

The Florey
Advancing Brain Research



Director of The Florey

Candidate Information Pack

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Welcome from the Chair

On behalf of the Board, it is my great privilege as Chair to welcome you to The Florey and our outstanding, wide-ranging and impactful research focusing on the neurosciences and mental health.

Named for Australia's most distinguished scientist, Sir Howard Florey, we have a rich history going back to 1960. Over that period, we have evolved into the largest brain research centre in the Southern Hemisphere, with teams of researchers dedicated to building knowledge across our four Missions of "Dementia", "Epilepsy", "Mental Health" and "Protect and Repair". At The Florey, our goal is to advance humanity through brain research, improving the physical and mental health of people globally, not least the 5 million Australians affected by neurological conditions each year.

The brain is at the frontier of biomedical research and treatment (therapeutic development) this century. We are on the cusp of unprecedented innovations to advance the treatments of a variety of neurological and psychiatric conditions. The Florey aspires to be at the forefront of that revolution. With the advent of our Future Florey strategy, we have the foundation for our next era.

I look forward to working with a new Director of The Florey who shares our excitement about the contribution we can make in our next chapter and has the vision, the expertise, and the acumen to advance our crucial work. If you believe you are the best person for this position, then I encourage you to apply.

Mr Martin Adams
Chair, The Florey



The Florey at a glance

500

500 staff – including over 350 researchers and students.

5m

Over 5 million Australians are directly affected by the conditions we research.

200+

More than 200 live projects being led by Florey researchers.

20+

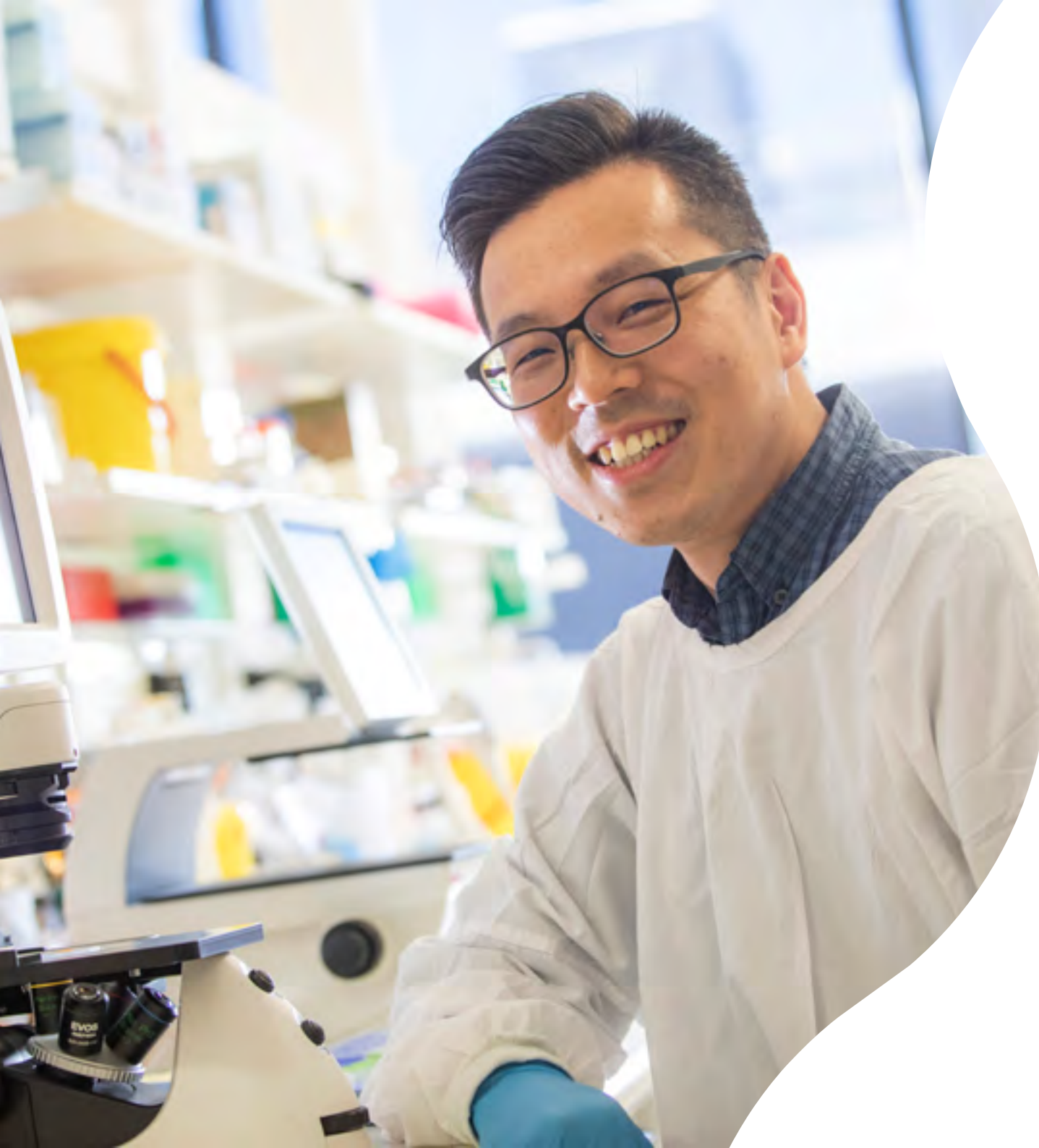
Expertise in 20+ neurological and psychiatric conditions.

