



INFORMATION PACKAGE

Professor and Director

Queensland Conservatorium Griffith University



June 2012

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Griffith University

In December 1970 the Queensland Education Minister, Sir Alan Fletcher, approached the distinguished newspaper editor Sir Theodor Bray with the task of creating a new university. The brief was deceptively simple – to offer an alternative university experience to that already available in Queensland and other parts of Australia.

The State Government of the time had just one other requirement, that the new university be named after Sir Samuel Walker Griffith, a former Queensland Premier, Chief Justice of Queensland and the Chief Justice of Australia. A parcel of land at Nathan (10 kilometers south of central Brisbane) was formally named Griffith University in the Queensland Parliament on 21 September 1971.

The newly established Griffith Council developed a philosophy, not only to provide specialised academic courses, but also to emphasise the general educational development of students. Central to this was the creation of theme-oriented schools. These schools were multi-disciplinary with groups of disparate scholars integrating their research and teaching in problem-solving units. The University opened its doors in 1975 to 451 students in four schools: Australian Environmental Studies, Humanities, Modern Asian Studies and Science. From these small but enthusiastic beginnings, Griffith University has grown to its present size and status with an enviable national and international reputation. No institution can remain static and Griffith has been fortunate that the seeds planted by the University's founders have been nurtured and tended by its Chancellors, Sir Theodor Bray, Sir Alan Sewell, Chief Justice John Macrossan and now Ms Leneen Forde.

The introduction of a national unified system for higher education in 1988 resulted in the Mt Gravatt campus of the Brisbane College of Advanced Education, the Gold Coast College of Advanced Education, the Queensland Conservatorium of Music and the Queensland College of Art all becoming part of Griffith University.

Through all the change and expansion, the University has remained committed to bringing disciplines together, in the interests of the healthy development of the disciplines themselves and the development of innovative and relevant programs of study.

Further information about the University is available from the About Griffith University website accessible via: <http://www.griffith.edu.au/about-griffith>

Strategic Vision

Strategic Plan 2009-2013

In December 2008, the University Council approved a new Strategic Plan which sets a distinctive vision and position for the University:

Griffith is a university which inspires and enables staff and students to make a positive contribution to our local and global community. It has an engaged and rigorous mindset to the big world issues of the time.

It has internationally renowned areas of excellence, and is highly focused on research outcomes capable of delivering real solutions to global issues. Its curriculum and teaching fosters a global perspective in the minds of all students.

Challenging paradigms, creating new solutions and developing enlightened global citizens, Griffith University is part of the global community making a world of difference.

The *Strategic Plan 2009-2013* seeks to focus the University's activities by:

- retaining a focus on the two core areas of Research and Learning with the supporting areas of staffing, resources and funding aligned behind those core areas of business;
- setting explicit benchmarked performance indicators and targets in these areas;
- committing the University to achieving recognised international excellence in a number of domains through strategically investing in selected areas. During 2008, the University chose to fund seven areas based on their strong research profile and one based on its distinguished role in teaching and professional practice. This involves a total commitment of \$40 million over five years;
- distinct positioning for each of the campuses; and
- building the University's distinctiveness through a global citizenship strategy and associated teaching and learning and research activities.

The *Strategic Plan 2009-2013* can be accessed at:

http://www.griffith.edu.au/_data/assets/pdf_file/0004/109192/strategic-plan-2009-2010.pdf

Strategic Vision

Academic Plan 2011-2013: Implementing Our Vision

The *Academic Plan 2011-2013: Implementing Our Vision* was approved by University Council in December 2010. This plan puts into action the 'Learning and Teaching' and 'Supporting Strategies' sections of the University's Strategic Plan.

Griffith University aims to be a national leader in learning, teaching, and the student experience, with an international reputation for excellence in higher education. We are committed to offering degree programs of a high standard that are relevant and attractive to future students, and that produce graduates who will become leaders in their discipline.

