees to consider specific issues.

- The Finance Committee comprises Mr Michael Willis (Treasurer), Mr Geoff McLay, and Mr Adrian Wiles (Chair, Education Advisory Sub-Committee). Mr John Somerset (President) stood down from the ISQ Finance Committee in August 2015.
- The Remuneration and Nominations Committee comprises Mr John Somerset (President), Ms Karen Spiller (Vice President) and Mr Michael Willis (Treasurer).

ISQ Board

Board of Management Member	Organisation & Position
John Somerset (President)	Saint Stephen's College – Governing Body Representative
Karen Spiller (Vice President)	St Aidan's Anglican Girls' School – Principal
Michael Willis (Treasurer)	Brisbane Boys' College – Representative
Lynne Doneley (Director)	Gulf Christian College – Governing Body Representative
Richard Brown (Director)	Toowoomba Christian College – Principal
Yvonne Packbier (Director)	Moreton Bay Birali Steiner School – Representative
Ann Mitchell (Director)	Trinity Lutheran College – Representative
Richard Fairley (Director)	Townsville Grammar School – Principal
Adrian Wiles (Director)	St Peters Lutheran College – Head of College
Leisa Harper (Director) Appointed in May 2015	Fraser Coast Anglican College – Principal
Geoff McLay (Director) Appointed in May 2015	West Moreton Anglican College – Principal
Chris Meadows (Director) Retired in May 2015	Westside Christian College – Principal
Sue Kloeden (Director) Retired in May 2015	Good News Lutheran School – Representative

Education Advisory Sub-Committee (from June 2014)

Committee Member	Organisation
Adrian Wiles (Chair)	St Peters Lutheran College
Andrew Johnson	Christian Schools Australia
Anthony Mueller	Faith Lutheran College, Redlands
Craig Bassingthwaite	Somerset College
David Bliss	Lutheran Education Queensland
Johannes Solymosi	Victory College
Linda Evans	Fairholme College
Mark Ash	Suncoast Christian College
Nigel Fairbairn	Blackheath and Thornburgh College
Peter Britton	Ipswich Girls' Grammar School
Phillip Moulds	The Rockhampton Grammar School
Ros Curtis	St Margaret's Anglican Girls' School
Karen Dunshea	Samford Valley Steiner School
Daniel Pampuch	Uniting Church Schools Commission
Colin Minke	Immanuel Lutheran College
Gary Smith	YMCA Vocational School
James Lye	Rockhampton Girls Grammar School
Geoff Newton	Hillbrook Anglican School
Donna Anderson	Canterbury College
Bronwyn Dolling	Pacific Lutheran College
Gary O'Brien	Cannon Hill Anglican College
Julie Robinson	John Paul College
Cae Ashton	The Glenleighden School
Pep Wright	Samford Valley Steiner School

Advocacy, Research and Representation

For more than 40 years ISQ has been a vocal and passionate advocate for the interests and needs of its member schools, their staff, students and families, and an exponent of the sector's commitment to excellence in education.

Leading Advocacy

Providing a united and representative voice for the organisation's 194 members, who enrol 15 percent of the state's school-age population, is central to ISQ's mission and activities.

Queensland Government

ISQ continued its meetings and liaison with the State Government in 2015 attending regular term meetings with the Minister and hosting a Parliamentary function attended by most Parliamentarians and many member schools.

ISQ provided detailed input or submissions on a range of state-based policy issues including:

- the Schools Planning Commission which identified at least 100 new schools were needed by 2031 with about half expected to be in the non-state sector
- the review of Queensland's senior assessment and tertiary entrance systems
- the Planning Bill 2015
- various legislative amendments to Acts and Regulations impacting on independent schools
- in-person briefing to the Education, Tourism and Small Business Committee.

Australian Government

ISQ played a critical role with ISCA in ensuring the needs of independent schools were considered in the federal funding model which the Australian Government will fund through to 2017.

ISQ nominated and received funding under the Federal Government's Students First Support Fund for 29 activities, in areas including teacher quality, data collection and compliance systems, Aboriginal and Torres Strait Islander education and Languages Other Than English (LOTE).

ISQ also lodged submissions to a number of major federal education reviews including:

- the review of the Australian Curriculum
- the Senate Select Committee on School Funding
- the Productivity Commission Review on Child Care and Early Childhood Learning
- the Teacher Education Ministerial Advisory Group review of initial teacher education programs.

Media

ISQ continued to grow its relationship with media representatives and expand its use of digital and social media to provide a representative voice for the independent school sector and promote the benefits of independent schooling and member schools.

During 2015 media activity resulted in:

- more than 200 separate media stories on TV, radio, print and online
- 46 member schools receiving media coverage generated by ISQ as sector representatives
- 39 media releases and 24 targeted/ regionalised media releases
- five (5) opinion articles and two Letters to the Editor
- 656 tweets and retweets to a growing base of 1744 followers
- Corporate LinkedIn established with 476 followers.

State Forum and AGM Dinner

The 2015 *ISQ State Forum: Lead. Learn. Evolve.* was held on 21 May with interstate and international speakers attracting delegates and media attention. Two hundred and eleven (211) delegates attended the State Forum including strong representation from member schools.

