AUSTRALIAN EXECUTIVE EDUCATION
AUSTRALIAN COURSES OFFER A GLOBAL ADVANTAGE
In a dynamic and globalised marketplace the demand for good leadership is growing rapidly. Continuous development of leadership talent is a priority for corporations around the world and they are increasingly turning to high-quality executive education programs to meet their needs.

Australian executive education institutions are regularly ranked amongst the top global executive education providers. Australia’s high-quality tertiary education institutions and its strong commercial governance has created an effective environment for the development and delivery of executive education programs. Now in its 26th year of consecutive economic growth, Australia is ideally positioned to provide innovative and customer-oriented management and leadership development programs. These are designed to meet the global demand for knowledge and behaviour change and focus on an increasingly mobile and cross-cultural commercial environment.

In addition, Australia’s multicultural population and strong commercial and people-to-people relationships, particularly within the Asia-Pacific region, position it as a premier destination for executive education programs. This industry capability report provides an overview of Australian capability in executive education, including examples of some of the many Australian institutions with specialist expertise.

Talk to your local Austrade representative for more tailored advice and information about connecting and partnering with this industry.
WHAT IS EXECUTIVE EDUCATION?

In a competitive business world, it is imperative that business leaders are up-to-date with the latest in management practices and can respond to rapidly shifting commercial trends. Executive education courses are increasingly viewed by top management professionals as a way to upskill themselves and colleagues and take advantage of the latest management research.

Executive education programs are designed to equip business leaders with the tools and knowledge necessary to function at the highest levels in their respective roles. These courses can be focused on a specific industry or more commonly on a specific management function, such as marketing or corporate strategy.

Executive education courses are typically short, non-credit programs primarily designed for current and aspiring professionals in managerial and executive roles. While individuals typically opt for open enrolment (off-the-shelf) courses, corporate customers are increasingly showing a preference for customised programs that address their unique challenges. Courses may be delivered in a classroom environment, online or with a blended learning approach.

With its roots in academic research, executive education is still dominated by university-based or linked institutions. However, industry bodies, membership associations and professional service firms are increasingly competing in this market. While most executive education programs are focused on specific aspects of professional development and are not related to university degree programs, some institutions offer subject credits toward certain MBA qualifications.
Supported by stable institutions, sound regulatory policies and a strong education system, Australia is a popular education hub in the region with a track record of delivering world-class academic programs. Across the different university ranking systems, criteria and fields of study, Australian universities consistently rank highly for the quality of their education, student satisfaction ratings and overall global reputation. Australian universities are listed in the top 100 in the Academic Ranking of World Universities and the Times Higher Education World University Rankings. Australia has five universities in the top 50, and seven in the top 100, in the 2018 QS World Universities Rankings, the third-highest after the US and the UK.

Australia is viewed as the destination of choice for international students looking to enrol in higher education courses, consistently attracting more international students than other developed nations such as Canada, Germany, Japan and Singapore, with a net inflow of approximately 250,000 students per year.

In addition, five Australian capital metropolises are among the top 50 best cities in the world for international students – Melbourne (5), Sydney (13), Brisbane (20), Canberra (22), Adelaide (44), and Perth (50).

The education sector is Australia’s largest service export and third-largest export overall, at $22.4 billion in 2016. Around one quarter of all higher education students, and approximately half the students in management and commerce courses, are from overseas.

DIVERSITY

Exposure to various cultures and the correspondingly diverse points of view and experiences are an important consideration in selecting an executive education program. The diversity of a cohort also plays a significant role in the opportunity for participants to network with peers. As such, diversity of participants and trainers/presenters makes a significant impact on the learning outcome of individual participants.

A country with a truly multicultural population and large cosmopolitan cities, Australia’s overseas-born population (as a percentage of total population) grew from 23 per cent in 2000, to 29 per cent in 2016. This diversity is reflected in the composition of many executive education programs. Further, due to historical links with Europe and North America, Australian executive education also provides an in-depth study of ‘Western’ management practices for participants.

PROPORTION OF FOREIGN BORN RESIDENTS, AUSTRALIA, 2000 – 2016

**STRONG, WELL-MANAGED COMMERCIAL SECTOR**

Australia’s thriving and well-managed commercial sector makes it an ideal environment for the development of leading management practices. For example, thanks to initiatives by regulatory agencies such as the Australian Securities and Investment Commission (ASIC), Australia’s corporate governance is currently ranked the second-best in the world. Corporate governance, defined as “the system of rules, practices and processes by which a company is directed and controlled,” is an important mechanism that, if properly developed, allows employees to perform to their potential and builds long-term value for all stakeholders. According to a global survey of institutional investors, 60 per cent (representing US$10 trillion of assets under management) viewed ‘poor governance practices’ as the most important contributing factor in leading them to support activist claims/proposals that question the management/board of a company.

The regulatory strength of Australia’s commercial sector is evidenced by its third-place ranking by the World Bank on its ability to enforce contracts. Australia also ranked 15th out of 190 economies for ease of doing business. Consequently, all of the Top 20 FT Global 500 companies and all of the Top 10 Fortune Global 500 have operations in Australia, and many also have their regional headquarters in Australia.

