



THE UNIVERSITY OF
MELBOURNE

**Melbourne School of Professional
And Continuing Education (MSPACE)**

Candidate Information

Academic Program Directors

1 July 2018



Table of contents

Table of contents.....	1
The University of Melbourne	1
Governance	1
Growing Esteem	2
Melbourne School of Professional and Continuing Education (MSPACE)	4
The establishment MSPACE	4
MSPACE’s aim and objectives	5
MSPACE’s aim and objectives cont.....	6
MSPACE Leadership and the Academic Program Directors.....	7
MSPACE Head of School	7
MSPACE Academic Program Directors	7
Discipline Clusters	8
MSPACE Hosting Arrangement within the Faculty of Business and Economics	9
About the Faculty of Business and Economics	10
Academic Program Director	12
Position Summary	12
Selection criteria	13
Key responsibilities	13
How to Apply	15
Equal opportunity, diversity and inclusion	16

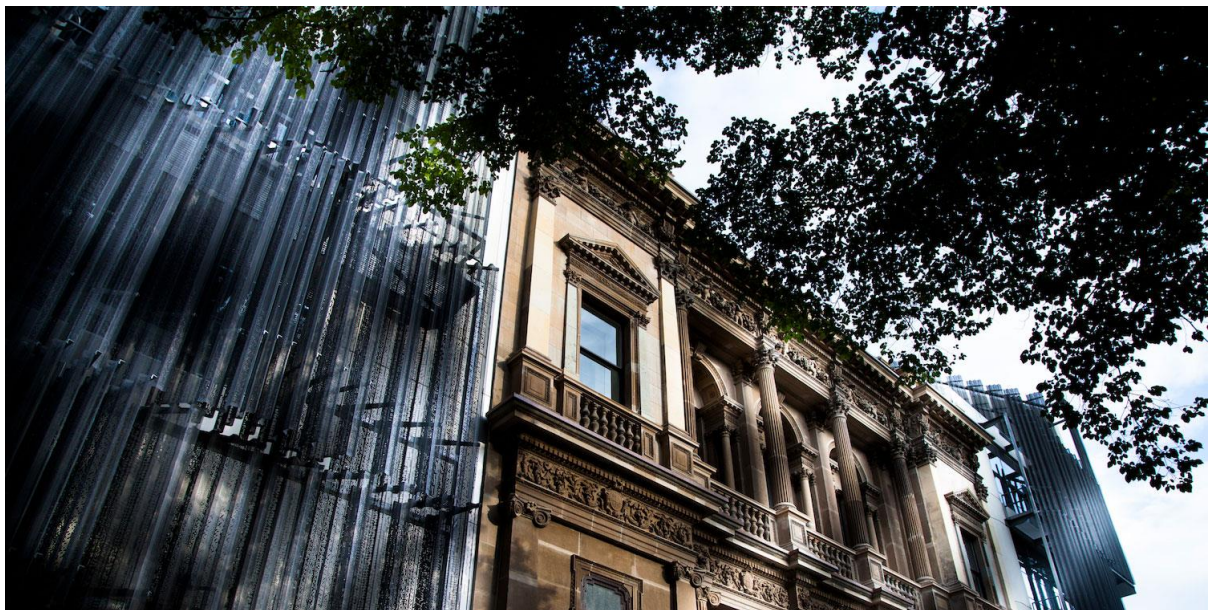
The University of Melbourne

The University of Melbourne is a leading international university with a tradition of excellence in teaching and research. With outstanding performance in international rankings, Melbourne is at the forefront of higher education in the Asia-Pacific region and the world. The University of Melbourne is consistently ranked among the world's top universities. Further information about our reputation and global ranking is available at:

www.futurestudents.unimelb.edu.au/explore/about/reputation-rankings

Established in 1853, shortly after the founding of Melbourne, the University is located just a few minutes from the centre of this global city. The main Parkville campus is recognised as the hub of Australia's premier knowledge precinct comprising eight hospitals, many leading research institutes and a wide range of knowledge-based industries.

The University employs people of outstanding calibre and offers a unique environment where staff are valued and rewarded. Further information about working at The University of Melbourne is available at hr.unimelb.edu.au/careers.



Governance

The Vice Chancellor is the Chief Executive Officer of the University and responsible to Council for the good management of the University.