The State Forum was followed by the Annual General Meeting (AGM) which was well attended by 115 representatives from 39 schools. Queensland Education Minister, the Honourable Kate Jones MP was guest speaker at the AGM Dinner, which was well attended by 127 people. A tribute to the former Independent Schools Council of Australia (ISCA) Executive Director Bill Daniels was also a feature.



ISQ Executive Director David Robertson with Education Minister Christopher Pyne, Principal Melissa Powell and student at a round table forum at Clayfield College, May 2015



ISQ's third What Parents Want survey was launched at St Margaret's Anglican Girls' School and received wide media coverage, March 2015



ISQ State Forum – Lead. Learn. Evolve. featured interstate and international speakers and a social media hashtag for engagement, May 2015



ISQ Board President John Somerset, Vice President Karen Spiller, Queensland Education Minister Kate Jones and Executive Director David Robertson at ISQ AGM Dinner, May 2015



ISQ participated in a joint, cross-sector advertising campaign for World Teachers' Day, October 2015



Federal Education Minister Simon Birmingham and Executive Director David Robertson at an ISQ hosted member forum, December 2015



Bethany Lutheran Primary School

Schools Communication and Marketing Forum

In June 2015 ISQ's inaugural Schools Communication and Marketing Forum was held to support staff in member schools responsible for communication and marketing, often in addition to other jobs, such as registrar. The Forum covered topics including: media and crisis management; brand positioning and marketing in a digital age; and making the most of research. A scenario workshop and case studies from schools were also included. In response to multiple requests and positive feedback from members, ISQ will now hold this event on an annual basis. An online Community was also set up in Connect&Learn to provide support and resources for these school staff.

Digital Strategy Review

In 2015 a review of ISQ's digital strategy was undertaken. The review has resulted in short, medium and long-term strategies to increase engagement including the promotion and protection of the ISQ brand. The re-development of the ISQ website, planned for 2016, was also factored into the strategy.

World Teachers Day Campaign

For the first time in ISQ's history, the organisation participated in a joint, cross-sector advertising campaign organised and coordinated by the State Government Department of Education and Training for World Teachers Day in October. The campaign included outdoor advertising, inside selected shopping centres, newspaper ads and social media. Teachers from all sectors, including a teacher and student from an independent school, appeared in the advertisements.

Research Campaigns

Our Schools – Our Future

Our Schools – Our Future is an ISQ research based initiative designed to promote informed public policy debate about schooling. Through commissioned research Our Schools – Our Future explores trends and issues in key areas which determine the nature and performance of our school education systems. Whilst the initiative has a particular focus on the contribution of independent schools to our education provision and outcomes, it also examines a range of issues and trends relevant to the development and implementation of effective public policy for schooling.

In 2015 three research projects were commissioned. *Reform of the Federation: Implications for Independent Schools* by Federation expert Professor Kenneth Wiltshire AO was publicly released in April to coincide with public debate surrounding the Australian Governments Federation White Paper. *Financing School Infrastructure* by Michael E. Drew, PHD and Adam N. Walk, PHD was also released in April. The paper looked at innovative approaches to capital investment. ISQ has for some years raised concerns about the timely provision of adequate future school infrastructure in Queensland to accommodate the projected growth of school aged children. Doctors Drew and Walk also took part in Think Tanks and Forums during the year. There was much debate during the year on the application of GST to non-government school education, especially with regard to the Australian Government paper on taxation reform *Re:Think – Tax* discussion paper. ISQ commissioned Dr Mikayla Novak, a leading economist, to prepare *Taxing Our Future: Implications of Imposing Extra Taxes on School Education*. The paper was publicly released in August.

All reports were provided to member schools and are available under the member area of the website; ISQHub. At the end of 2015 AEC Group, a global consultancy firm with economic modelling experience, was commissioned to undertake a major report on the significance of independent schools to the Queensland economy. The report is due to be released in Term 1 of 2016.

Parent Engagement

Parents Network

During 2015 ISQ continued to facilitate the Queensland Independent Schools Parents Network. The Parents Network strengthened its role and reach as the representative voice of the parents and carers of independent school students in Queensland during the year. The Parents Network established a reference group of parents to provide feedback on important policy issues to the State Government and key education authorities. The Parents Network secured representative positions on key education policy committees and developed valuable working relationships with other parent bodies and stakeholder groups at a state and national level. The Parents Network was successful in securing funding from the State Government in late 2015 to support its work over the next three years. During 2015 the Parents Network upgraded its website by creating a more interactive, engaging and user-friendly landing page which is updated weekly with new information, events and announcements relevant to parents and schools. To further engage with Queensland parents, the Parents Network established a facebook page to provide a readily accessible platform to share topical and relevant information to parents and encourage them to contribute to state and national education reviews and reforms.