Sector-specific executive education programs are growing in popularity around the world. The Australian economy is home to several world-class sectors such as resources, finance, education, tourism, agriculture and food and beverage production. To cater to the talent development needs of these sectors, Australian institutions have developed a range of sector-specific executive education courses. The Law School of the University of Western Australia, for example, has a number of short courses for professionals to gain a strong understanding of the regulatory and commercial context in the mining and energy industries.
AUSTRALIA'S GLOBALLY SIGNIFICANT INDUSTRIES

- **Merchandise Export – Agricultural Products**: (US$36.0 billion, 2015)
- **Merchandise Export – Mining and Fuels**: (US$108.0 billion, 2015)
- **Australia’s Investment Fund Assets**: (US$1.6 trillion, June 2016)
- **International Tourism Receipts**: (US$29.0 billion, 2015)
- **Foreign Students in Tertiary Education**: (6.4% of the world’s total, 2015)

- Sixth-largest in the world
- Fourth-largest in the world
- 11th-largest in the world
- Third-largest in the world

INTRODUCTION

LARGE SERVICES SECTOR
The large and growing services sector is a key source of future prosperity for Australia, indicating a transition towards a knowledge-based economy. In 2015-16, the service-based sectors were the largest component of the Australian economy, accounting for over 70 per cent of GDP. Service-based sectors are also the biggest employers in Australia, with four out of five Australians employed in service related industries.17

The primary asset in service related industries is human capital, so the development of leadership skills and soft skills such as communication and collaboration is particularly important. Executive education programs in Australia have developed comprehensive courses encompassing these skills, enabling management to better support and develop their employees.

STRONG GOVERNMENT SUPPORT
The Australian executive education sector also benefits from strong support from the government. By closely monitoring the skills required for the country to stay competitive in future business environments, the government actively encourages the development of knowledge centres focused on specific critical functions. For instance, the Australian Government recently announced the establishment of the Academic Centres of Cyber Security Excellence program in Australian universities. The centres will produce work-ready graduates as well as undertake world-leading research on cyber security and provide executive education programs for industry and government.18

The government also plays an important role in facilitating the collaboration between academia and industry in order to develop relevant world-class knowledge, products and services. Under the National Innovation and Science Agenda (NISA), the Australian Government is investing $250 million over four years and has recently established six Industry Growth Centres in the sectors of competitive strength and strategic priority: advanced manufacturing; cyber security; food and agribusiness; medical technologies and pharmaceuticals; mining equipment, technology and services; and oil, gas and energy resources. The Industry Growth Centres initiative enables national action on key issues such as collaboration, commercialisation, international engagement, skills and regulation reform.19
WELL-ESTABLISHED RELATIONSHIP WITH ASIA

Australia’s proximity to the Asia-Pacific region makes it an ideal education destination for executives from countries in the region. Strong geopolitical and trade relationships (10 out of Australia’s top 12 trading partners are in the Asian region) combined with welcoming visa requirements make Australia an excellent choice for executive education program participants from Asia-Pacific countries. Similar time zones and relatively short travel times also add to Australia’s attractiveness. In addition, many of the challenges that the Australian economy has faced or is currently facing, such as rising operational costs or balancing economic growth with environmental sustainability, have more recently become areas of concern for neighbouring economies. Australia’s wealth of experience in managing these challenges has been leveraged to create executive education courses that are highly relevant and useful to managers and leaders across the region.

AUSTRALIA’S GOODS & SERVICES EXPORTS

Current price – goods on a recorded trade basis, services on a balance of payment basis

<table>
<thead>
<tr>
<th>Ranking</th>
<th>Economy</th>
<th>2015 A$m</th>
<th>2016 A$m</th>
<th>2016 % of total</th>
<th>% CAGR 2006 to 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>China</td>
<td>85,436</td>
<td>93,040</td>
<td>28.2</td>
<td>14.7</td>
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<tr>
<td>2</td>
<td>Japan</td>
<td>42,196</td>
<td>38,505</td>
<td>11.7</td>
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<tr>
<td>3</td>
<td>USA</td>
<td>22,085</td>
<td>20,657</td>
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<td>2.9</td>
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<td>4</td>
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<td>19,943</td>
<td>20,189</td>
<td>6.1</td>
<td>3.7</td>
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<tr>
<td>5</td>
<td>UK</td>
<td>8,720</td>
<td>14,966</td>
<td>4.5</td>
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<td>6</td>
<td>India</td>
<td>13,395</td>
<td>14,627</td>
<td>4.4</td>
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<tr>
<td>7</td>
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<td>13,004</td>
<td>3.9</td>
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<td>8</td>
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<td>10</td>
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<td>12</td>
<td>Malaysia</td>
<td>7,842</td>
<td>7,395</td>
<td>2.2</td>
<td>6.3</td>
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</tbody>
</table>

CAGR = Compound growth rate from 2006 to 2016
Sources: Based on the ABS trade data on DFAT STARS database (August 2016 data), ABS catalogue 5368.0.55.004 and unpublished ABD data.
QUALITY OF LIVING

Australia has the second-best quality of life in the world, as measured by the United Nations Development Programme’s Human Development Index 2015. It is also a great place to live - four of Australia’s eight capital cities ranked in the top 15 most liveable cities in the world: Melbourne (1), Adelaide (5), Perth (7), and Sydney (11). Top tourist destinations make Australia a desirable location for in-class executive education courses, as executives can extend their trip to explore Australia’s culture, scenery and attractions. Australian cities have also attracted some of the top education management talent from premier universities around the world. In settling in Australia they are able to offer their expertise to local and foreign students.

While most executive education programs targeting foreign participants in the region are priced in US dollars, Australian programs are almost exclusively priced in Australian dollars. The relative value of the Australian dollar compared with the US dollar makes Australia’s executive education programs more attractive to foreign participants from a cost perspective.

