



VTAC

Towards 2030

Strategic Plan

About VTAC

The Victorian Tertiary Admissions Centre (VTAC) is an independent shared admissions service facilitating access to tertiary education and further study opportunities and pathways for learners in Victoria and beyond.

VTAC supports young people, professionals and learners of any age and at any stage of life to connect with further study to achieve their learning aspirations, professional growth, and dream careers.

VTAC was established in 1966 as the Victorian Universities Admissions Committee (VUAC) and is celebrating the 60-year anniversary of its foundation in 2026. VTAC was incorporated as Victorian Tertiary Admissions Centre Limited (VTAC Ltd) in 2023, establishing a fit-for-purpose governance structure to enable it to continue supporting the sector and broader community into the future.



VTAC Towards 2030: our roadmap for purpose

VTAC stands at a pivotal moment. Guided by its purpose – to enable learners to access pathways to tertiary education – it aims by 2030 to become the trusted hub that seamlessly links every student with the right opportunity while giving institutions sharper insight and agility.

We are pleased to present VTAC Ltd's inaugural strategic plan, *VTAC Towards 2030*. Prior to incorporation, VTAC has long been the trusted quiet engine of tertiary admissions in Victoria, celebrating 60 years in 2026. But the world around us is shifting: learner expectations are rising, government policy is evolving, and institutions are seeking smarter, more flexible services. Our first strategic plan for the incorporated VTAC meets these challenges head-on.

Over a period of six months, we have co-designed roadmaps with institutions' leaders, customers and staff, honed them through leadership sprints, and secured the Board's consensus on a set of strategic pillars that now anchor delivery through 2027 and look beyond to 2030.

Our customers are clear about what they need: learners want to build confidence for tertiary study and receive personalised guidance; universities want faster, more comprehensive, data-rich shared services; parents, careers practitioners and policymakers need enabling tools and trustworthy information.

Emerging technological capabilities make those expectations more achievable. VTAC will adopt a human-driven, AI-powered mindset with appropriate governance – using machine learning to streamline workflows, personalise support and surface predictive insight.

The strategic plan includes a short-horizon action plan for 2026 and 2027 which concentrates on modernising the core platform and infrastructure, unlocking internal data and AI value, and upskilling people and practices for a product-centred, continuously improving way of working. These immediate actions will set VTAC up to deliver on its Target 2030 ambitions.

We thank and acknowledge every contributor to *VTAC Towards 2030*, including the VTAC staff and leadership, the VTAC Ltd Board and Committees, and the applicants, schools and partner institutions whose feedback informed the development of the plan.

VTAC stands ready to turn this plan into progress. As the inaugural Chair and CEO of VTAC Ltd, we look forward to working with you as we create opportunity for VTAC, the sector, and the broader community.



Professor Iain Martin
Chair, VTAC Ltd Board



Teresa Tjia
Chief Executive Officer

Our purpose

We enable learners to access pathways to tertiary education.

Our ambition

A trusted hub and partner of choice connecting learners with meaningful tertiary education opportunities.

Strategic pillar	1. Uplifting customer experience through technology and service transformation	2. Strengthening data capability and leveraging insights	3. Enhancing our workforce and ways of working	4. Creating sustainable value with targeted innovation	5. Engaging the sector and creating value for the community
Focus	Deliver greater value and a better experience to applicants and tertiary institutions through modernising VTAC's technology and core services to reduce complexity.	Laying the foundation for VTAC to become an insight-driven organisation, using AI to unlock internal value from data while safeguarding trust.	Equipping VTAC workforce for sustained success by upskilling capabilities, supporting people through change and embedding a mindset for success.	Testing new offerings that align with VTAC's purpose, including white label or modular services, and piloting new services within and beyond Victoria.	Contributing to sector conversations through collaboration, insight sharing, and targeted thought leadership.
2026-2027 Action Plan	- Continue digital service transformation towards a stable, structured, optimised and secure technical environment - Deliver a curated applicant experience through building AI capacity, CRM optimisation and deep understanding of the customer journey - Streamline provider experience by improving course publishing, institution portal, and data - Explore a sector-wide credit management solution with institutions, incorporating RPL outcomes into offers to reflect the full applicant experience.	- Establish data governance and management framework - Provide actionable insights to empower VTAC staff and tertiary institutions to drive business performance - Pilot new data services or premium dashboards as subscription products - Deploy real-time analytics to enable institutions to adapt services in step with sector trends. - Include generative analytics (enabled by AI) where the system alerts institutions to patterns and trends in applications and applicant behaviour	- Upskilled and engaged workforce, including the capability to implement and deliver AI and digital solutions to enhance customer experience - Develop workplace and professional skills to support effective cross-functional delivery - Enhanced workforce planning and management practices - Streamline processes with automation-first mindset	- Expand Flexi Direct capacity to serve new clients, including early offer programs - Build business development and product management capability to identify future services for tertiary institutions, schools, and applicants. - Engage with VET sector to increase involvement with VTAC admissions services	- Promote the value of tertiary education, including pathways, equity and scholarships - Build VTAC's external brand narrative - Deepen national collaborations with relevant organisations
Target 2030	- Mature AI admissions assessment capability - Flexible and rolling offer system - Roadmap for future-proof admissions system	- Automated document verification and assessment - Service capability that supports institutions and courses with the admissions tools that meets their diverse needs - Launch research and data hub, linking school, tertiary, market and employment data	- Agile and resilient workforce - Be an exceptional place to work	- Services for prospective students - Alternative models for international or lifelong learning applicants - Admissions services for professional organisations	- National leadership in equity - Increased access to tertiary education
Measures	- Customer satisfaction (applicants and tertiary institutions) - Benefit realisation from technology uplift	- Uptake of internal and external data services - Efficiencies and revenue generated through new data products	- Staff satisfaction and engagement - Staff capability matching skills needs	- New services introduced - Increased participation - Profitable revenue growth - Uptake of new services	- Increase in access for equity cohorts - Participation in national forums - National partnerships formed
Our Values:	Collaborative Excellence We work together with trust, openness and shared purpose to amplify our impact – valuing diverse perspectives, encouraging respectful dialogue and achieving more through collective effort.		Curious Thinking We embrace curiosity and life-long learning – questioning assumptions, taking considered risks, responding to change, exploring new ideas and seeking opportunities to grow, innovate and improve.		Inclusive Impact We create an environment where everyone feels valued, heard and empowered to contribute – championing equitable and accessible education, embracing difference, and ensuring our services and actions benefit all.