Sector Representation

ISQ represented the interests of the independent sector on more than 120 Boards, Councils, Advisory Groups and Committees, including but not limited to, the following list:

National

Australian Government

- Australian School Science Information Support for Teachers and Technicians (ASSIST)
- Endeavour Language Teachers Fellowship Project Advisory Committee
- Helping Children with Autism Implementation Committee
- School Business Relationships
- YABA Steering Committee for Constitution Education Fund Australia (CEFA)
- National Career Development Working Group
- National Schools Interoperability Program – Consultative Group
- Panel for judging Australian Vocational Student Prizes
- Senior Policy Officers' Forum Humanities and Social Sciences
- SIF AU Data Standards Working Group (NSIP)
- Virtual Excursions Australia (VEA) Working Group
- Transforming the Education Digital Supply Chain Advisory Committee
- Australian Early Development Census Reference Group
- Indigenous Advancement Strategy (IAS)
- National Aboriginal and Torres Strait Islander Education Strategy (NATSIES)
- Dept. Aboriginal and Torres Strait Islander Partnerships (DATSIP)

Other National

- Independent Schools Council of Australia (ISCA) Board
- Broadband Enabled Education Skills Services Project Steering Committee
- Education Visa Consultative Committee (EVCC)

- MindMatters/KidsMatter Reference Committee
- Science and Technology Education Leveraging Relevance (STELR) Project Steering Committee
- Science by Doing National Reference Committee
- Supporting the Australian Curriculum Online (SACOL) Program
- AIS Industrial Relations Directors Working Group
- AIS Working Together Group
- Autism Centre of Excellence Advisory Group
- Civics and Citizenship Education Stakeholder Forum
- Executive Directors' Council (EDCO)
- More Aboriginal and Torres Strait Islander Teachers Initiative (MATSIIT) Committee
- Australian Catholic University – Faculty of Education Advisory Committee

State

Queensland Government

- Non-State Schools Accreditation Board
- Australian Music Examination Board Queensland Advisory Committee
- Early Childhood Education and Care Forum
- Ed-LinQ – Mental Health in Schools Initiative
- Ed-LinQ Steering Committee – Mental Health, Alcohol and Other Drugs Directorate
- Embedding Aboriginal and Torres Strait Islander Perspectives in Early Childhood (EATSIPEC) Implementation Advisory Group
- Emergency and Security Management Group

- Gold Coast Commonwealth Games Reference Group – Curriculum Materials
- Health and Community Services Sector Standing Committee
- Improved Integration of Transport Initiatives for Schools Reference Group
- Indigenous Education Evaluation Governance Group
- Legislative and National Implementation Reform Committee
- Ministerial Sector Group
- Next Steps Survey Reference Group
- Non-State Schools Eligibility for Government Funding Committee
- Non-State Sectors Working Group
- Queensland Disability Education Committee
- Queensland Environmental Sustainability Schools Initiative Alliance
- Queensland School Sports Council
- Queensland Schools Alliance Against Violence
- Queensland Schools Planning Commission
- Road Safety Reference Group
- Rural and Remote Education Reference Group
- Safe Night Out Strategy Reference Committee
- Sector CEOs Group
- Smart Choices Strategy Group
- State ICT Reference Group
- Strategic Governance Group NSO Program
- Teacher Quality Working Group
- Transition Support Service Committee
- Work Education Certificates Curriculum Development Advisory Committee

- Deadly Ears Consultative Committee
- VET Cross-Sector Education and Industry Partner meetings
- Darling Downs Indigenous Education (DDIE) Cross-sector Education Committee
- Indigenous State Cross – Sector Education Committee (ISCSEC)
- QLD Consortium for the Professional Experiences in Preservice Education (QCPEPTE)
- DET Reference group – Supervising Preservice Teachers
- Senior Secondary Ministerial Taskforce

Other State

- Queensland Independent Schools Parents Network Board
- Affiliated Reference Group
- Computer Technologies For Schools Committee
- Employee Relations Schools Sectors Group
- Griffith University Education Reference Group
- Joint Marketing Group
- Next Steps Reference Group
- Queensland and Torres Strait Islander Foundation Reference Group
- Queensland Independent Schools Block Grant Authority (QID BGA) Ltd Board
- Queensland Non-Government Schools Council
- Queensland Schools Animal Ethics Committee
- School Transport Operations Group
- School Transport Reference Committee
- Schooling and Child Care Advisory Group
- Techub Closed Network

- Working Party for the Technology Component of the Gold Coast Commonwealth Games
- YUMI Deadly Reference Group

Australian Curriculum, Assessment and Reporting Authority

- Australian Curriculum: Economics and Business National Panel
- Directors of Curriculum
- HPE National Panel
- National Testing Working Group

Australian Institute for Teaching and School Leadership

- Professional Growth Network
- Certifying Authorities Network

Queensland Curriculum and Assessment Authority

- Board
- Audit Committee
- Aboriginal and Torres Strait Islander Education Committee
- Accreditation and Recognition Committee
- Assessment Moderation and Certification
- Business and Economics Learning Area Committee
- Early Years Learning Area Reference Committee
- English Learning Area Reference Committee
- ICT and Design Learning Area Reference Committee
- K-6 Curriculum and Assessment Committee
- Year 7-12 Curriculum, Assessment and Certification Committee
- Primary Principals Reference Group
- Secondary Principals Reference Group