EXPERTISE IN REMOTE DELIVERY OF CONTENT

As a vast continent with a geographically dispersed population, Australia has strong expertise in delivering educational programs remotely through online and distance learning. For example, Australia has pioneered programs such as School of the Air, Open Universities Australia and other online distance learning programs to deliver quality educational services across Australia.

To ensure Australia is at the forefront of distance learning, online learning and innovative education delivery modes are key themes of the National Strategy for International Education 2025 and the Australian International Education 2025 (AIE2025), a long-term market development roadmap.

Such expertise is pertinent to the current executive education landscape as blended delivery (online and face-to-face) executive education programs are particularly attractive to international participants, allowing them to consume the more theoretical aspects of programs remotely and make shorter and less frequent trips to Australia for the experiential part of the program. Uptake of these programs is expected to grow thanks to the roll out of the National Broadband Network (NBN) and is likely to be particularly popular amongst participants from South East Asian nations.
BUSINESS SCHOOLS

Many Australian universities leverage Australia’s strong reputation in higher education to offer executive education. The reputation and quality of Australian higher education is underpinned by Australia’s strong quality assurance framework. The Tertiary Education Quality and Standards Agency (TEQSA) is Australia’s independent national higher education regulator, responsible for registering and evaluating the performance of higher education providers. In addition, Australia provides rigorous protection for international students through the Education Services for Overseas Students (ESOS) legislation, which requires institutions that provide education to international students to meet nationally consistent standards in education delivery, facilities and services.

Thanks to these efforts and the government’s commitment to a high-quality higher education system, the country boasts many world-class universities and business schools. Australia is home to 20 per cent of the top MBA programs in the Asia-Pacific. Further, five Australian business schools, the Australian Graduate School of Management (AGSM), Melbourne Business School, Macquarie Graduate School of Management (MGSM), QUT Business School and the University of Western Australia (UWA) Business School are members of UNICON, a prestigious global consortium of business school-based executive education organisations.

ACU Executive Education, Australian Catholic University

With seven campuses across Australia, in Adelaide, Ballarat, Brisbane, Canberra, Melbourne and two in Sydney, the Australian Catholic University (ACU) offers a wide range of leadership courses as part of their executive education offering. ACU Executive Education offers short courses on specialised topics such as negotiation skills training (drawing on Australia’s only degree in negotiation), management of not-for-profit organisations, leadership and catholic culture, and psychology of risk.

ACU provides organisations with customised leadership development programs, delivered on-site or at any ACU campus in Australia. Developing solutions designed around the challenges facing a client organisation, these programs employ real-life case studies, work-based projects and action learning and personalised online learning environments.

In partnership with corporations, AGSM also delivers customised executive education programs offshore, in markets such as China, Hong Kong, South Korea and Japan. A popular executive education destination for overseas participants, AGSM hosts partners from a range of countries including Indonesia, Fiji, Malaysia, Singapore, Hong Kong, Papua New Guinea, Japan, Vietnam, United States, India, United Kingdom and the United Arab Emirates.
Aim WA+UWA Business School Executive Education
University of Western Australia (UWA) Business School manages and delivers executive education activities through a joint venture with leading not-for-profit professional leadership and membership body, the Australian Institute of Management Western Australia (AIM WA).
AIM WA+UWA Business School Executive Education provides development programs to senior executives responsible for shaping the business, government and social landscape of Australia and the wider region. Services include open enrolment programs, customised/in-company development, executive coaching, corporate diagnostics, commissioned and applied research and professional mentoring. Clients include large corporations such as the China National Offshore Oil Corporation and multinational organisations such as the International Mining for Development Centre. execed.com.au

Crawford School of Public Policy, Australian National University
The Crawford School of Public Policy is the region’s leading public policy school. Located in Australia’s capital, Canberra, and close to the Australian Parliament and key Federal Government departments, the Crawford School has designed and delivered customised training programs for varied public and private sector clients for over 10 years. Drawing on the extensive knowledge and expertise of its world-class academics, the Crawford School is particularly strong in framing a comparative cross-regional approach to policy challenges, and facilitating policy engagement tours with the Australian Government.
In addition to tailored training and engagement programs, the Crawford School also runs a number of structured executive training programs for Australian Government officials through its National Executive Education Program, and the Executive Development and Professional Development Programs on offer at Crawford School’s National Security College.


Griffith Business School Corporate Education, Griffith University
Griffith Business School is an accredited member of the Association to Advance Collegiate Schools of Business (AACSB) and is part of Griffith University, a dynamic, innovative and well-respected public university with 50,000 students from 131 countries.

Through its corporate education unit Griffith Business School offers a range of fully customised management development programs and workshops for aspiring and senior leaders. The corporate education facilitator team is comprised of management practitioners currently active in a number of industry sectors. As well as broad general knowledge in the fields of leadership and management, individual team members bring expert knowledge in specialist areas such as developing personal leadership skills, interacting effectively with diverse teams (both professionally and culturally diverse), organisational transformation, organisational creativity and innovation, project management, stakeholder engagement and strategic planning.

Additionally, corporate education has ready access to a range of highly qualified business academics and researchers and can offer short courses in the areas of accounting, finance and financial planning; human resources and employment relations; information systems; international business; supply chain management; sustainable business; marketing; government leadership and management; policy analysis and public administration; event and sport management; tourism; and hotel management.


La Trobe Business School Executive Education, La Trobe University
La Trobe Business School Executive Education programs specialise in helping organisations and individuals to grow, while benefitting the greater community. The institution emphasises responsible leadership, sustainability (both social and environmental) and ethics in all its programs.