Academic Plan 2011-2013 specifies the goals, targets and strategies relating to the scale of the University, ways in which we will attract excellent students from diverse backgrounds, and provide them with a learning experience that enables them to succeed. Importantly, the Plan recognises the distinctive qualities of the Griffith graduate and the need to ensure that these are reflected in the curriculum.

It highlights the strategies that we need to use to ensure that our graduates are highly attractive to employers. Finally, the Plan specifies the supporting strategies needed, in terms of facilities, resources, and systems, to enable staff and students to succeed in achieving their potential.

Although the academic plan focuses mainly on enhancing the University's performance in learning, teaching, and student outcomes, it also addresses issues relevant to our social inclusion and research agendas, and the development and support of our academic workforce.

Student Lifecycle and Student Centred Success

The University has a clear strategy for achieving its goals in learning, teaching and student success, based on a student lifecycle model reflecting the stages of student interaction with their university – from initial contacts, through to orientation, first year, ongoing study, the final year experience, graduation and status as an alumnus.

Academic Plan 2011-2013 proposes a student-centred success approach designed to assist students to achieve their potential. In addition, the University aims to provide a staff-enabling culture that supports its staff to create this high-quality, student-centred experience.

Enabling Staff

Every staff member in the University has a role to play in determining Griffith's success, regardless of his or her position. Staff need to know where they fit in the University's strategic directions - what is expected of them, what type of professional development they need to help them to perform their roles, and be recognised when they are doing a good job.

We need to recruit and retain the best possible staff and support them in their developing careers. At Griffith, we value high-quality teaching, we value our staff, and most importantly we value our students.

The *Academic Plan 2011-2013* can be accessed at:

<http://www.griffith.edu.au/about-griffith/plans-publications>

Strategic Vision

Research Plan 2011-2013

Griffith University aspires to be a leading research-intensive university in Australia and in the Asia-Pacific region, with targeted areas of research excellence. The University has a core foundation of academic groups, schools and departments fostering a comprehensive range of research. This core supports 38 research centres and institutes, providing expertise that enables Centres and Institutes to undertake outstanding thematic and interdisciplinary research, and is underpinned by a range of University investment strategies aimed at development and expansion of world-leading research.

The University was rated as a top 10 Australian research university in the 2010 Excellence in Research for Australia (ERA) quality assessment exercise on the basis of number of fields rated at world standard or better. This success is built on the foundation of the *Griffith Research Plan 2005-2010*. The following *Griffith Research Plan 2009-2013* set several ambitious goals which have already been met or exceeded including success in competitive grant schemes, the award of an NHMRC Australia Fellowship and an NHMRC Centre of Research Excellence, and a national top-10 position for the initial rounds of the ARC Future Fellowships. Maintaining and expanding upon this success forms the basis of the Research Plan 2011-2013 to align with the changing circumstances brought on by the current Australian and global research environment including ERA, and also the shift in perspective that our own success requires. This updated Plan aligns with the recently revised *Academic Plan 2011-2013* and the University's *Strategic Plan 2009-2013*.

The updated Research Plan specifies the goals, targets and strategies through which we will deliver research excellence. This excellence in turn supports our reputation as a university of quality, and allows the delivery of social dividends through research that underpins Griffith's mission of "the pursuit of excellence in teaching and research for the enrichment of Queensland, Australia and the international community."

Research and research training of the highest quality is an integral part of the character of all top universities, and Griffith is committed to supporting staff, students, and stakeholders in achieving that outcome for the communities that we serve.

Further information about research at Griffith can be accessed at:

<http://www.griffith.edu.au/research>

Other Key Documents

Many of the University's key strategic documents can be accessed at:

<http://www.griffith.edu.au/office-vice-chancellor/strategic-directions>

University Structure

Governance and Management

The Council of the University has overall responsibility to ensure sound and effective governance of the University. Without limiting Council's governing role, the *Griffith University Act* confers the following particular powers on Council:

- to appoint the University's staff
- to manage and control the University's affairs and property; and
- to manage and control the University's finances.

The Vice Chancellor and President is the Chief Executive Officer of the University and is responsible to the Council of the University.