- Special Needs Principals Reference Group
- Tertiary Entrance Committee
- The Arts Learning Area Reference Committee
- The Health and Physical Education Learning Area Reference Committee
- The Humanities and Social Sciences Area Reference Group
- The Mathematics Learning Area Reference Committee
- The Science Learning Area Reference Committee
- Transition to the Australian Curriculum Steering Group

Queensland Education Leadership Institute

- Board
- Education Committee
- Finance and Audit Committee

Queensland College of Teachers

- Board
- Professional Standards Committee
- Item Review and Advisory Panel (Numeracy)
- Accreditation of Initial Teacher Education Programs Panel



Education Services

2015 saw an expansion of services to member school to support their ongoing commitment to schools to strengthen student outcomes and enhance staff development.

School Performance

Self-Improving Schools

Striving for excellence and continual improvement is at the heart of ISQ's flagship Self-Improving Schools (SIS) program. SIS empowers schools to shape their future direction by identifying areas for improvement and developing tailored, evidence-based strategies to achieve school goals. The program grew by almost one third in 2015 with a total of 88 schools, including 27 new schools, supported to improve student outcomes, teacher practice and overall school performance.

Great Teachers in Independent Schools

In 2015 independent schools were funded under the Queensland Government's Non-State Schools Teacher Capability initiative to develop activities to support teacher quality. ISQ's evidence-based Great Teachers in Independent Schools program focused on three strands of strategic support for schools: leadership, mentoring teachers at all career stages and strategic performance and development.

Centres of Excellence in Pre-Service Teaching

ISQ continues to consolidate its Centres of Excellence in Pre-Service Teaching. In 2015 Sunshine Coast-based schools Immanuel Lutheran College and Sunshine Coast Grammar School formalised their partnership with the University of the Sunshine Coast to build a regional professional learning community for pre-service teachers and their mentor teachers. This brings the number of schools which have taken part in the program to 10.

Educational Data

The strategic use and analysis of data is critical to supporting school improvement and accountability. In 2015 ISQ facilitated the trial of a new education data analytics system and held a major symposium featuring a keynote address from Professor Stephen Few.

Teaching and Learning

Literacy and Numeracy Coaching Academy

Almost 160 schools have accessed the expertise and evidence-based training available through ISQ's flagship Literacy and Numeracy Coaching Academy. More than 190 coaches have also been trained since 2012.

Through the academy, school-based coaches train and mentor teachers on the most effective approaches to teaching literacy and numeracy in the classroom. In 2015, a total of 44 schools and 60 coaches were funded to participate in the program with a further 43 schools participating in the Teachers as Researchers Coaching program. Nineteen schools (19) participated in the 2015 program for the first time.

Teachers As Researchers

Providing teachers with the opportunity to investigate, innovate and share best practice is central to the Teachers as Researchers program. Seventy-three schools (73) participated in the program in 2015 with 105 teacher and leader research teams. All project teams presented their action research projects during Colloquium days in November. Online collaboration space was also established through communities in Connect&Learn.



Australian Curriculum

In 2015 ISQ's support for member schools in implementing the Australian Curriculum included the School and Curriculum Leaders' Briefings and Workshops held throughout the state. ISQ also continued to advocate on behalf of and represent independent schools on state and national committees reviewing the Australian Curriculum. One of the new initiatives introduced in 2015 to support implementation of the Australian Curriculum has been social moderation gatherings involving more than 1100 teachers meeting to discuss student work and develop consistency in the judgments they make about grades. Another initiative was the development of a draft Curriculum Innovation paper launched in July to provide provocations as member schools consider innovative ways that curriculum implementation could be shaped within different contexts across the sector.

Professional learning opportunities were provided for a range of teachers and administrators including support for teachers of The Arts, support for small schools across the sector and support with the curriculum for schools with a focus on Aboriginal and Torres Strait Islander students. Some member schools were also supported individually in 2015 as they adapted current curriculum offerings to the Australian Curriculum for the purposes of accreditation requirements.

State and National Targeted Funding

During 2015 ISQ administered more than \$32 million in grant payments relating to Federal and State Government programs. The programs covered a range of government priorities including teacher quality, students with disability, vocational education and training, school chaplaincy, disengaged students and children in the care of the state. The Federal Government's Students First Support Fund continued to provide funding for 29 specific projects and activities and supported the provision of information and advice to independent schools in each of the reform areas.

A breakdown of individual programs and funding allocations administered by ISQ are detailed in the 2015 ISQ Financial Statements.

The national TtEDSC project (BEES Program) jointly managed by ISQ and AISNSW continued its growth and evolution in 2015. The project offers live virtual events (webinars and video conferences) to students, staff and parents of independent schools Australia wide. ISQ schools took the lion's share of these offerings. There were 120 events run; 107 events had at least one ISQ school member registered. At year's end individual membership had topped 2000 with 50 percent of these being ISQ school staff members. One hundred and sixty-five (165) ISQ member schools have at least one staff member registered to the network.