In addition to a range of open events and programs, La Trobe Business School offers custom-designed programs for a range of individual clients, ranging from short courses, executive certificates and diplomas right through to Bachelor and postgraduate qualifications. With their focus on ethics, sustainable business practices and good corporate governance, their programs enable clients to both develop their staff and gain the acceptance and support from the community in which they operate. Special expertise is available in data analytics, leadership and management.


Macquarie Graduate School of Management, Macquarie University
For over 25 years, the Macquarie Graduate School of Management (MGSM) has offered both open and customised short programs and has campuses in North Ryde, Sydney CBD and Hong Kong. The school also has a 40-room Executive Hotel at North Ryde, Sydney.

MGSM’s open enrolment executive education programs deliver a variety of topics including leadership, innovation, management, strategy, communication and interpersonal skills. Programs are delivered by a combination of globally-ranked MBA faculty and their broad network of practitioners.
INTRODUCTION

MGSM has delivered customised programs in the Asia-Pacific region including the Philippines, Malaysia, Hong Kong, New Zealand and Indonesia. Programs delivered in the Philippines and Indonesia have been in partnership with AsiaLink Business. MGSM has a longstanding relationship with one of the major commercial banks in China and biannually delivers a six-month immersive leadership development program in Australia for 10-15 of their high potential executives. MGSM serves Australian clients such as Westpac, AON, Optus, Datacom, Johnson & Johnson Medical, Telstra, Suncorp and NSW Treasury.

mgsm.edu.au/study-management/executive-education

Melbourne Business School Executive Education, The University of Melbourne

Melbourne Business School Executive Education was ranked 47th in the Customised Executive Education program category, 53rd in the Open Enrolment Executive Education program category, and 44th in Executive Education globally by the Financial Times (UK) in 2017.

Melbourne Business School’s customised programs focus on management and leadership development for commercial and government organisations as well as for not-for-profit organisations. Customised programs account for two-thirds of the school’s programs and are designed to create value for clients, provide problem solving solutions in efficient and effective ways and develop specific capabilities. Melbourne Business School emphasises the importance of understanding business needs and designing appropriate content and methodology through customisation and co-designing.

Melbourne Business School International focuses on ASEAN countries and has an office in Kuala Lumpur which caters to the executive education needs of clients in Malaysia (Petronas and RHB Group), Thailand, Philippines, Indonesia (Telkom Indonesia), Vietnam and Cambodia.

mbs.edu/education-development/execeducation

Monash Business School Executive Education, Monash University

Monash Business School’s Executive Education primarily offers ‘niche’ open, tailored and customised executive education programs, master classes and leader’s panels. The Leadership and Executive Education portfolio currently delivers programs in leadership; negotiation and influence; team effectiveness and management; general management; global strategy; and organisational development. The portfolio also has expertise in customised executive and senior leader programs; executive team development; executive coaching; people, talent and leadership strategy; and HR transformation.

The Business School also jointly delivers programs with experts from other faculties, including the Law School (Lawyer Leaders Program), Monash Art Design and Architecture (Design-Thinking programs) and the Faculty of Information Technology (Data Analytics for Managers).

The Business School approach to custom programs is based on co-discovery, co-development and co-delivery. Close partnering with the client in all stages of the custom cycle is key to the approach and structure of the School’s programs.

Monash Business School’s first open Executive Education program for 2017 titled ‘Your Leadership Voice: Women in Focus’, teaches women the most critical skills to advance their careers, enhance their professional profiles and drive workplace transformation.

The Monash Business School delivers Executive Education onshore and offshore, particularly in Asia where the University has a strong presence.

business.monash.edu/programs/executive-education

Further Information

mgsm.edu.au/study-management/executive-education

mbs.edu/education-development/execeducation

business.monash.edu/programs/executive-education
Murdoch University Executive Education Centre

The Murdoch University Executive Education Centre (EEC) provides industry-specific management and leadership programs to individuals and organisations. Most recently, EEC has delivered such programs to partners in the emergency sectors (such as Fire and Emergency Services, WA Police and Parks), the agriculture and food sector (Department of Agriculture and Food, Western Australia), the mining sector (including African mining organisations) and international government agencies (Sarawak public sector, Malaysia).

EEC brings together a wealth of experience in the areas of leadership, strategy and innovation. EEC has substantial experience working with small to large organisations to develop, manage and deliver professional development programs to mid and senior-level managers in Australia and overseas. Since its establishment in 2010, EEC has served more than 1,500 individuals and 260 domestic and international organisations from the public, private and not-for-profit sectors.

EEC programs are delivered in flipped classroom format using cutting-edge technology with either fully online delivery and/or in combination with intensive face-to-face workshops. These are tailored to suit today’s busy executives who are aiming to achieve a work-life balance and progress their careers.

EEC also works closely with the Singapore Centre for Research in Innovation, Productivity and Technology (SCRIPT). Together EEC and SCRIPT draw on the best international research to drive innovation effectively, efficiently and sustainably.

SCRIPT is an inter-disciplinary productivity research and development centre and is one of Australia’s first research centres in Singapore. The Centre was established by Murdoch University to support the growth and innovation drive in organisations across the Asia-Pacific region. SCRIPT works in partnership with both public and private sectors in Singapore and global R&D partners. SCRIPT’s industry collaborations include DHL Asia Pacific Innovation Centre, Panasonic Factory Solutions Asia Pacific, Sky Greens, Singapore’s Tote Board, Van Peak, Gemstar Technologies, Kaplan Singapore and Commonwealth Bank of Australia.