Comprehensive information about the University of Melbourne and its governance structure is available at www.unimelb.edu.au.

Growing Esteem



The Melbourne Curriculum and Research at Melbourne: Ensuring excellence and impact to 2025

Growing Esteem describes Melbourne's strategy to achieve its aspiration to be a public-spirited and internationally-engaged institution, highly regarded for making distinctive contributions to society in research and research training, learning and teaching, and engagement.

www.growingesteem.unimelb.edu.au

The University is at the forefront of Australia's changing higher education system and offers a distinctive model of education known collectively as the Melbourne Curriculum. The new educational model, designed for an outstanding experience for all students, is based on six broad undergraduate programs followed by a graduate professional degree, research higher degree or entry directly into employment. The emphasis on academic breadth as well as disciplinary depth in the new degrees ensures that graduates will have the capacity to succeed in a world where knowledge boundaries are shifting and reforming to create new frontiers and challenges. In moving to the new model, the University is also aligning itself with the best of emerging European and Asian practice and well-established North American traditions.

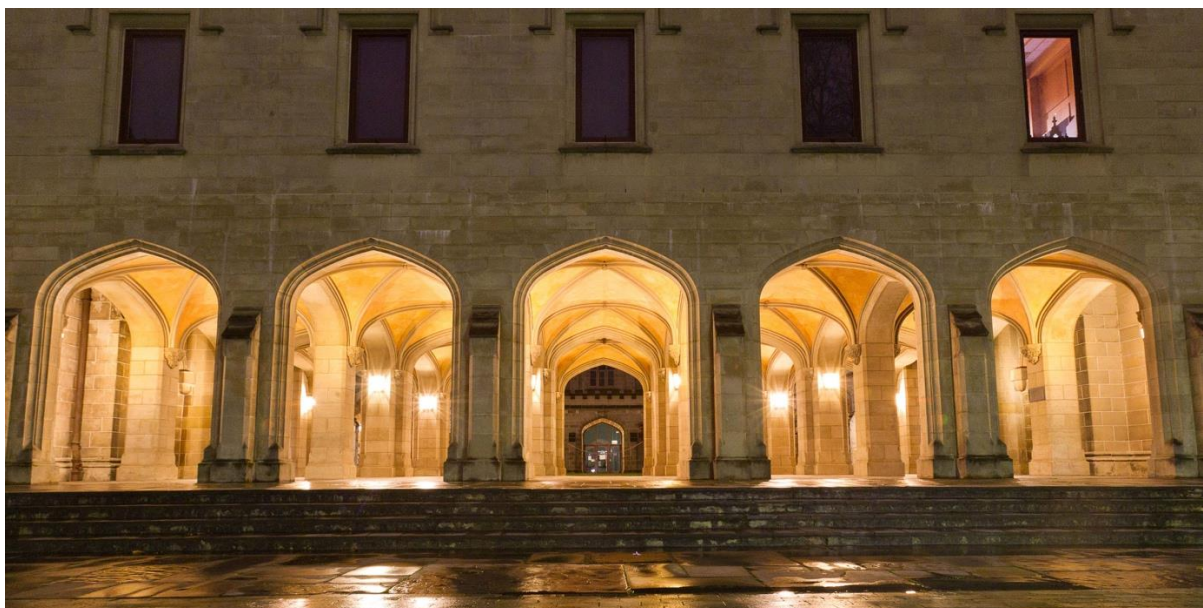
The University's global aspirations seek to make significant contributions to major social, economic and environmental challenges. Accordingly, the University's research strategy *Research at Melbourne: Ensuring Excellence and Impact to 2025* aspires to a significant advancement in the excellence and impact of its research outputs.

<http://www.unimelb.edu.au/research/research-strategy.html>

The strategy recognises that as a public-spirited, research-intensive institution of the future, the University must strive to make a tangible impact in Australia and the world, working across disciplinary and sectoral boundaries and building deeper and more substantive engagement with industry, collaborators and partners. While cultivating the fundamental enabling disciplines through investigator-driven research, the University has adopted three grand challenges aspiring to solve some of the most difficult problems facing our world in the next century. These Grand Challenges include:

- Understanding our place and purpose – The place and purpose grand challenge centres on understanding all aspects of our national identity, with a focus on Australia’s ‘place’ in the Asia-Pacific region and the world, and on our ‘purpose’ or mission to improve all dimensions of the human condition through our research.
- Fostering health and wellbeing – The health and wellbeing grand challenge focuses on building the scale and breadth of our capabilities in population and global health; on harnessing our contribution to the ‘convergence revolution’ of biomedical and health research, bringing together the life sciences, engineering and the physical sciences; and on addressing the physical, mental and social aspects of wellbeing by looking beyond the traditional boundaries of biomedicine.
- Supporting sustainability and resilience – The sustainability and resilience grand challenge addresses the critical issues of climate change, water and food security, sustainable energy and designing resilient cities and regions. In addition to the technical aspects, this grand challenge considers the physical and social functioning of cities, connecting physical phenomena with lessons from our past, and the implications of the technical solutions for economies, living patterns and behaviours.

Essential to tackling these challenges, an outstanding faculty, high performing students, wide collaboration including internationally and deep partnerships with external parties form central components of *Research at Melbourne: Ensuring Excellence and Impact to 2025*.



Melbourne School of Professional and Continuing Education (MSPACE)

The establishment MSPACE

The University has recognised a series of socio-economic, political and technological trends that are profoundly re-shaping the higher education sector. These include:

- Changes in the nature of employment and the stability of workforce roles meaning workers now regularly update their professional knowledge and skills, often for career enhancement and change.
- Fundamental shifts in the ways universities are funded over the last two decades, meaning universities must not only compete to attract and keep the best students but also diversify their revenue base.
- Radical developments in the technology landscape, primarily associated with the rise of the internet and associated digital media and tools, have opened up new possibilities in the provision of, participation in, and access to education.
- The increasing development of world-quality higher education capacity in many parts of Asia means that Australia will increasingly be challenged in its position as a higher education provider of choice for both domestic and international students in the region.

In responding to these challenges and opportunities the University established a new School of Professional and Continuing Education from 1 January, 2018, hosted on a custodial basis within the Faculty of Business and Economics (FBE). The **Melbourne School of Professional and Continuing Education (MSPACE)** will provide support to Academic Divisions for their existing professional, continuing and executive education programs, and will operate with a specific whole-of-institution mandate to significantly expand the University's professional, continuing and executive education offerings.



MSPACE's aim and objectives

Aim

MSPACE will support and significantly expand the University's professional, continuing and executive education academic programs and related teaching and learning initiatives through the provision of a coherent, whole-of-University framework.

Objectives

MSPACE's objectives are to:

- a) Develop teaching and learning programs:
 - I. That are aimed at professional, continuing and executive education markets;
 - II. That lead to both an enhancement and an expansion of the University's core teaching and learning activities; and,
 - III. That diversify and expand teaching and learning revenues for the University and its Academic Divisions doing so at or above benchmark gross margins for the specific activities. Target revenues and margins will be established as part of an annual planning process;
- b) Develop and nurture professional and industry linkages in the teaching and learning domain;
- c) Initiate new and innovative pathways into University study from a wide range of potential audiences including articulations into other University academic programs;
- d) Enhance the engagement and advancement efforts of the University through reaching broader audiences in the community with teaching and learning opportunities, and driving continuity of connection and reconnection with the University's alumni;
- e) Establish a leadership position within the Australian and international higher education sector by driving community understanding of and engagement with professional, continuing and executive education.



MSPACE's aim and objectives cont.

MSPACE will:

- a) Support Academic Divisions, through a collaborative approach, in the provision of professional, continuing and executive education academic programs for a variety of markets, such as individuals, professional bodies, government and industry clients;
- b) Provide an efficient, integrated suite of services in teaching and learning support including: administration, marketing, student acquisition, on-boarding, support/retention functions and integrated student and customer-centric systems for professional, continuing and executive education offerings;
- c) Support and drive market research and testing for current and emerging academic program areas;
- d) Develop and deliver new professional, continuing and executive education activities and academic programs, including multidisciplinary academic programs that draw on content from across Academic Divisions, and academic programs which are derived from existing curriculum materials that have been re-purposed for defined markets;
- e) With or on behalf of Academic Divisions, act as a key interface in the professional, continuing and executive education domains for industry partners, professional bodies, other educational providers, governments and the general community.
- f) Develop and support the maintenance of relationships with a wide range of professional, industry and accreditation bodies aimed at: enhancing formal continuing professional development credentials; developing a robust micro-credentials framework; and expanding linkages into existing and new award academic programs;
- g) Operate all academic programs in its portfolio on a clear "profit and loss" basis to provide clarity and transparency over the full costs of development, marketing, delivery and support, and resulting in surpluses to Academic Divisions and MSPACE.
- h) Through the efficient deployment of resources, seek to generate additional revenues and operational savings for Academic Divisions.