Unpacking our strategic pillars

1. Uplifting customer experience through technology and service transformation

Deliver greater value and a better experience to applicants and tertiary institutions through modernising VTAC's technology and core services to reduce complexity. This pillar continues and refocuses VTAC's digital service transformation towards a stable, optimised, structured and secure technical environment. This delivers improved experiences for applicants and tertiary institutions, and opens up opportunities for broader sector collaboration.

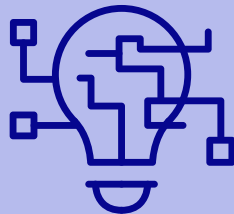


2. Strengthening data capability and leveraging insights

Data infrastructure and governance lay the foundations for VTAC to become an insight-driven organisation, using AI to unlock internal value from data while safeguarding trust. A focus on actionable insights for internal and external stakeholders deliver value, while enabling new analytics and ways of working.

3. Enhancing our workforce and ways of working

Equipping the VTAC workforce for sustained success by upskilling capabilities, supporting people through change and embedding a mindset for success. An upskilled and engaged workforce will have the capacity to deliver the modern products and solutions needed by our stakeholders, supported by automation that adds value.



4. Creating sustainable value with targeted innovation

Testing new offerings that align with VTAC's purpose, including white label or modular services, and piloting new services within and beyond Victoria. These new pilots build on successful initiatives like FlexiDirect which deliver value beyond VTAC's core selection services. Renewing VTAC's focus on the VET sector will support tertiary harmonisation aims and make VTAC a true hub for all learners.

5. Engaging the sector and creating value for the community

VTAC exists within an ecosystem. Contributing to sector conversations through collaboration, insight sharing, and targeted thought leadership are key ways to stay engaged with our stakeholders and ensure our services remain relevant into the future. As society's educational ambitions grow, VTAC will be there to support learners and providers.



Hearing from our customers

Applicants want confidence and support, not just functionality

Students described the transition from secondary to tertiary study as confusing, stressful, and overly transactional. Many lacked confidence in their decisions and found the language hard to understand. VTAC must design for emotional reassurance as much as administrative efficiency.



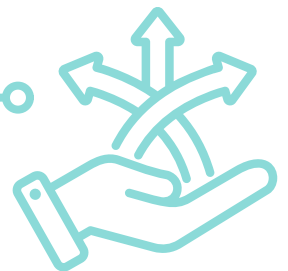
Parents and career practitioners are key influencers, but under-supported

Parents, particularly from first-in-family or non-English speaking backgrounds, often felt confused or overwhelmed. Career practitioners expressed a desire for better tools and resources to support students. These intermediaries play a critical role in learner outcomes and need more from VTAC.



One-size-fits-all won't work

Different applicant cohorts have different needs – school leavers, mature-age students, rural applicants and underrepresented groups all navigate VTAC differently. A more segmented and personalised approach is essential.



Institutions want more strategic value, not just operational delivery

Many university and TAFE partners highlighted the need for faster responses, clearer data pipelines, and deeper collaboration. They see VTAC as a potential source of market insight, innovation and sector coordination. In particular, there is a growing appetite for VTAC to lead work on admission model innovation, alternatives to ATAR and new admissions tools – while still allowing institutions flexibility to choose the right approach to suit their strategic goals.



Overall VTAC customer experience can be modernised

Systems and communications are hard to manage, language is inconsistent, and engagement points can feel clunky. The first phase of the transformation programme has delivered a new application portal which unlocks the potential for streamlined user experiences and personalisation. There's strong support for a more product-oriented mindset, with emphasis on continuous improvement, ownership and user testing.

Living our values

As part of VTAC's Leadership Development Program in early 2026, participants worked together to unpack our new values, and think about what these look like in practice.

Collaborative Excellence

We work together with trust, openness and shared purpose to amplify our impact – valuing diverse perspectives, encouraging respectful dialogue and achieving more through collective effort.

What might this look like?

1. We actively seek input and feedback from colleagues & partners
2. We review our work and priorities regularly to improve and stay strategically aligned
3. We build partnerships that create mutual value



Curious Thinking

We embrace curiosity and life-long learning – questioning assumptions, taking considered risks, responding to change, exploring new ideas and seeking opportunities to grow, innovate and improve.

What might this look like?

1. We seek diverse perspectives to inform decisions
2. We experiment with new approaches and ideas
3. We invest in continuous learning and skill development



Inclusive Impact

We create an environment where everyone feels valued, heard and empowered to contribute – championing equitable and accessible education, embracing difference, and ensuring our services and actions benefit all.

What might this look like?

1. We design for accessibility and diverse user needs
2. We embed widening participation as a guiding principle
3. We collaborate across teams to maximise collective impact





Victorian Tertiary Admissions Centre

 Level 7, 130 Lonsdale Street, Melbourne, VIC 3000

 (03) 9926 1020

 vtac.edu.au

 @vtacguide