QUT Executive Education, Queensland University of Technology

QUT Executive Education’s activities focus on custom solutions specifically designed to assist national and international corporate and government organisations achieve their business objectives. QUT Business School was ranked 71st in the Financial Times (UK) Executive Education Rankings in 2016 under the Customised Courses category. Its specialisations include public sector management and leadership and complex program leadership. QUT delivers problem-based, workplace-blended learning programs in Australia and internationally to organisations including those in the defence, infrastructure, oil and gas, mining, finance, media, professional services and transport industries.

Notably, QUT works as part of a global consortium of four university partners to form the Shell Project Academy (SPA) and Finance in Projects (FIP) program to deliver a cutting-edge, dedicated project and financial management education program for Royal Dutch Shell Plc.

QUT Executive Education also offers coaching services from one-to-one coaching services, professional development services and postgraduate courses in leadership coaching and mentoring.

RMIT Executive Education, RMIT University

RMIT University delivers customised programs for senior overseas government officials. For example, the institution has run the Tianjin Government Leaders Training Program for well over a decade, providing a customised curriculum blended with lectures, workshops, industry briefings, site visits and mentoring, which continues to be a flagship project for the sister city relationship between Melbourne and Tianjin.

RMIT, with a strong focus on relevance and effective learning and development.

The institution’s masterclasses are focused on helping participating organisations build business resilience. Ideal for leaders and managers seeking to expand and enhance their skill set and knowledge, the ‘Building Resilience’ Masterclass Series teaches participants to build business resilience over eight insightful topics.

RMIT University is a certified overseas training organisation and Executive Education in the College of Business has delivered a wide range of programs to international partners including clients from China, Vietnam, India and France.
The University of Adelaide
The University of Adelaide Executive Education Unit specialises in delivering leadership and management programs and also focuses on strategy, operations, performance improvement, wine business and other specialist areas. The University has skills in public policy, international trade, global foods, economics and accounting. The Executive Education Unit has worked with internal and external partners to build and tailor programs to meet client needs. Program tailoring can include needs analysis, program design and architecture, leadership capability framework development, consultancy and coaching/mentoring.

Organisations from both the government and private sectors internationally have utilised this service, including the National Academy of Education Administration, People’s Republic of China; South Australian Attorney-General’s Department; Department of the Premier and Cabinet; Pernod Ricard Winemakers; BHP Billiton and PepsiCo Australia and New Zealand.
adelaide.edu.au/professions/execed

The University of Newcastle
Executive education courses at the University of Newcastle provide high quality learning and professional development to meet the skill and knowledge requirements of individuals and organisations. The University’s Professional Education is delivered in partnership with enterprises in-country and in Australia. Learning solutions equip participants to keep up-to-date with best practices, achieve full potential by refreshing skills and knowledge, and manage change more effectively.

There is a wide range of university-standard courses and online learning opportunities, for frontline staff to supervisors, managers, and senior professionals in all industries. Instructors are dynamic, engaged and specialists in their fields. The University of Newcastle offers course delivery that is cost effective, time efficient and customised to suit participants’ needs. An in-house course offers the opportunity to work on commercially sensitive matters with confidence. Participants can earn credits as they go and use these towards a future qualification, subject to further assessment.

The University of Newcastle has worked with organisations including PwC Australia, Colonial First State, Fuji Xerox, Pfizer Australia and Samsung Australia. Public sector clients include NSW Police, National Parks and Wildlife Service, Medicare and the Department of Health and Aging.
newcastle.edu.au/industry/professional-development/business

The University of Sydney Business School
The University of Sydney Business School works with organisations to tailor executive education programs which use experiential learning to develop leadership capabilities. Their programs bring a multi-disciplinary perspective to real-world challenges.

The institution also offers unique executive education courses targeted at individuals, such as the ‘Metamorphosis’ program. This five-day program is designed to give participants the space to contemplate the next stage of their professional and leadership journey and provide them with tools and a framework to help put some structure around that process.

The business school also delivers international leadership programs for the Department of Foreign Affairs and Trade. The programs bring together established, emerging and future leaders from around the Asia Pacific to deepen understanding of strategic international issues. These programs are currently run for Indonesia and Laos.
sydney.edu.au/business/executive
UniSA Business School Executive Education, The University of South Australia

The UniSA Business School, through its executive education network, offers a suite of high impact, evidence-based executive education programs designed to be truly transformational for individuals and their organisations – both public and private sector - across Australia and the Asia Pacific.

Internationally recognised expertise includes leadership for impact, innovation and business growth, high performance work systems, change management, brand management and marketing effectiveness, choice and decision-making, strategy and international business, operational excellence, service quality and accounting and finance. UniSA’s award-winning Australian Centre for Business Growth, strategic partnerships, the Ehrenberg-Bass Institute for Marketing Science and internationally ranked MBA programs offer quality and impact.

UniSA Business School offers short courses, professional certificates and postgraduate certificates and diplomas that are at the forefront of both learning methods and leadership and management expertise. Customised in-house education programs are developed and delivered to meet specific organisational learning needs. These can be delivered in-house, at the University in new state-of-the-art executive education classrooms, online or a combination. All courses are developed and managed by the school’s highly experienced executive education team. UniSA crafts customised solutions to meet organisational requirements. The executive education unit uses instructors who are leaders in their fields, many with senior industry experience, linking executive practice and outcomes with the most up-to-date research and findings.

www.unisa.edu.au/strategic

UQ Business School Executive Education, The University of Queensland

UQ Business School Executive Education is passionate about creating high-calibre programs that transform the lives of learners – and the businesses they belong to. UQ Business School Executive Education offers a range of open programs and specialty award programs, and partners with organisations around the world to develop and deliver custom training solutions.