830+

More than 830 publications sharing our discoveries with the global research community.



An independent board, an executive and a faculty of world-leading experts in brain research.



Florey Research

Missions

- Make **dementia** preventable and treatable.
- Create a better quality of life for people with **mental health** conditions.
- Find cures for people with **epilepsy**.
- Discover new ways to **protect and repair** the brain.

Themes

- **Systems Neuroscience:** deepening our knowledge on how the brain communicates with other vital organs in health and disease.
- **Neurotherapeutics:** investigating new drug targets and developing new treatments for neurological and psychiatric conditions.
- **Synaptic biology:** investigating the function and plasticity of the brain, from single molecules to neural networks.
- **Neuroimaging:** developing cutting-edge technologies to image the brain and provide insights into brain structure and function.

The Florey Story

The ultimate goal of our research is to make a meaningful difference to the lives of those affected by the brain conditions we study. By using ingenuity and visionary thinking we can make discoveries that translate into improved health outcomes.

The Florey is the largest brain research centre in the Southern Hemisphere, with teams of researchers dedicated to finding solutions for a range of neurological and psychiatric conditions.

The Florey is built upon the work of its founder, Professor Derek Denton AC, and his team of pioneering scientists including Professor Sir Roy Douglas 'Pansy' Wright, Professor John Coghlan AO, and Professor Marelyn Wintour-Coghlan AO.

Discoveries into the role of salt and water balance in health and disease laid the foundations for the Institute, attracting international attention, including from major philanthropists.

Frontier of neuroscience

The Florey's original focus was on experimental physiology and medicine, following on from the work of Professor Denton.

It was in 1997 when then Director of The Florey, Professor Frederick Mendelsohn AO, recognised the need to broaden the focus of the institute to prioritise the brain. Considered an emerging field of enquiry that required urgent attention, neuroscience was providing answers to some of the most difficult medical problems of the day.

What proved to be a visionary evolution for The Florey enabled us to grow, attracting significant support and international acclaim. As research into the brain has gained considerable momentum, our scientific and technological advancements have ensured much of our work has been centre stage.

Today, we are world leaders in neuroimaging, discovery science, brain-body interactions, and drug development. Our teams work on a range of neurological and psychiatric conditions including epilepsy, Alzheimer's disease, stroke, Parkinson's disease, multiple sclerosis, motor neurone disease, depression, schizophrenia, and addiction.

Pathways to Impact

We believe that everyone has a stake in health and medical research. Our scientific research and translation of discoveries into knowledge and treatments change people's lives through improved physical and mental health and wellbeing.