MSPACE Leadership and the Academic Program Directors

MSPACE Head of School

MSPACE will be led by a Head of School (HoS). The HoS is currently being recruited through an international search process and the appointee will have both academic and commercial credentials. The HoS will report to the Dean of FBE. The HoS will be responsible to the Dean for the achievement of the school's annual objectives and key performance indicators (KPIs).

MSPACE will have a General Manager/COO who will be responsible for the professional staff and all the “back-office” functions, similar to the Faculty/School Executive Director roles that exist within Academic Divisions.

The HoS will manage MSPACE through line management of the General Manager/COO for operational matters, and through line management of Academic Program Directors for program development and related matters.

MSPACE Academic Program Directors

The Academic Program Directors will be responsible for developing and maintaining a portfolio of teaching and learning programs within a set of discipline clusters including maintaining or exceeding the target gross margins within their respective cluster. They will be responsible to the MSPACE HoS for their objectives and have an accountability to the Dean(s) of the relevant Faculties or Graduate Schools that constitute their discipline cluster.



Discipline Clusters

Program management for MSPACE is arranged into five discipline clusters:

- Science, Technology, Engineering and Mathematics (STEM);
- Health;
- Humanities, Arts and Social Sciences (including Education and Law) (HASS);
- Business and Management; and
- Creative Industries and Design.

The discipline clusters above reflect the scale and scope of the University's existing professional, continuing and executive education activity within particular disciplines, as well as areas expected to grow in the future. However, it is expected that the arrangements for discipline clusters will be flexible to ensure Academic Program Directors oversee a manageable portfolio and that particular growth areas are adequately supported. Adjustments to the clusters may be required in the future.

Each Academic Program Director will have profit responsibility for their discipline cluster. They will also have KPIs that encourage inter-disciplinary programs. Teaching and learning activities within each cluster will seek to cover the three program types (MSPACE Supported Divisional programs, Shared programs, and MSPACE programs) that have been established for MSPACE activities and include programs across the full spectrum of professional, continuing and executive education activities where possible.

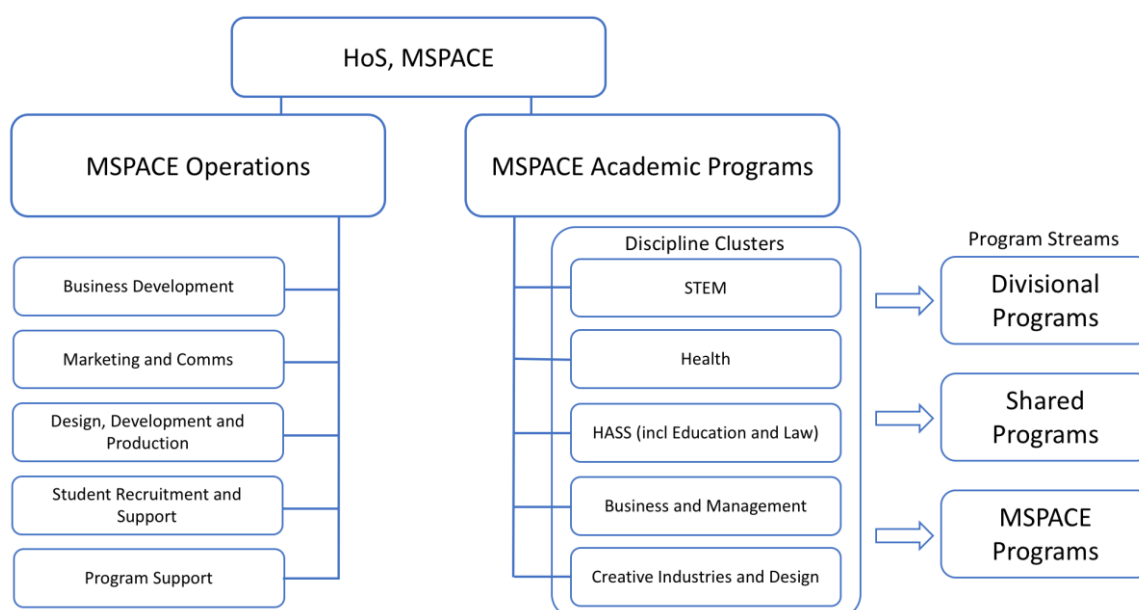


Figure 1 - MSPACE organisational structure

MSPACE Hosting Arrangement within the Faculty of Business and Economics

MSPACE is an academic school of the University hosted on a custodial basis within the Faculty of Business and Economics (FBE).