On top of the content events, TtEDSC also trialed a national virtual formal debating initiative using video conferencing. It was highly successful with 19 schools, 30 teams and a team of adjudicators all communicating from different geographic locations in six states. The trial has led to a formal competition for 2016 with a corporate sponsor.



Students with Disability

ISQ facilitated targeted grants (Queensland Government) to schools supporting students with disability. Workshops were conducted to help school staff determine eligibility and develop and implement appropriate adjustments and programs for students deemed eligible under the Education Adjustment Program (EAP). Schools were able to access support and advice through phone, email and newsletters.

2015 was the first mandated Nationally Consistent Collection of Data (NCCD) on school students with disability. As in 2014, briefings for school leaders and workshops for teachers were conducted across the state. In addition, ISQ held two statewide moderation days to which staff from other Independent School Associations were invited. These sessions supported a consistent process for our schools.

Vocational Education and Training

Vocational Education and Training (VET) is part of the curriculum in the majority of independent schools with upper secondary enrolments. Commonwealth Government funding is provided on a yearly basis to support school-based apprenticeships and traineeships and other VET activities. Some funding is also available for school staff to undertake the Certificate IV in Training and Assessment and the Certificate IV in Career Development. In 2015, more than 10,000 VET certificates were awarded to students enrolled in independent schools. Schools are able to deliver the courses themselves as a Registered Training Organisation or through other providers including TAFE.

Aboriginal and Torres Strait Islander Education

In 2015 ISQ recorded a notable increase in engagement from schools with Indigenous students. More than 70 targeted schools participated in ISQ's Self-Improving Schools program, Governance Program and Literacy and Numeracy Coaching Academy. Tailored consultancy assistance was provided to 11 schools and 100 teachers and school leaders participated in Indigenous Bandscales training in Brisbane and Cairns. In April, 47 school staff participated in a two-day professional development session on Aboriginal and Torres Strait Islander Assessment and Curriculum. Later in the year, leaders from 17 schools across Queensland participated in a principals' meeting to discuss future support priorities.

Governance and School Services

Schools are dynamic, people-centred organisations operating in ever changing environments.



Governance

In 2015, ISQ continued to provide a range of support, training and targeted services to enhance school leadership, management and governance while keeping schools up to date and compliant across a broad range of policy and operational changes.

Governance

How schools are governed and managed is critical to their success. More than 2,200 dedicated individuals are estimated to serve on school boards in independent schools. ISQ continued its role in providing training and support to boards to undertake a complex array of responsibilities in areas including: strategic planning, risk management, finances, compliance, stakeholder communication and management and educational requirements. ISQ continued to expand and strengthen its flagship Governance Program and recorded overall participation by 79 schools (37 percent of the sector).

In 2015, ISQ undertook an inaugural governance survey of the sector through board chairs, to gain data and understanding of the operations of independent school boards. The survey results formed the foundation for a research project focussed on the question of whether “an effective school board, implementing effective school governance, will lead to a successful school.”

Achievements during 2015 included:

- completed a sector wide governance survey and published four governance research papers which explored the findings and provoked discussion and thought on effective school governance
- nine (9) short courses of the Independent Schools Governance Program Short Courses, short course delivery to whole boards based on their specific requirements, and a new offering of a board review tool
- resource and materials development with the updating and distribution of the Governance Essentials Director Manual 2015, and extended web-based resources
- the annual Governance Forum had as its focus “Unearthing the sustainable business model – think long, act short – a focus on value creation” with speaker topics including demographic trends, sustainability, the changing landscape of Australian education and the mission and purpose of boards
- hosted four governance BoardCast breakfasts for governors and school leaders to provide networks and relevant information and thought leadership on current governance issues and trends
- commenced a board review service using an online tool and ISQ facilitated board feedback.

Employee Relations

ISQ provides comprehensive support to schools in the area of employee relations, industrial relations and human resources management. Services include strategic advice, as well as operational level support, professional development, enterprise bargaining negotiations and representation at employment tribunals to resolve legal claims against members. Online resources such as employee relations guidelines, templates, factsheets and checklists were expanded in 2015, as the demand by member schools for services continued to increase. The ISQ Employee Relations Service engaged with more than 60 percent of members, or 118 schools, in 2015. This reflects the complexity of the area of employee relations and the confidence that members have in ISQ’s in-house expertise. ISQ also continued to work with the Associations of Independent Schools in New South Wales, South Australia, Tasmania, Victoria and Western Australia on the ongoing review of federal modern awards.



School Business Management

In 2015, ISQ continued to provide expert support, updates, training and resources, including templates, handbooks and factsheets across major and topical areas of business management. The school business management area delivered professional development through three face-to-face full day training events and seven webinars as well as a webinar on animal ethics. The policies resource area developed new policies for social media, risk management and child protection. Legislative change in child protection reporting led to the development of an online child protection training module which was due to be released to schools in early January 2016.