The Florey has an opportunity to re-imagine the way government, medical research organisations and industry partners collaborate, solve problems, and innovate together to create real and lasting value for current and future generations.

We are committed to being a leader in our ecosystem and improving the world in which we live, work and play.

The Future Florey Project

The Future Florey Project kicked off in March 2022, aiming to establish the next phase of scientific excellence at The Florey.

The project team reported to a specially convened sub-committee of the The Florey's Board and brought together the voices of The Florey to harness the commitment, passion and deep knowledge held by staff across the organisation.

Following months of consultation and feedback, the project team made key recommendations for The Florey's strategic direction to the Board – providing a pathway for us to become a world-leading medical research institute in neuroscience and mental health.

A Scientific Vision for our Changing Health Needs

The vision includes a refreshed research focus on specific health missions in which The Florey is well equipped to excel. Dementia, mental health, epilepsy and protecting and repairing the brain have long been areas of strength for The Florey and where our scientists will have the greatest impact.

These missions will be complemented by four themes, that underpin our discovery research capabilities and highlight our strengths in neurotherapeutics, neuroimaging, synaptic biology and systems neuroscience.

A Pathway to Success

The Future Florey Project unites the collective strength of our researchers and professional staff setting The Florey on the path to long-term success. By attracting the best talent through research fellowships, enhancing commercialisation opportunities and developing a place where diversity thrives, The Florey can fast-track discoveries at the bench into clinics globally creating real impact.

Our missions

Make **dementia** preventable and treatable

Create a better quality of life for people with **mental health** conditions

Find cures for people with **epilepsy**

Discover new ways to **protect and repair** the brain

Our discovery themes

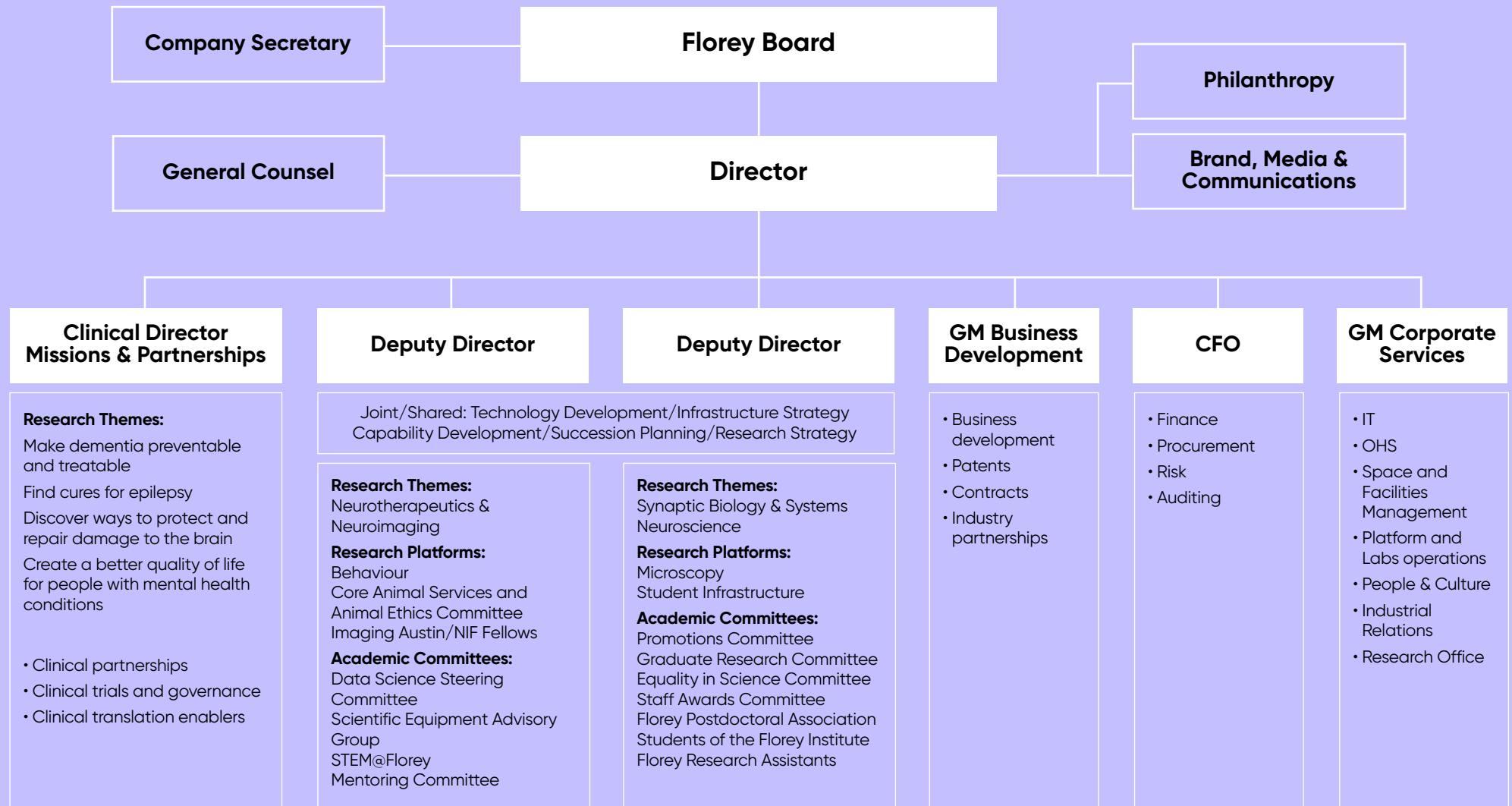
Systems neuroscience: Deepening our knowledge on how the brain communicates with other vital organs in health and disease