This hosting and custodial arrangement aims to achieve and maintain a University-wide perspective for MSPACE and this is emphasised through the Council-approved Statement of Objects and Governance charter document. The hosting arrangements will help ensure MSPACE operates at or above its target gross margin objectives with budget control and accountability through the University's operating model as part of an established Academic Division. The arrangements will also ensure the school reaches and maintains sustainability through achievement and maintenance of its target gross margin on all programs according to its business plan, and pursuant to its charter.

An MSPACE University-wide Strategy Committee meets annually in conjunction with the University's annual planning cycle to set the overall strategy for MSPACE for the year ahead and agree to Academic Divisional commitments, contributions and targets.

The annual objectives and KPIs for MSPACE (and therefore the HoS and Academic Program Directors) and the Academic Divisions in relation to MSPACE activities, are set through this mechanism with each Academic Division having an accountability for contributing to the activities of MSPACE and its success.



A Steering Committee provides whole-of-University guidance in relation to MSPACE's functions. The HoS will ensure the execution of the School's agreed strategy and business plan and that all of its activities are consistent with the School's charter established as part of the School's formation.

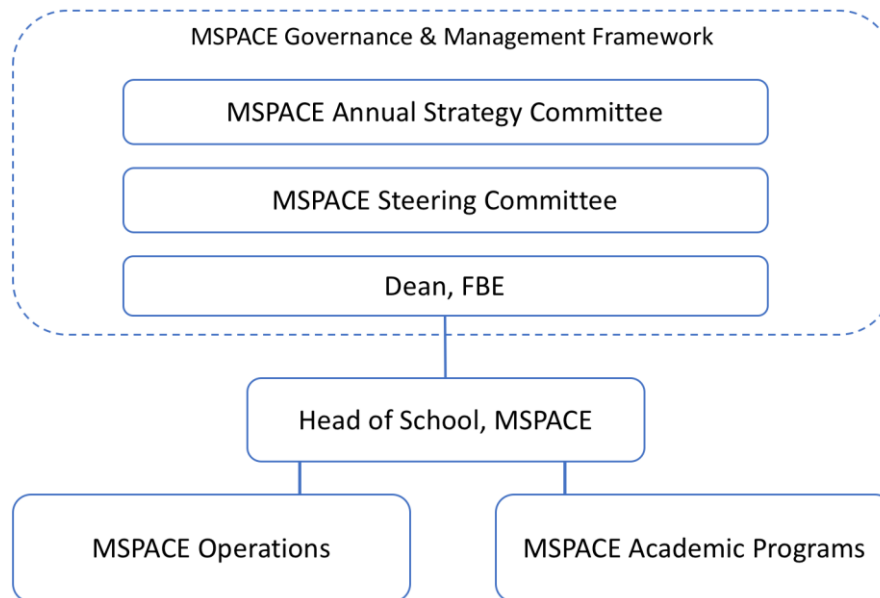


Figure 2 - MSPACE Governance and Management Framework

Quality assurance of MSPACE programs will be undertaken by an Academic Program Committee (APC), established as a subcommittee of the University's Academic Board.

About the Faculty of Business and Economics

Our Programs

There are about 9,500 students enrolled in undergraduate and graduate degrees within the Faculty. The Bachelor of Commerce is one of the most sought-after business courses in Australia. From 1 May 2013 all graduate programs in business and economics are offered through Melbourne Business School. Melbourne Business School offers a full suite of professional Masters programs for those with little work experience right through to the MBA suite. It is also the home of leading research Masters degrees and the PhD.