The University's Executive Group comprises the Vice Chancellor, Deputy Vice Chancellors and Pro Vice Chancellors. It meets on a fortnightly basis to deal with current strategic and management matters.

- Vice Chancellor and President
- Deputy Vice Chancellor (Academic)
- Deputy Vice Chancellor (Research)
- Deputy Vice Chancellor and Provost
- PVC - Arts, Education and Law
- PVC - Business
- PVC - Health
- PVC - Science, Environment, Engineering, and Technology
- PVC - Administration
- PVC - Information Services
- PVC - International

Biographical information on each of the Executive Group members together with details of their portfolio responsibilities and the organisational units for which they have line management responsibility can be accessed at:

<http://www.griffith.edu.au/office-vice-chancellor/university-executive>

Administration Structure

Through its organisational and management structure, Griffith fosters coherence and cooperation across the University in its teaching, research and service, and promotes the efficient and effective deployment of resources (including administrative resources) across its five campuses.

Most administrative support services—such as student administration, finance, human resource management, information technology and facilities—are organised as centralised, multi-campus offices.

This structure supports consistent service levels, efficient resource use, and access to professional support and specialist expertise for all areas.

Griffith's approach is to embed quality in all of its processes to achieve excellent outcomes. The culture is one of innovation and responsiveness, of review and improvement.

University Structure

Academic Structure

The formal academic structure of the University is comprised of academic groups, faculties, schools or departments and research centres.

At Griffith, there are four academic groups which are the focal point for strategic planning and research:

Griffith Business School; Health; Science, Environment, Engineering and Technology; and Arts, Education & Law.

Each Group contains a single faculty headed by a Group Pro Vice Chancellor. The Group Pro Vice Chancellor is supported by a Dean (Academic) who is the PVC's standing deputy with responsibility for staffing matters including line management of Heads of School or Department in the Group. In each Group there is a portfolio Dean in Learning and Teaching and a portfolio Dean in Research. These officers have responsibility for managing the University's strategy in the Groups in their respective portfolios.

The key academic units are the schools and research centres which are the primary focus for the delivery of teaching and research.

This structure provides the University with the flexibility it needs to meet the challenges of delivering quality tertiary education in an increasingly dynamic environment.