Leading academics and business advisors facilitate the courses and programs, teaching practical business skills underpinned by the rigour and research found only in the world’s top universities. Courses and programs use an interactive learning model, which combines case studies, presentations, teamwork, simulations, guest speakers, and experiential learning, giving participants a fresh perspective on contemporary issues.

UQ Business School Executive Education’s custom programs blend the latest research and academic insights with practical, commercial tools and frameworks. Programs deliver flexible, sustainable solutions to complex challenges. Recent international clients include the Telecommunications Regulatory Authority of Bahrain, PetroChina, Tsinghua University, State Bank of Vietnam and Vale. Domestically, UQ Business School Executive Education has ongoing partnerships with large multinationals including Virgin Australia and Laing O’Rourke.

execed.business.uq.edu.au

Victoria University

The College of Business within Victoria University offers executive education in leadership, management and accounting; banking and finance; logistics; and hospitality, tourism and events management. Providing a range of services to industry and the community, the aim is learning for sustainability and business expansion. These training programs can be customised to suit the needs of the client.

vu.edu.au/about-vu/academic-colleges/business
**INDUSTRY BODIES AND ASSOCIATIONS**

**Australian Institute of Company Directors (AICD)**

The AICD is the world’s largest director institute and has more than 40,000 members in 70 countries, including Hong Kong, Singapore, the UAE, China, New Zealand, Indonesia, the US, the UK and the Pacific region. The AICD’s executive education courses are designed to support participants at each stage of their director career and provide them with the fundamental skills and knowledge to perform their roles effectively. The AICD’s international short courses are designed to update and deepen knowledge on the specific duties and responsibilities of director roles and board practices when operating across borders.

These programs and courses are designed by expert educators with the input of experienced directors and subject matter experts. The contemporary content is updated annually and includes case studies and real-life examples to ensure relevance for directors operating in an international context. All facilitators have real-world experience at board level, are globally recognised for their contribution to the profession and are accredited specialists in their areas of expertise.

Participants in AICD programs hold high-level positions in companies such as American Express International, Ericsson, Orica, ANZ Banking Corporation, IBM and JP Morgan & Chase.

[aicd.companydirectors.com.au](aicd.companydirectors.com.au)

**Australian Institute of Management Education & Training**

The Australian Institute of Management Education & Training (AIM) is a Registered Training Organisation with the Australian Skills Qualification Authority and accredited as a higher education provider by the Tertiary Education Quality and Standards Agency. AIM Education & Training is a part of Scentia – a leading Australian education and training group with unrivalled student offerings across corporate solutions, short courses, vocational education and post-graduate higher education.

AIM Education & Training is the career partner of Australian and overseas managers and leaders at every stage of their career journey. Every year, 25,000 professionals take part in over 80 training programs and study towards any one of 13 vocational qualifications and three postgraduate programs including an MBA.

AIM Education & Training has formed partnerships to deliver executive education courses offshore, using industry connections and collaborations with like-minded institutions, such as Hong Kong Management Association, Malaysian Institute of Management, Bank Alfalah Limited and BHP Billiton Mitsubishi Alliance. It has also delivered tailored executive education courses to staff and executives of the Malaysian Human Resource Fund, using both online and face-to-face delivery methods.

[aim.com.au](aim.com.au)

**CPA Australia**

CPA Australia offers a range of practical executive education programs tailored specifically for the challenges and opportunities facing finance leaders today. The Strategic Finance Leader Suite is facilitated by experts. Working with real-life case studies relevant to today’s Australian and Asian markets, these programs dissect global best practices and provide participants with the tools to employ in their respective organisations to ensure continued growth.

COMMERICAL ARMS OF UNIVERSITIES

DeakinCo, Deakin University

DeakinCo. is a subsidiary of Deakin University, established to leverage the expertise of the university to offer leadership development and other executive programs to the private sector on a customised basis. DeakinCo. was created by the merger of longstanding workforce capability development business, DeakinPrime, with innovative new credentialing business, DeakinDigital. The merger brings together DeakinPrime’s track record as a trusted partner in corporate education and training for organisations across Australia for more than 25 years, with DeakinDigital’s disruptive offering in Professional Practice Credentials.

Among their clients are some of Australia’s largest organisations including CPA Australia, ANZ Bank, Westpac, Cotton On Group, WorkSafe Victoria, Financial Planning Association, City of Melbourne, Newcrest Mining, Alcoa and Defence Materiel Organisation (DMO).

DeakinCo is a workforce professional development provider and offers services in leadership, customised learning, financial services and credentialing.

deakinco.com

Swinburne Professional, Swinburne University of Technology

Swinburne Professional offers an extensive range of leadership and management programs and services to help organisations bring out the best in their employees. Their programs and services are aimed at helping organisations solve challenges and focus on critical skills such as strategy, people management and decision-making. The University also provides an understanding of the drivers of organisational wellbeing, employee engagement, organisational culture and performance.

Swinburne Professional has provided education, training and leadership consultancy services to hundreds of organisations across Australia, including Hertz Truck and Car Rental, Vision Australia and City Holdings.

swinburne.edu.au/professional

BOUTIQUE SPECIALISTS AND CONSORTIA

Australia and New Zealand School of Government

The Australia and New Zealand School of Government (ANZSOG) was established in 2002 by the respective governments (10 in total, including all states and territories), in partnership with 15 domestic universities and a number of globally important Schools of Government, to deliver executive leadership for the public sector.