Synaptic biology: Investigating the function and plasticity of the brain, from single molecules to neural networks

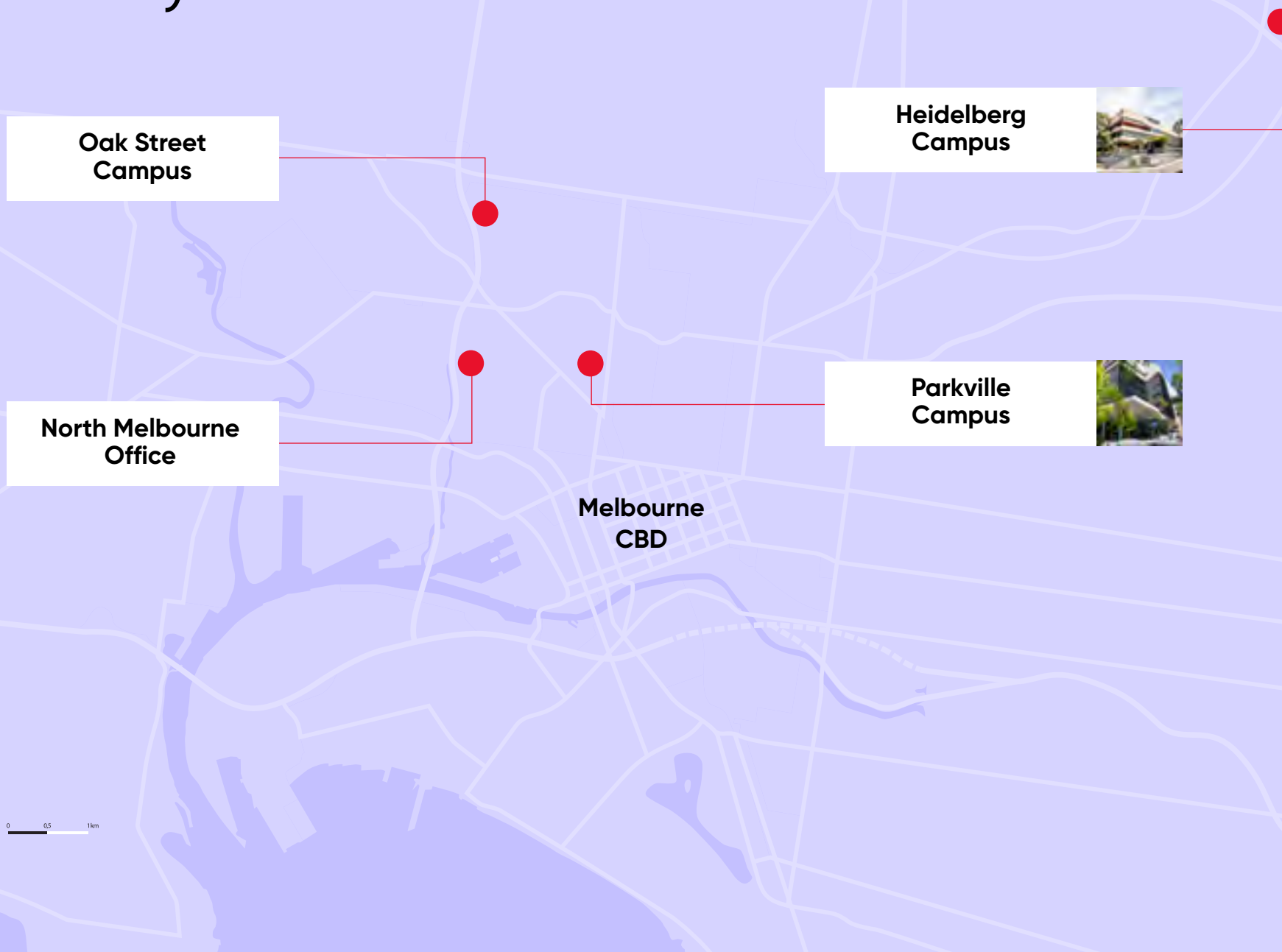
Neurotherapeutics: Investigating new drug targets and developing new treatments for neurological and psychiatric conditions