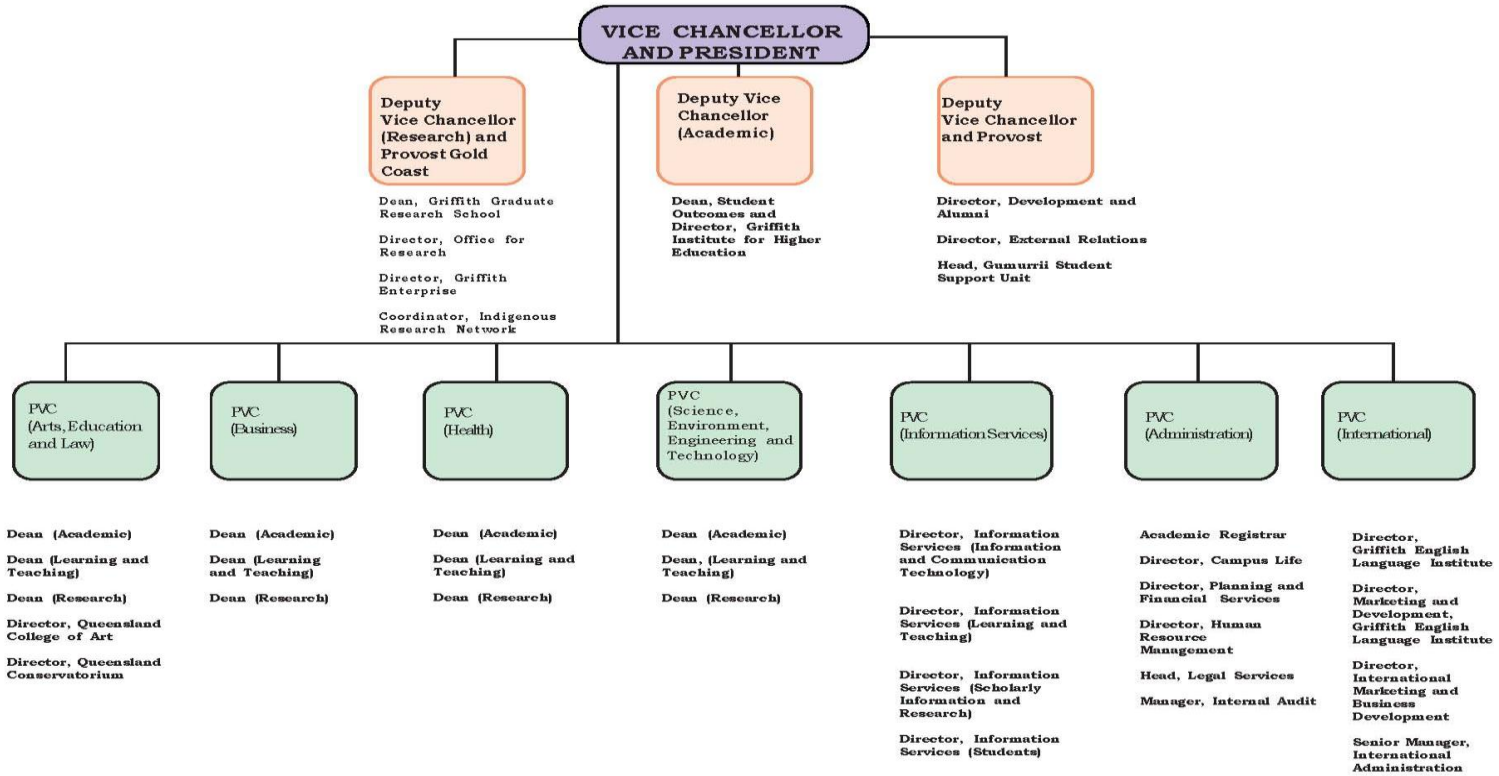
Further details about the academic structure of the University can be accessed at:

<http://www62.gu.edu.au/policylibrary.nsf/xmainsearch/633bb8bfa6c3a9b34a256fb80063e597?opendocument>