Our Graduates

Since the Faculty was established it has produced over 53,000 graduates. Many of our alumni now occupy senior positions in business, government and academia, in Australia and around the world. Further information about the Faculty is available at www.fbe.unimelb.edu.au

Organisational Structure

The Faculty of Business and Economics is home to Melbourne Business School (MBS) and to six teaching and research departments:

- Accounting
- Business Administration
- Economics
- Finance
- Management and Marketing
- Melbourne Institute of Applied Economic and Social Research

The Faculty has the following student and academic support centres:

- Academic Support Office
- Student Employability and Enrichment
- Advancement
- Research Development Unit
- The Williams Centre for Learning

The Faculty is supported by the following Professional Services Units:

- Finance
- Human Resources (including OHS)
- Marketing and Communications
- Service Level and Facilities Management
- Quality Office

The Faculty also hosts two University-wide initiatives:

- The Melbourne School of Professional and Continuing Education (MSPACE) which provides support to all Academic Divisions for their existing professional, continuing and executive education programs, and operates with a specific whole-of-institution mandate to significantly expand the University's professional, continuing and executive education offerings.
- The Melbourne Entrepreneurial Centre (MEC) which brings together a number of programs to focus a range of activities aimed at developing an entrepreneurial culture at the University of Melbourne.



Academic Program Director

Position Summary

CLASSIFICATION	Level - based on qualifications and experience
SALARY	A remuneration package, commensurate with qualifications and experience will be offered to the successful candidate
SUPERANNUATION	Employer contribution of 17%
EMPLOYMENT TYPE	Full time (1 FTE) 3-year fixed term with an option to extend.
WORK FOCUS CATEGORY	Teaching or Academic Specialist Work focus category subject to discussion with candidate
OTHER BENEFITS	http://hr.unimelb.edu.au/benefits
CURRENT OCCUPANT	New position

The School has a number of Academic Program Director roles, each with a different discipline focus. Reporting to the Head of School, the Academic Program Directors will be responsible for the oversight of teaching and learning programs within their cluster.

While based within the Faculty of Business and Economics, MSPACE supports the professional, continuing and executive education activities of the whole University through its suite of programs, activities and resources. The Academic Program Directors will make an active contribution to development and co-ordination of all educational programs offered with the support of MSPACE in their cluster. This will involve working with colleagues within MSPACE and across the University's Academic Divisions to plan for, develop, coordinate and execute a successful portfolio of professional, continuing and executive education.

The Academic Program Directors will be expected to become acquainted with and draw upon the latest developments in professional, continuing and executive education practice, policy and research in the development and maintenance of a successful portfolio of programs. They will also be expected to engage with market research agencies to explore evidence-based portfolio development opportunities that are informed by market demand.

The Academic Program Directors will be actively involved in all relevant activities of MSPACE and be engaged across the University as a key member of the MSPACE team executing MSPACE's whole-of-University mandate.

Selection criteria

Essential

- A doctoral degree in a relevant discipline area or significant industry experience and widely recognised for outstanding achievements in industry, business, profession and/or government sector.
- Evidence of distinguished track record in the leadership, establishment and development of new and varied education programs, including curriculum development, quality assurance and learning design for different modes of delivery.
- An established background in leading, coordinating and managing teaching and learning programs including an understanding of the economics of the teaching and learning enterprise.
- Experience in the management of course and subject co-ordination and in the assessment of professional teaching practices.
- Demonstrated ability to mentor and support academic staff involved in teaching and learning.
- Demonstrated ability to lead, manage and work collaboratively with interdisciplinary teams of academic and professional staff, key internal and external stakeholders within a diverse organisational setting.
- Ability to establish, develop and maintain strong relationships and networks within the University and with external stakeholders.
- A comprehensive understanding of best practices and contemporary debates in the area of professional, continuing and executive education practice, policy and research.

Key responsibilities

Discipline cluster portfolio development

- In collaboration with colleagues from the relevant Academic Divisions and all Divisional and MSPACE embedded business development team members, lead and make a significant contribution to the development, review and evaluation of the academic programs of professional, continuing and executive education within their discipline cluster.
- Oversee and coordinate relevant activities for all award and non-award programs offered by MSPACE in their discipline cluster, including providing advice and support for academic approvals for programs; academic advice and support in relation to the staffing and coordination of programs where required; and advice and support in relation to on-going academic quality assurance.
- In collaboration with colleagues from the relevant Academic Divisions and the other discipline cluster directors in MSPACE, advance the objectives of MSPACE within their discipline cluster and seek to ensure academic standing of the portfolio of courses, activities and programs offered by MSPACE.