Neuroimaging: Developing cutting edge technologies to image the brain and provide insights into brain structure and function

Organisational Structure



Florey Office Locations



Our Collaborative Partners

The Florey interacts with world-leading experts including neuroimaging, genetics, medicinal chemistry, neuropsychology, clinical neurology, psychiatry and artificial intelligence from the University of Melbourne, Austin Hospital (Austin Health), Royal Melbourne Hospital (Melbourne Health), Monash University and The Alfred, as well as with both interstate and international partners.

University of Melbourne

The Florey and the University of Melbourne have a close relationship; commonality of mission in neuroscience, co-location of research teams, sharing of platforms and technologies form the backbone of this. The Florey also operates as The Florey Department of Neuroscience and Mental Health within the Faculty of Medicine and Dentistry and Health Sciences. The original Howard Florey Institute of Physiology grew out of the Department of Physiology of the University, and as it evolved into The Florey Institute of Neuroscience and Mental Health, it now shares several facilities, including the main Kenneth Myer Building.

A large number of leading Florey and University of Melbourne scientists have substantive joint appointments between the two organisations.

The Florey and the University provide core technologies and support for world-class neuroscience.

Melbourne Academic Centre for Health (MACH)

In 2014, the National Health and Medical Research Council (NHMRC) recognised the MACH as one of the first four Advanced Health Research and Translation Centres (AHRTCs) in Australia. These Centres are based on the Academic Health Science Centre model that has been successful in the US, UK and across Europe in bringing together academia and healthcare to accelerate the translation of research into clinical care.

MACH is a joint venture between 18 leading Victorian healthcare providers, medical research institutes and the University of Melbourne, and is the largest AHRTC in Australia.

MACH assists in providing an integrated program of discovery, innovation and clinical translation that will improve patient outcomes.

Austin Health

Austin Health is a collaborative partner of The Florey within the Melbourne Academic Centre for Health.

Austin Health is renowned for their specialist work in neurology, endocrinology, mental health, rehabilitation, cancer, infectious diseases, obesity, sleep medicine and intensive care medicine.

Austin Health delivers services for patients across four main sites in Melbourne, in locations across the community, in people's homes, and within regional hospitals across Victoria.


Austin Health is an internationally recognised centre of excellence in hospital-based research.