Early Childhood

ISQ provided advice and support for the establishment of new early childhood services, facilitated and assisted with the participation of members in the Australian Early Development Census, administered funding through the Independent Schools Queensland Central Governing Body (ISQ CGB) for member kindergarten services, supported services to meet state and federal regulatory requirements, and delivered a suite of professional learning opportunities for early childhood educators. The Inquiry into Practice: A Kindergarten Project 2015 was delivered to specifically target kindergarten teachers to meet the needs of the students in their particular context.

In addition to the facilitation of learning and the opportunity to share and network with early childhood colleagues through workshops, project days and a forum, ISQ provided further support to services by phone, email, virtual delivery and face-to-face (school visits) as required.

International Education

ISQ provided advice, updates, resources and professional development for legislation and regulation compliance for CRICOS registered schools, recruitment of long and short term overseas students and internationalisation of school programs. ISQ contributes to the national international education agenda through working closely with ISCA.

Organisational Capability

Building the capability and capacity of ISQ to respond to contemporary challenges and forward plan to meet emerging member needs remains a priority.

Human Resources

A varied staffing profile with diverse skills ensured the delivery of a wide range of quality membership services and ensured the requirements of the Australian Government's Students First Support Fund were met. ISQ staffing numbered 50 for the 2015 year. ISQ also engages a number of consultants to support its work particularly in supporting member schools.

The Professional Development Bank which provides for staff professional learning and career development continued in 2015 and in addition, a whole-of-office policy review coupled with a tailored training program was undertaken. ISQ staff continued to access a wide range of professional development to maintain their knowledge and skills relevant to their roles and the services they provided.

Facilities

ISQ House

A number of initiatives have been put in place to improve the 'eco-friendliness' of the ISQ Head Office – ISQ House. After adopting several efficiency measures, ISQ House has seen a reduction of 11 percent in its power usage, resulting in financial savings, plus recognition from Chamber of Commerce and Industry Queensland by being awarded a One Star Eco Partnership.

Professional Learning Centre

The Professional Learning Centre (PLC) is a world class training facility for ISQ members which continues to evolve. The facility hosted 182 events attended by 4,759 people in 2015.

Information and Communications Technology

A full review of the Information Communications Technology (ICT) network infrastructure at ISQ was undertaken in 2015 in preparation for moving to a cloud environment. desktop software, server infrastructure and security was also upgraded in preparation for the implementation of improved operating systems. ICT enhancements were undertaken at ISQ's Professional Learning Centre to increase wireless internet speed and improve virtual meetings and webinars via a new platform and hardware.

Online Collaboration and Learning Management Systems

ISQ's Learning Management System, Connect&Learn, was established during 2015, allowing schools to learn and connect through innovative, research-based online learning. Connect&Learn contained 20 live communities in 2015 that were engaging, dynamic and collaborative in nature. It also offered 14 live courses with a large schedule of instructional design deliverables planned for 2016 to enhance flexible and targeted online learning opportunities for member schools.

Relationship Management System

In 2015 ISQ engaged Associated Membership Software (AMS) to work with ISQ to define and design a Relationship Management System (RMS). The improved integration of data provided by the RMS will enhance ISQ's responsiveness to member needs. ISQ will be able to provide members with more targeted and tailored services through a centralised, streamlined online solution. System build commenced in late 2015 and will continue in 2016.





Membership

Membership continues to grow in line with the demand and supply of new schooling services across Queensland.

Member Schools

The number of member schools rose to 194 in 2015 (2015 Non-State School Census (State) February Collection). Independent schools educated 117,339 students from Prep to Year 12, which represents 15 percent of all Queensland school students, including 20 percent of all secondary students. Membership includes three Catholic schools which educated a further 2,180 students. Member schools are representative of the diversity of students and families living in Queensland communities (refer *Table 1*). More than half of all Queensland independent schools serve communities with average or lower income families.

Over the past 10 years membership has increased by 12.8 percent with an extra 22 schools joining ISQ over this period (refer *Chart 1*).

Member Engagement

ISQ is continuing to improve and strengthen its communication and engagement with member schools through a range of formats including, weekly e-news updates, strategic briefings from the Executive Director, focus area updates and social media. This regular communication was supported by face-to-face meetings with ISQ staff making more than 450 visits to 147 schools including 13 new principals in 2015.

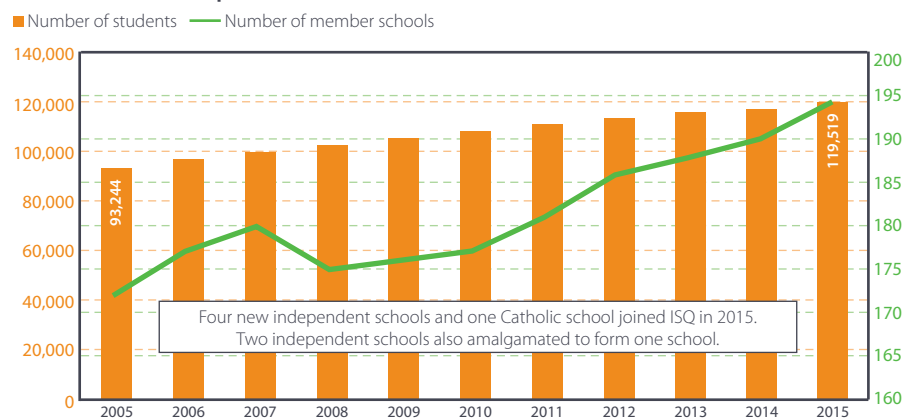
Publications

ISQ published and produced a range of documents to keep members updated on current policy issues and debates as well as contemporary education research and thinking:

- *Catalyst: Research and Innovation in Independent Schools* was published twice in 2015 and featured research in areas including mentoring of early career teachers, improving student retention and assessing digital innovation in schools.
- *Briefings* was published 10 times with each edition incorporating an opinion article by ISQ's Executive Director on a current policy issue and a topical research article.