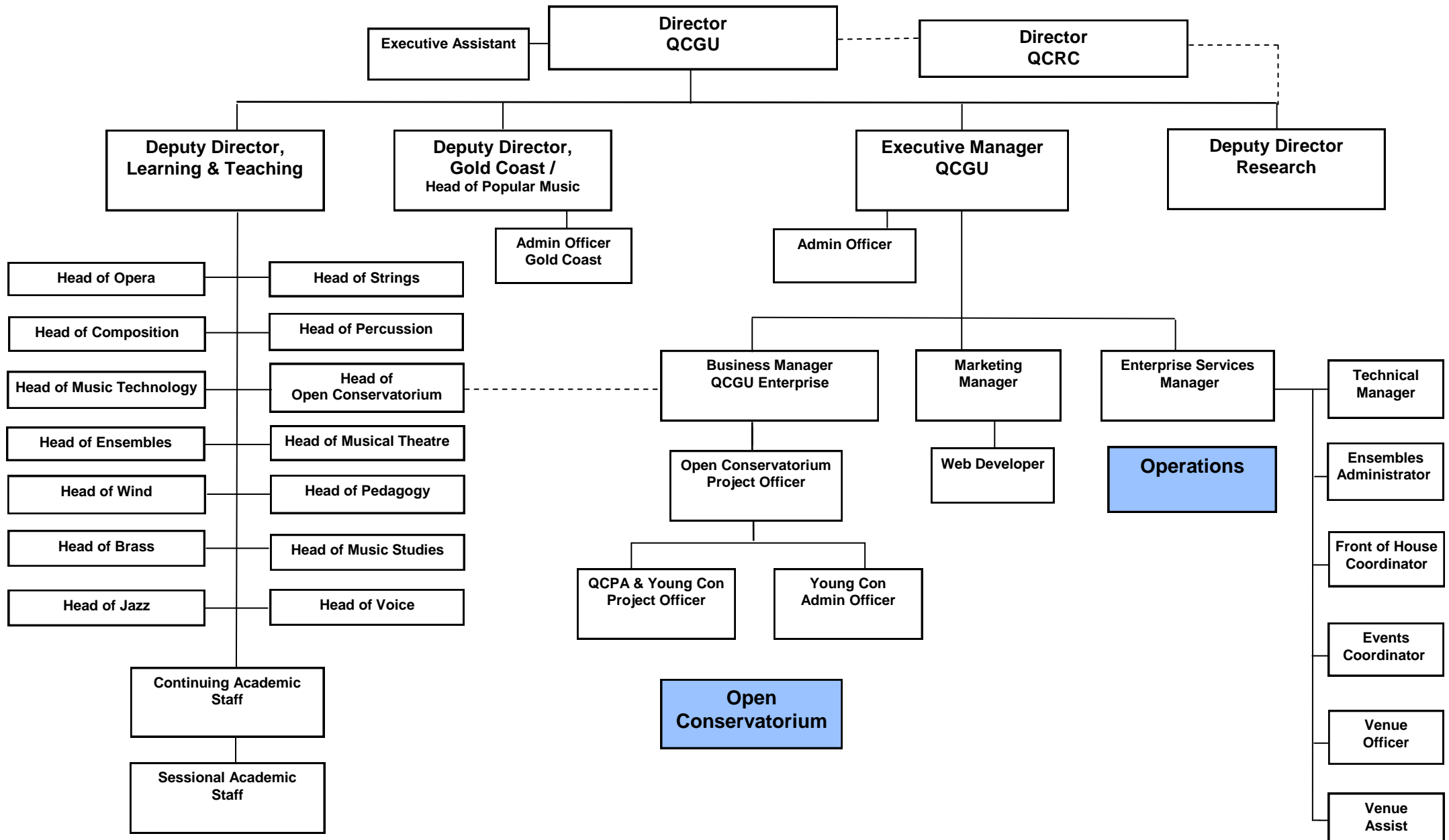
University Structure

GRIFFITH UNIVERSITY ORGANISATIONAL CHART

May 2011



Queensland Conservatorium Griffith University Structure



About the Position

About the Arts, Education and Law Group

The Arts, Education and Law Group is the largest academic group at Griffith University and arguably the most diverse in terms of academic content, research achievement and character. The Group comprises eight schools and colleges ranging from professional schools (Law, Education), schools in humanities and social sciences (Humanities, Criminology and Criminal Justice, Languages and Linguistics), and the creative arts (Queensland Conservatorium, Queensland College of Art and the Griffith Film School).

We bring together researchers, educators and key opinion leaders committed to interdisciplinary research addressing 21st Century issues with high societal impact. Our academic staff are finding solutions to the problems of today, while inspiring the great minds of tomorrow. Through our interdisciplinary research, we generate new knowledge and scientific advances to shape a better future. We produce excellent scholarship, both in research and teaching, and are committed to partnerships with local, national and international communities.

About the Queensland Conservatorium Griffith University

Founded by the State of Queensland in 1957 after several decades of advocacy and planning for professional music training, Queensland Conservatorium predates Griffith University by thirteen years. The establishment of a Conservatorium was part of a larger movement for Queensland to build a cultural infrastructure that did justice to a State emerging from its colonial and rural history, and followed by about a decade the establishment of the Queensland Symphony Orchestra (1947) and the Brisbane Opera Company (1948), although a Brisbane Philharmonic Society had already been founded almost 100 years earlier, in 1858.

As part of the Dawkins restructure of the higher education sector in the late 1980s, Queensland Conservatorium became part of Griffith University in 1991. In 1996, Queensland Conservatorium Griffith University (QCGU) moved to new, custom-built premises with excellent performance and recording facilities at the heart of Brisbane's cultural precinct, now close to Griffith's Queensland College of Art (2001) and Film School (2006), and next door to the Queensland Performing Arts Centre, Queensland Museum, Gallery of Modern Art, and, as of 2012, with the Australian Broadcasting Corporation and the Queensland Symphony Orchestra as very close neighbours.