ANZSOG develops and delivers innovative education, including an Executive Master in Public Administration, Executive Fellows and Towards Strategic Leadership programs, one to five-day workshops and customised short form education. ANZSOG delivers a significant research program and produces regular publications on topical public policy and administration issues. ANZSOG also delivers international programs to help constituent governments engage more effectively in the Indo-Pacific region. These programs build greater understanding and awareness between key countries in the region, most notably China and India.

anzsog.edu.au

The CEO Institute

With over 1000 members, The CEO Institute, established in 1992, offers personalised executive training and development programs to help organisations improve the quality of their management and leadership, by combining the science of experiential and facilitated learning into specialised programs that enable executives to develop new knowledge, skills and capabilities. Their open enrolment programs include the Future CEO program and the online Certified CEO program with program partner, UNE Partnerships, the Education and Training Company of the University of New England.

ceoinstitute.com
Image courtesy of Melbourne Business School
Focus on General Management Skills

Case study
AGSM@UNSW Business School

According to a global survey by Harvard Business Publishing, 24 per cent of talent development professionals say that the most significant goal for leadership development is building more general management capability at all levels.28 Catering to this, the Australian Graduate School of Management’s (AGSM) flagship General Manager Program has been developing strategic leadership, commercial management and innovation capabilities in general managers and senior leaders for over two decades.

The program is run three times a year, over five days, in-house at AGSM’s Randwick facilities, with a cohort of approximately 25-28 participants per course. Participants consist primarily of senior corporate members, providing strong networking opportunities.

The program focuses on the core business disciplines of strategy and management and takes participants through a transformational journey that explores how their leadership, decisions and behaviours impact overall wellbeing, employee engagement, organisational culture and performance. The program is the basis of AGSM’s Top 50 Financial Times (UK) Executive Education ranking (2017).

AGSM’s General Manager Program contributes nine units towards the Certificate in Executive Management and Development which requires individuals to attain 12 unit points over a maximum of 48 months and at least three programs.

With further study, participants can go on to complete AGSM’s prestigious MBA.

“My time at the General Manager Program allowed a deep reflection on my personal and professional goals and objectives, in the company of some inspiring facilitators and like-minded future leaders. I (now) have greater skills and the confidence to make better decisions and truly lead through awareness and consideration,” said Ken Whitton, General Manager Member Education, HESTA Super Fund.

business.unsw.edu.au/agsm/short-courses

Image courtesy of AGSM@UNSW Business School
Leadership Development Program for Keystone Foods

Case study
Melbourne Business School

Keystone Foods is a global food services company that supplies the world’s finest consumer brands with high-quality, fresh and frozen animal protein products. The company needed to build executive leadership talent and they sought a program that would enhance both business and individual capability.

Keystone Foods partnered with Melbourne Business School Executive Education to create their Leadership Development Program (LDP) for the APMEA (Asia Pacific, Middle East, Africa) Regional Leadership Team.

Keystone Foods selected Melbourne Business School Executive Education based on its status as a world-class business school and strength in cross-cultural facilitation. The latter was particularly important because participants were drawn from a wide range of cultures and countries including Australia, Bahrain, China, Malaysia, South Korea and Thailand.

Keystone’s LDP embedded accredited MBA-style classes within a wider blend of practical methodologies. The program architecture included 3x5-day intensive modules, workplace assignments, videoconference meetings and delivered modules in Hong Kong and Kuala Lumpur.

The learning approach emphasised dialogue, cross-business collaboration and transformation. Emphasis was placed on checking in with participants to ensure they remained supported and engaged. Upon completion of the program, participants received a Professional Certificate in Management, awarded by the prestigious University of Melbourne.

Participants consistently rated the program higher than 4 out of 5 on all measures, and were particularly impressed with the usefulness of the skills they acquired in achieving real outcomes at work. A key success of the program was to develop a strong succession line for core positions.

mbs.edu/education-development/execeducation

Image courtesy of Melbourne Business School
Vale’s Rites of Passage Leadership Program

Case study
UQ Business School Executive Education

Vale is a global mining company that transforms natural resources into prosperity and sustainable development. The organisation is headquartered in Brazil and operates in more than 30 countries worldwide. Vale’s global coal headquarters are based in Brisbane. UQ Business School Executive Education partnered with Vale to develop a customised personal leadership development program.

At the time, Vale was experiencing significant change in their sector. They wanted to re-focus their leadership team to develop strategies to manage the change and they wanted a customised training solution that would develop the leadership skills of key staff. Vale chose UQ Business School Executive Education to adapt, build on and ultimately deliver a new iteration of an in-house leadership program to Vale staff in their Singapore, Oman, China, and Australian offices.

The customised personal leadership development program developed by UQ Business School Executive Education was called Rites of Passage. It enabled participants to explore their personal leadership styles and practices, to redefine their approach to leadership and how that leadership would play a part in the future of the organisation.

Alex Castro, Technical Leader of the Technical Marketing team for Vale China was a participant in the Rites of Passage program. He said “this training was really beyond my expectations. The facilitator got really involved in the training the whole time. He was open to us and honest to the principles he taught. He shared his wonderful experience, both in his personal life and his work, and it was really helpful. This program would be one of the top training programs that I’ve ever attended. It forced me think and to reflect on myself, and it helped me not only as a professional, but also as a person”.

exced.business.uq.edu.au/
Developing Indonesian Public Sector Agencies

Case study
AIM WA+UWA Business School Executive Education

In recent years, Indonesia has emerged as one of the growth frontiers in the Asia-Pacific region. To keep up with the rapid transformation of the economy, the Indonesian Government actively sought public sector bureaucratic reform training and development programs to upskill and develop the capability of their public service agencies. Western Australia based AIM WA+UWA Business School Executive Education was engaged by the Indonesian Government to support this endeavour.