Melbourne Health

Melbourne Health is one of Australia's leading public healthcare providers delivering services through the Royal Melbourne Hospital, one of Australia's preeminent hospitals, NorthWestern Mental Health, the largest mental health provider in Victoria, and the internationally renowned Victorian Infectious Diseases Reference Laboratory (VIDRL).

Melbourne Health is the second largest public health service in Victoria, serving over one million people living in the inner northern and western corridors of Melbourne as well as regional and rural Victoria and southern New South Wales. The Royal Melbourne Hospital was Victoria's first hospital. NorthWestern Mental Health is one of the largest publicly funded providers of mental health services in Australia and VIDRL is the state's largest public health reference laboratory with core responsibilities in virology and mycobacteriology.

The organisation undertakes a wide range of research across all clinical disciplines with key strengths in neurosciences, cancer, endocrinology and immunology (especially diabetes), infectious diseases, mental health and cardio-respiratory research.

An aerial photograph of Melbourne, Australia, taken during the 'golden hour' of sunset. The city's dense urban landscape is visible, with numerous skyscrapers in the central business district reflecting the warm, orange light. The Yarra River winds through the city, and the Melbourne Cricket Ground and other sports stadiums are prominent in the foreground. The sky is a mix of soft pinks, oranges, and blues.

Living and Working in Melbourne

Geography

Melbourne is the capital city of Victoria – and is the second largest city in Australia with a population of more than 5.11 million People and a metropolitan area of 9990.5 km². The Economist Intelligence Unit has rated Melbourne the world's third most liveable city, based on its education, entertainment, health care, research and development, tourism and sport.

The City of Melbourne municipality, in which the University's main Parkville campus is based, covers 37.7 km² and has a population of more than 160,000 people. It includes the city centre and a number of attractive inner suburbs with thriving communities and businesses, and on average weekday around 910,000 people use the city and each year Melbourne hosts over a million international visitors.

The City of Melbourne is home to residents from 140 countries who speak more than 100 languages. The Wurundjeri, Boonwurrung, Taungurong, Oja Wurrung and the Wathaurung people of the Kulin Nation are the traditional owners of the land now known by its European name of Melbourne.

The City of Melbourne is recognised as Australia's cultural capital with a number of world-class galleries and museums.

Internationally renowned food and wine regions, and an impressive year-round calendar of events, catering for all tastes.



The Melbourne Biomedical Precinct

The Melbourne Biomedical Precinct is one of the world's leading biomedical centres; it is a hub of innovation, exceptional collaboration opportunities and cutting-edge facilities.

More than 40 hospitals, research, teaching and biotechnology organisations are located in the precinct – making it a highly sought after base for global biomedical leaders. The Florey's lead office is centrally located at 30 Royal Parade, Parkville. The precinct delivers outstanding world-class research, healthcare and education. It is home to some of the biggest global names in the biomedical sector and is an excellent environment for research based commercial activity.

It is a place where ideas flourish and where researchers and institutions are both locally and globally connected. It is an ideal location for knowledge transfer and innovation.

The Melbourne Biomedical Precinct employs 49,000 people and educates over 7,000 biomedical, health and medical students each year and attracts more annual competitive biomedical research funding than any other area in Australia.

The Melbourne Biomedical Precinct's research and development infrastructure and vibrant culture make it a highly sought-after destination by global companies and research institutions.

The Biomedical Precinct offers access to a high concentration of world-class institutions and research infrastructure, including:

Medical Research Institutes

- The Florey
- Walter and Eliza Hall Institute
- Victorian Comprehensive Cancer Centre
- Murdoch Children's Research Institute
- Peter Doherty Institute for Infection and Immunity
- CSIRO

Universities

- University of Melbourne
- RMIT
- Monash Institute of Pharmaceutical Science, Monash University

Hospitals

- The Royal Melbourne Hospital
- The Royal Children's Hospital
- The Royal Women's Hospital
- Peter MacCallum Cancer Centre

Biomedical leaders choose to operate in the precinct

Successfully leveraging Melbourne's Biomedical Precinct is Australia's largest pharmaceutical company (CSL), along with some of the biggest global names and niche operators in biomedical research.