Discipline cluster performance management and enhancement

- Achieve the performance targets for their discipline cluster as established by the Head of School. These targets will include (but are not limited to) financial targets (including both revenue and margin), student evaluation, new program development, existing program evaluation and review, and overall portfolio performance.
- Working closely with the other cluster directors, contribute to the design and enhancement of MSPACE's programs and performance particularly as they relate to academic program matters.

Engagement

- Lead and engage in projects which contribute to MSPACE's sectoral leadership in professional, continuing and executive education.
- Undertake professional activities including the conduct and dissemination of practice-based research, publication, membership of committees and consultancies.
- Engage in ongoing professional development in the area of professional, continuing and executive education and to maintain knowledge of current research, resources and practice in that field.

Leadership and service

- Work closely with the Head of School and provide leadership and direction to a team of academic and professional staff and assist in fostering a collegial, productive and safe working environment.
- Work collaboratively with the Head of School, the other discipline cluster directors, Academic Divisions and the MSPACE team to achieve the objectives of MSPACE as set-out in the University Council approved document: MSPACE Statement of Objects & Governance (including as they may be varied from time to time).
- Actively contribute to the strategic planning and operational imperatives for MSPACE.
- Oversee and manage ongoing professional development of course teams and support sessional and other staff, as required.
- Contribute and engage with the collegial and intellectual life of MSPACE, Academic Divisions and the University, including participation in University committees as approved by the Head of School.
- Participate and collaborate in the promotion of MSPACE both internally and externally to the University.
- Represent MSPACE in the broader University environment as appropriate.

How to Apply

The University of Melbourne will be supported in a global search for this appointment by the executive search firm Perrett Laver. Applications should consist of a full curriculum vitae detailing academic and professional qualifications, full employment history and relevant achievements. CVs should be accompanied by a covering letter describing briefly how candidates meet the criteria outlined in the selection criteria, why the appointment is of interest and what they believe they can bring to the role.

If you wish to discuss this role further in confidence, please contact Mazin Almainani (+61 2 8354 4020) via Mazin.Almainani@perrettlaver.com

For more information and to submit your application please visit the Perrett Laver website at <https://candidates.perrettlaver.com/vacancies/> quoting reference 3700.

The deadline for applications is **midnight AEST Wednesday 22nd August 2018**.
The University reserves the right to appoint by invitation.

Protecting your personal data is of the utmost importance to Perrett Laver and we take this responsibility very seriously. Any information obtained by our trading divisions is held and processed in accordance with the relevant data protection legislation. The data you provide us with is securely stored on our computerised database and transferred to our clients for the purposes of presenting you as a candidate and/or considering your suitability for a role you have registered interest in.

As defined under the General Data Protection Regulation (GDPR) Perrett Laver is a Data Controller and a Data Processor, and our legal basis for processing your personal data is 'Legitimate Interest'. You have the right to object to us processing your data in this way. For more information about this, your rights, and our approach to Data Protection and Privacy, please visit our website <http://www.perrettlaver.com/information/privacy-policy/>

Equal opportunity, diversity and inclusion

The University is an equal opportunity employer and is committed to providing a workplace free from all forms of unlawful discrimination, harassment, bullying, vilification and victimisation. The University makes decisions on employment, promotion and reward on the basis of merit.

The University is committed to all aspects of equal opportunity, diversity and inclusion in the workplace and to providing all staff, students, contractors, honorary appointees, volunteers and visitors with a safe, respectful and rewarding environment free from all forms of unlawful discrimination, harassment, vilification and victimisation. This commitment is set out in the University's People Strategy 2015-2020 and policies that address diversity and inclusion, equal employment opportunity, discrimination, sexual harassment, bullying and appropriate workplace behaviour. All staff are required to comply with all University policies.

The University values diversity because we recognise that the differences in our people's age, race, ethnicity, culture, gender, nationality, sexual orientation, physical ability and background bring richness to our work environment. Consequently, the People Strategy sets out the strategic aim to drive diversity and inclusion across the University to create an environment where the compounding benefits of a diverse workforce are recognised as vital in our continuous desire to strive for excellence and reach the targets of Growing Esteem.