AIM WA+UWA Business School Executive Education is the result of a joint venture between AIM WA (Australian Institute of Management Western Australia) and UWA Business School (University of Western Australia Business School). AIM WA+UWA Business School Executive Education brings the intellectual depth of one of Australia’s leading business schools together with the applied focus of Western Australia’s leading training and development institute, to provide a range of leadership development and strategic services to organisations across Australia.

The business school developed several programs that were tailored to the Indonesian Government’s scope, both in terms of content and expected learning outcomes. AIM WA+UWA Business School has conducted three programs for the Indonesian Government over the last three years, with another two programs scheduled for the Indonesian Ministry of Foreign Affairs later in 2017.

The programs have been very well received, with the participants and agency representatives reporting that the programs have been beneficial, pitched at the right level, and have been conducted within an enjoyable and supportive learning environment.

execed.com.au/
Empowering the International Director

Case study
Australian Institute of Company Directors

For business leaders working across borders, their task is exciting yet challenging. Navigating the multiple cultures and regulatory frameworks requires a special set of knowledge and skills that goes beyond leading an organisation on a national scale. For leaders with such international responsibilities, the Australian Institute of Company Directors (AICD) has developed a unique program to equip them with the necessary tools for their role.

The AICD’s flagship international program is the International Company Directors Course (ICDC). The ICDC is targeted at experienced directors, aspiring directors and those executives who report to the board, who are seeking a deeper understanding of international governance issues. The typical cohort is composed of directors, chairs, managing directors, senior managers and executives of multinational companies, government bodies and international not-for-profits.

This course gives participants a detailed understanding of how to exercise director duties within the complexity of multiple legal, cultural and political environments. Modules include international director’s duties, the board’s role in risk and strategy, financial literacy for directors, the international legal environment and the impact of international culture. The course is delivered over five days in specially selected international locations, including Singapore, Hong Kong, Dubai and Shanghai, or in-house within corporate client facilities.

aicd.companydirectors.com.au/education/courses-for-the-executive
Partnering to Build Capabilities in Law and Justice in Bangladesh

Case study Western Sydney University

In March 2017, Western Sydney University and the Ministry of Law, Justice and Parliamentary Affairs in the Bangladesh Government signed a Memorandum of Understanding to train judicial officials and more than 500 judges from Bangladesh.

The Capacity Building of Law and Justice Division for Strengthening Subordinate Judiciary Management Project will assist judges and justice officials to acquire knowledge, skills and ICT competency; improving judicial system performance. The project will empower judges to build judicial capacity and enhance their own legal and managerial competencies. After training at Western Sydney University, judges and officers will return to Bangladesh and apply their combined knowledge to improve services for Bangladeshi people.

The implementing partner for Western Sydney University is the International Centre for Ocean Governance (ICOG), within the School of Law. The entire training program will take place in Australia, at Western Sydney University. ICOG is uniquely qualified to provide training on ocean governance, and explores areas such as maritime law, environmental justice, offshore criminal justice, offshore civil justice, disputes related to ocean activities and resource exploration, disputes related to ships and marine traffic, compensational justice related to marine pollution and coastal management.

ICOG expects approximately $5 million from the Government of Bangladesh over three years to deliver research and training for over 500 judges and administrative and economic officers from different ministries.

westernsydney.edu.au/sol/school_of_law/icog

Professor Barney Glover (Vice-Chancellor and President, Western Sydney University) and the Honourable Minister Anisul Huq (Minister for Law, Justice and Parliamentary Affairs in the People’s Republic of Bangladesh) unveil the bust of Bangabandhu Sheikh Mujibur Rahman, ‘Father of the Nation of Bangladesh’, outside the International Centre for Ocean Governance, Western Sydney University’s Parramatta campus.

Image courtesy of Western Sydney University
The following table provides some examples of companies and their capabilities.

Contact your local Austrade representative for assistance connecting with the Australian businesses that best suit your requirements.

austrade.gov.au
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Parklands at Macquarie University. Image courtesy of Macquarie Graduate School of Management.
GOVERNMENT AND INDUSTRY ORGANISATIONS

The following are some of the organisations involved in Australian education and training. Contact your local Austrade representative about connecting and partnering with the Australian executive education sector.

**Department of Education and Training (DET)**
is responsible for national policies and programs that help Australians access quality and affordable early child care and childhood education, school education, higher education, vocational education and training, international education and research.
education.gov.au

**Tertiary Education Quality and Standards Agency (TEQSA)**
is Australia’s independent national regulator of the higher education sector.
teqsa.gov.au

**Australian Skills Quality Authority (ASQA)**
promotes quality training so that students, employers, and industry have confidence in Australia’s training sector.
asqa.gov.au

**Universities Australia**
is the peak body representing the university sector in the public interest, both nationally and internationally.
universitiesaustralia.edu.au
REFERENCES


ABOUT AUSTRADE

The Australian Trade and Investment Commission – Austrade – contributes to Australia’s economic prosperity by helping Australian businesses, education institutions, tourism operators, governments and citizens as they:

• develop international markets
• win productive foreign direct investment
• promote international education
• strengthen Australia’s tourism industry
• seek consular and passport services.

Austrade helps companies around the world to identify and take up investment opportunities in Australia as well as to source Australian goods and services. Our assistance includes:

• providing insight on Australian capabilities
• identifying potential investment projects and strategic alliance partners
• helping you to identify and contact Australian suppliers.

austrade.gov.au