**Table 1: Member School Characteristics, 2015**

Category	Sub-Category	Number of Member Schools	Students at Member Schools	
			Number	Percent
School Structure Type	Combined (Primary & Secondary)	147	107,240	89.7%
	Primary	24	3,994	3.3%
	Secondary	21	8,090	6.8%
	Special	2	195	0.2%
School Gender Type	Co-ed	173	99,561	83.3%
	Female	13	10,659	8.9%
	Male	8	9,299	7.8%
Type of Students	Boarding	34	4,004	3.4%
	Fee Paying Overseas	74	1,344	1.1%
	Distance Education	5	3,021	2.5%
	Indigenous	184	3,832	3.2%
	Students with Disability	172	3,029	2.5%
	English as a Second Language	118	5,451	4.6%

Chart 1: Membership, 2005-15

Members

(as at 31 December 2015)

A. B. Paterson College	Cairns Hinterland Steiner School	Genesis Christian College
Aboriginal & Islander Independent Community School	Caloundra Christian College	Glasshouse Christian College
Agnew School	Caloundra City Private School	Glenvale Christian School
All Saints Anglican School	Calvary Christian College – Mount Louisa	Gold Coast Christian College
All Souls St Gabriels School	Calvary Christian College – Springwood Campus	Good News Lutheran School
Alta-1 College	Cannon Hill Anglican College	Good Shepherd Christian School
Ananda Marga River School	Canterbury College	Good Shepherd Lutheran College
Anglican Church Grammar School	Carinity Education – Glendyne	Grace Lutheran College
Annandale Christian College	Carinity Education – Southside	Grace Lutheran Primary School
Arcadia College	Carlisle Adventist Christian College	Groves Christian College
Arethusa College	Carmichael College	Gulf Christian College
Australian Christian College – Moreton	Central Queensland Christian College	Heights College
Australian Industry Trade College	Chinchilla Christian School	Hervey Bay Christian Academy
Australian International Islamic College	Christian Outreach College Toowoomba	Hillbrook Anglican School
Australian Trade College North Brisbane	Citipointe Christian College (The Christian Outreach College Brisbane)	Hillcrest Christian College
Autism Queensland Education & Therapy Centre	Clayfield College	Hills International College
Bethania Lutheran Primary School	Concordia Lutheran College	Horizons College
Bethany Lutheran Primary School	Cooloola Christian College	Hubbard's School
Blackall Range Independent School	Coolum Beach Christian College	Hymba Yumba Community Hub
Blackheath & Thornburgh College	Coomera Anglican College	Immanuel Lutheran College
Border Rivers Christian College	Coral Coast Christian School	Ipswich Adventist School
Brisbane Adventist College	Dalby Christian College	Ipswich Girls' Grammar School
Brisbane Boys' College	Darling Downs Christian School	Ipswich Grammar School
Brisbane Christian College	Discovery Christian College	Islamic College of Brisbane
Brisbane Girls Grammar School	Djarragun College	Jabiru Community College
Brisbane Grammar School	Emerald Christian College	John Paul College
Brisbane Independent School	Emmanuel College	Jubilee Christian College
Brisbane Montessori School	Endeavour Christian College	Kairos Community College
Bundaberg Christian College	Fairholme College	Kimberley College
Burdekin Christian College	Faith Baptist Christian School	King's Christian College
Burnett Youth Learning Centre	Faith Christian School of Distance Education	Lighthouse Christian School
Caboolture Montessori School	Faith Lutheran College – Plainland	Living Faith Lutheran Primary School
Cairns Adventist College	Faith Lutheran College – Redlands	Livingstone Christian College
	Fraser Coast Anglican College	Lourdes Hill College
	Freshwater Christian College	Lutheran Ormeau Rivers District School
		Mackay Christian College
		Maridahdi Early Childhood Community School

Matthew Flinders Anglican College
 Montessori International College
 Moreton Bay Birali Steiner School
 Moreton Bay Boys' College
 Moreton Bay College
 Mueller College
 Music Industry College
 Nambour Christian College
 Noosa Christian College
 Noosa Pengari Steiner School
 Northpine Christian College
 Northside Christian College
 Ormiston College
 Pacific Lutheran College
 Parklands Christian College
 Peace Lutheran College
 Peace Lutheran Primary School
 Peregrine Beach Community College
 Pine Community School
 Prince of Peace Lutheran College
 Queensland Independent College
 Radiant Life College
 Redeemer Lutheran College –
 Rochedale
 Redeemer Lutheran College – Biloela
 Redlands College
 Redwood College
 Rivermount College
 Riverside Adventist Christian School
 Riverside Christian College
 Rockhampton Girls Grammar School
 Saint Philomena School
 Saint Stephen's College
 Samford Valley Steiner School
 Shalom Christian College
 Sheldon College
 Silkwood School
 Sinai College