With a strong focus on the training of professional musicians inherited from its European counterparts, QCGU has expanded from an almost exclusive western art music focus (including strong opera and composition departments) to include jazz, music technology, popular music (on a dedicated campus on the Gold Coast), some world music, and most recently musical theatre. From classical instrumental, vocal performance and opera to composition, jazz, new music, world music, popular music, musical theatre, multimedia and audio engineering, QCGU helps aspiring musicians to find their places on the world stage.

As one of the two largest Conservatoriums in the country, with almost 900 students training as music professionals, our breadth of specialist degrees encompasses pre-tertiary, undergraduate, postgraduate and research programs across two campuses.

Relevant, cutting-edge curricula allow students to tailor their studies to suit their interests and aspirations. We not only provide first-class repertoire training but also include a strand throughout the programs dedicated to preparing for 'life as a musician'.

QCGU facilities are among the finest of its kind - acoustically, architecturally and technologically. With refurbished buildings and facilities worth over \$80m on South bank alone, students learn in an environment that enables them to flourish. Our South Bank campus includes a 615-seat concert hall,

state-of-the-art music technology studios and one of the most comprehensive music libraries in Australia. Our dynamic QCGU Gold Coast campus is also ideally situated near the cultural and entertainment venues of the fastest growing region of Australia and boasts sophisticated facilities, including multi-million dollar popular music studios.

Embedded within the QCGU is the Queensland Conservatorium Research Centre (QCRC). The Centre explores issues central to musical practice and engages in performance-based research, learning and teaching, music technology, cultural policy, and cultural diversity, with particular focus on the Asia Pacific region. Researchers are finding new ways to make threatened music forms more sustainable for future generations to enjoy.



About the Position

Professor and Director Queensland Conservatorium Griffith University

Position Statement

Role

Director, Queensland Conservatorium Griffith University, Full Time, five year fixed term – renewable. Underlying Professor, Full Time, continuing appointment

The Director, Queensland Conservatorium Griffith University (QCGU) provides strategic, artistic and academic leadership to maintain and develop the institution as a leader in innovative training of music professionals, practice-based research, and contributing to a vibrant musical climate by engaging industry and communities.

Director QCGU is a leadership role within the Arts, Education and Law Group and is expected to develop vision and strategies to implement Group plans and achieve Group targets appropriate to the discipline area. The Director QCGU reports to the Pro Vice Chancellor of the Group and works closely with the Dean (Academic), the Dean (Learning and Teaching), the Dean (Research) as well as Research Centre Directors and Heads of School within the Group and beyond to integrate teaching and learning and research.

Responsibilities

The Director QCGU is responsible for strategic leadership and forward planning, for developing the capability and reputation of QCGU in teaching, research and service, and for overseeing the day-to-day administration of the business of QCGU. This position provides vision, leadership and direction in the delivery of QCGU programs at the South Bank and Gold Coast campuses, and fosters excellence in research and professional activities within QCGU and the University. This includes responsibility for the development of successful teaching and research profiles for academic staff, and development and coordination of undergraduate, research masters and postgraduate initiatives. The key responsibilities can be summarised as follows:

Leadership

- Provide visionary leadership to steer and position QCGU as a beacon of excellence within the University, the tertiary music sector, and the music industry in Queensland, nationally and internationally.
- Oversee the continuing development of curriculum, learning and teaching practices, innovative music research and strong links to communities and the music industry.
- Facilitate discipline-specific and multidisciplinary research within QCGU in close collaboration with the Director, Queensland Conservatorium Research Centre (QCRC) and other researchers across Griffith University.

Teaching

- Contribute to the learning and teaching experience at QCGU by teaching or contributing to teaching in one or more courses.
- Promote excellence in the scholarship of teaching and enhance the intellectual environment that supports the development of students and staff.
- Participate in the leadership and practice of research training and Higher Degree Research supervision.

Research

- Develop and support research activities within QCGU consistent with the strategic direction of QCGU/QCRC and the Arts, Education and Law Group.

- Mentor and guide staff in research and in research supervision.
- Attract external research funding, taking a leading role in research publications and promoting research collaborations within QCGU and beyond.

Management

- Manage, oversee and balance the activities in learning and teaching, research, and community outreach.
- Foster mutual support and co-operation between areas of teaching and research endeavour.
- Promote productive relationships between students, staff, and the activities of the QCGU, as well as other areas of the University.

External Partnerships

- Promote and develop mutually beneficial relationships with networked conservatoires, universities and relevant industry and community partners in order to achieve mutually beneficial national and international outcomes.
- Stimulate and champion the delivery of leading pedagogical, community and research outcomes to the wider Australian and international community.

Personal Qualities

- Demonstrated qualities in effective and visionary leadership of people and organisations.
- Highly evolved communication skills in negotiating, advocating, and managing change.
- Intellectual distinction with a finely developed sense for balancing artistic integrity with academic rigour.
- The ability to lead a team in a supportive and collaborative but complex environment.
- Strong personal ethics exercised through sound judgment, openness and fairness.

The appointment as Director is for a five year period. The successful candidate will be offered a continuing appointment as Professor within Queensland Conservatorium.

Salary

- Professor Level E: \$150,817 per annum. Salary package including 17% employer superannuation contribution: \$176,457 per annum.
- A non-superannuable responsibility allowance of \$25,674 per annum is also provided for the Director, Queensland Conservatorium role.

About the Position

Selection Criteria for the Position

Please provide a response to each of the Selection Criteria (1-6) discussing the matters listed under each along with additional comments and examples you wish to make.

1. Leadership

- Demonstrated leadership in negotiating multiple agendas and stakeholders in large and complex academic and/or music industry environments.
- Capacity for innovation in academic development appropriate to music in the 21st century.
- Ability to sensitively but decisively negotiate, formulate and implement strategic plans in line with developments in the performing arts and the University's strategic goals.

2. Teaching

- A PhD or equivalent experience in an area of music relevant to QCGU.
- Demonstrated success in teaching and supervision in an academic environment.
- Ability to conceive and lead new programs and course development.

3. Research

- International recognition for research in one or more areas relevant to QCGU programs.
- Capacity to attract external research funding and forge research collaborations.
- Experience in providing research leadership and mentoring staff in research.

4. Management

- Track record in strategic thinking, management and achievement.
- Record in building successful teams and in driving performance.
- Ability to make difficult decisions and, in doing so, to be open and consultative.

5. External Relationships & Partnerships

- Track record in collaborating with business, industry, government and community groups.
- Ability to develop and effectively use networks at national and international level.
- Potential to contribute substantially to philanthropy and corporate sponsorship efforts.

6. Interpersonal Skills and Personal Attributes

- Excellent interpersonal skills, including the ability to advocate and garner support for ideas.
- Highly evolved writing skills for policy, advocacy, reporting and assessment purposes.
- Demonstrated personal ethics through sound judgment, openness and integrity.

About the Position

Reference number: 495080

Further enquiries: Please contact the Pro Vice Chancellor, Arts, Education and Law Group, Professor Paul Mazerolle on +61 7 3735 5710 or email: p.mazerolle@griffith.edu.au

Application Process:

Please ensure your application includes the following:

- Statement addressing each of the selection criteria
- Brief covering letter outlining your suitability for the role
- Current curriculum vitae/resume which should include:
 - full name, address, telephone number and email address;
 - name and email contact of three referees;
 - details of education, professional training and qualifications;
 - employment history, including present position and details of relevant professional, consulting or industry experience;
 - research interests and list of publications;
 - research grants awarded and any other relevant information, such as offices held in professional bodies, community services etc.

Please note that applications close at 4.30 pm on the closing date.

To apply for this position please click [here](#)

Please note:

Griffith University reserves the right to seek reports on suitability of candidates from experts in the appropriate field, other than those nominated by the candidate. Should an applicant not wish a specific person or persons to be contacted, he/she should advise the University of the names of those people at time of application.