Somerset College
 Somerville House
 St Aidan's Anglican Girls' School
 St Andrew's Anglican College
 St Andrews Lutheran College
 St Hilda's School
 St James Lutheran College
 St John's Anglican College
 St John's Lutheran Primary School
 St John's Lutheran School
 St Luke's Anglican School
 St Margaret's Anglican Girls School
 St Michael's College
 St Patrick's College Townsville
 St Paul's Lutheran Primary School
 St Paul's School
 St Peters Lutheran College –
 Indooroopilly
 St Peters Lutheran College – Springfield
 St Stephens Lutheran College
 Staines Memorial College
 Stuartholme School
 Suncoast Christian College
 Sunshine Coast Grammar School
 Tamborine Mountain College
 Tec-NQ
 The Cathedral School of St Anne
 & St James
 The Glenleighden School
 The Glennie School
 The Kooralbyn International School
 The Lakes College
 The Rockhampton Grammar School
 The School of Total Education
 The SCOTS PGC College
 The Southport School
 The Springfield Anglican College
 Toogoolawa School

Toowoomba Anglican College
 and Preparatory School
 Toowoomba Christian College
 Toowoomba Grammar School
 Townsville Christian College
 Townsville Grammar School
 Trinity Anglican School
 Trinity College – Gladstone
 Trinity Lutheran College
 Victory College
 Wadja Wadja High School
 Warwick Christian College
 West Moreton Anglican College
 Westside Christian College
 Whitsunday Anglican School
 Whitsunday Christian College
 Wisdom College
 Yarranlea Primary School
 YMCA Vocational School



ISQ Secretariat

(as at 31 December 2015)

Executive

David Robertson
Executive Director

Helen Coyer
Deputy Executive Director
and Director (Operations)

Mark Newham
Director (Education Services)

Shari Armistead
Director (Strategic Relations)

Elana Heyes
Executive Assistant

Education Services

Josephine Wise – Assistant Director
(Education Services)

Michele Walliker – Manager
(Education Services)

Trish Brady – Manager
(Student Services)

Robyn Collins – Principal Consultant
(School Improvement)

Pene Bancroft – School Support Officer
(Students with Disability)

Suzanne Jessen – Manager
(Teacher Quality)

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RoseMarie Koppe – Education Services
Officer (Aboriginal and Torres Strait
Islander Education)

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Officer (VET)

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(Education Services)

Jenny Broadley – Administration Officer
(Education Services)

Kate Crowe – Administration Officer
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Jenny Brunne – Administration Officer
(Organisation Services)

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Mariana Lane – Project Manager
(International Education)

Alison McRae – School Services Officer

Rebecca McKinnon – School Services
Officer

Tracey Coombes – Senior Advisor
(Employee Relations)

Ray Kelly – Senior Employee Relations
Advisory

Strategic Relations

Allan Guse – Principal Advisor (Strategic
Resourcing)

Cassandra Walsh – Manager (Strategic
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Dr Deidre Thian – Principal Consultant
(Research)

Len McCarthy – Analyst (Schools
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Ann Robins – Senior Communications
Officer

Alexander Chen – Publications and
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Natalie Souprounovich – Publications
and Design Officer

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(Australian Curriculum)

Ellen Larsen – Manager (LNCA)

Madeleine Green – Manager (Teaching
and Learning)

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(BEESS Program)

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Integration)

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Officer (Teaching and Learning)

Katrina Samios – Education Services
Officer (Teaching and Learning)

Leigh Witney – Education Services
Officer (Teaching and Learning)

Michelle Eldridge – Education Services
Officer (Teaching and Learning)

Joanne Cotter – Project Officer
(Instructional Design)

Sue Waltisbuhl – Education Services
Officer (Australian Curriculum)

Loree Wilkinson – Administration
Officer (Teaching and Learning)

Silvia Parada – Project Coordinator
(Teaching and Learning)

QIS Block Grant Authority

Dr Grant Watson – Company Secretary
and General Manager


Rod Morris – Executive Officer

Kylie Burnett – Executive Officer

Magi Huang – Financial Officer

Sarah Toon – Senior Administrative
Officer

Alliance Partners

In 2015 ISQ continued its relationship with a number of commercial  partners. Commonwealth Bank maintained its Platinum Alliance while NGS Super, QIEC Super, and Willis Australia also continued their partnerships. Medibank Private joined as a new partner in 2015.

Platinum Alliance



CommonwealthBank

Gold+ Alliance

**ngs
Super**

Silver Alliance

**qiec
super**
first in our class

medibank
For Better Health

Bronze Alliance



Townsville Grammar School



Fraser Coast Anglican College





**Independent Schools
Queensland**

choice & diversity

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