Closing Date: Friday 31 August 2012

About Brisbane, Gold Coast and Griffith Campuses

Brisbane is Australia's third largest city with 1.6 million inhabitants. It is the capital city of Queensland and as such offers opportunities for consulting with business and industry. Cosmopolitan Brisbane is clean, modern, relaxed and offers cultural amenities, public parks and gardens, recreational facilities, fine restaurants and sidewalk cafes. Brisbane justifiably claims to be Australia's most liveable city. The Brisbane City Council's website is at <http://www.brisbane.qld.gov.au/index.htm>

The Gold Coast is one of Australia's premier tourist destinations. The region enjoys a subtropical climate and offers cultural and sporting amenities, restaurants and sidewalk cafes as well as sailing, surfing, scuba diving and some of the world's best light tackle and game fishing. The Gold Coast is also a centre of commerce and offers opportunities for consulting with business and industry. The Gold Coast City Council's website is at <http://www.goldcoast.qld.gov.au/>

Griffith University operates on five campuses between Brisbane and the Gold Coast – the fastest growing region in Australia - each with a distinct atmosphere and different academic options.

Gold Coast Campus, This dynamic, modern campus is our comprehensive campus, set in native bushland, minutes from the famous Gold Coast beaches. With a population of more than 13,000 students, the campus boasts state-of-the-art facilities, including the \$36 million Griffith Centre for Medicine and Oral Health adjacent to the Gold Coast Hospital at Southport. The co-located Gold Coast University Hospital is scheduled to open in 2012.

Logan Campus This community campus is renowned as a national showcase of social inclusion in higher education through innovative partnerships, industry engagement and program pathways, with a strong focus on community health and education. Home to more than 2,600 students, this campus is based in one of Australia's most rapidly developing regions, midway between Brisbane and the Gold Coast. The large 56-hectare site borders a golf course, Motorway and Slacks Creek. This campus serves the rapidly growing populations of Logan City, the Beaudesert and Redland Shires and the Beenleigh district. The Logan City website is at <http://www.logan.qld.gov.au/>

Mt Gravatt Campus Adjacent to Nathan campus, this modern campus is also nestled in a native bushland setting, less than 15 minutes by car from Brisbane's city centre. Teaching and research on the campus focuses on the application of social and behavioural sciences to prevention of and intervention in critical social issues. The campus has a student population of approximately 4,100 students.

Nathan Campus, The original Griffith campus, Nathan, with more than 12,000 students is situated in a native bushland setting on the edge of Toohey Forest, 10 kilometres southeast of the Brisbane city centre (10 minutes drive by freeway). Nathan is home to our world-class expertise in the environment, corporate sustainability, Asia and the emerging bio-sciences. This campus also houses much of the administrative effort for the University. Most of the University's executive team and many major administrative offices are located on the campus.

About Brisbane, Gold Coast and Griffith Campuses

South Bank Campus is the home of the Queensland College of Art, the Queensland Conservatorium, and the Griffith Graduate Centre, and is strategically located in the heart of Brisbane's cultural precinct, over the river from the city's, and the state's, political and business centre. The Graduate Centre is located in the refurbished Ship-Inn and is the location for delivery of the MBA, and various postgraduate professional and award studies. One of Australia's oldest visual arts and design colleges, the Queensland College of Art, incorporating the Griffith Film School, is also one of the most advanced, with multimillion dollar facilities at South Bank. It features public exhibition spaces, cinema and conference facilities, a multimedia art gallery, artist residences and Australia's most modern and versatile studios and has more than 1,500 students. Located in custom-designed facilities, the Queensland Conservatorium is one of Australia's leading music institutions. Adjacent is the Queensland Performing Arts Centre and the city centre is just a 10-minute walk away. The Conservatorium is home to advanced facilities including a 615-seat concert hall with the best acoustics in the southern hemisphere, a 200-seat recital hall, a 150-seat orchestral hall, the latest teaching facilities and one of Australia's best music libraries. The Queensland Conservatorium has operated since 1957 and has a population of almost 900 students.