- CSL Limited
- BioGrid Australia
- Melbourne Bioinformatics
- Melbourne Brain Centre
- Australian Genome Research Facility
- Bio21 Molecular Science and Biotechnology Institute
- National Ageing Research Institute

Our Funding and Finances

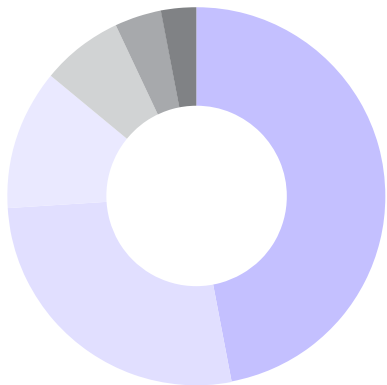
+ Financial position



Investments Dec 2022

Available for-sale Investments	36.3
Term deposits	55.0
Cash-at-bank	8.5

Total **99.8**



Sources of income 2022

Government	38.7
Commercial	22.0
Non-Govt Funding Bodies	10.2
Philanthropy	6.1
Investment	1.7
Other	(2.2)

Total **81.2**

Equity and Diversity Statement

At The Florey, we wholeheartedly embrace the values of equity and diversity, fostering an inclusive environment where every individual is celebrated. We commit to upholding these principles:

- Championing equality in all aspects of our organisation
- Striving to enhance and sustain diverse representation across all levels and functions of The Florey
- Cultivating an inclusive atmosphere where our team members are not only respected but also deeply connected to our mission
- Empowering every individual to contribute their talents and flourish within our community
- Creating a safe and productive workspace where harassment, discrimination, victimisation, and bullying are unequivocally prohibited, ensuring that everyone is treated with the utmost dignity and respect
- Implementing comprehensive training and awareness initiatives to ensure that our employees are fully aware of their rights and responsibilities
- Handling all complaints with sensitivity, fairness, timeliness, and the strictest confidentiality
- Offering unwavering support to those who report any violations of this policy
- Promoting and upholding impeccable standards of conduct throughout our organization at all times.

At The Florey, we recognise the intrinsic worth of each individual and embrace the strength that diversity brings to our community. Together, we are committed to creating a vibrant, inclusive, and welcoming workplace where everyone can thrive.



The Role of Director of The Florey

The Director is accountable to the Chair and Board for the scientific direction and performance, strategic direction, leadership and overall general management of the Institute. This includes ensuring the Institute is a world leader in neuroscience research and maintains its financial sustainability and independence.

Objective of the role

To dynamically lead The Florey (inclusive of the wider neuroscience research community in Melbourne) from its current strong position into its next era of scientific excellence, international pre-eminence and influence on the world stage.

Key Responsibilities

The Director's key leadership and management responsibilities are:

Strategy and Leadership

- Develop and drive the Institute's strategic direction to ensure the Florey is a world leader in neuroscience research (inclusive of discovery, clinical and translation) and mental health
- Strong leadership of the Institute's executive team
- Lead the wider neuroscience research community in Melbourne through the engagement and co-operation of research partners, inclusive of the University of Melbourne
- Actively represent the Florey as a world class Institute, both locally and internationally
- Take a lead role in the sector, including leveraging the sector's representative body (AAMRI)

- Actively engage key stakeholders in order to achieve the desired outcomes
- Brief the Board on all matters related to the scientific activities, direction and research performance

Financial Sustainability

- In conjunction with the Board, develop and execute plans to ensure that The Florey operates a sustainable financial model
- Ensure that the annual research, capital and operating budgets are prepared and approved by the Board
- Authorise expenditure and execute agreements in accordance with the Board Delegation of Authority Policy

Scientific Excellence

- Facilitate the success of scientists at The Florey as determined by grant funding success, esteem, publication and impact of peer reviewed journal articles among other measures
- Foster exemplary scientific leadership through performance of the Director's personal research program

Commercialisation

- Drive the identification and protection of the Florey's intellectual property
- Continually focus on the development and commercialisation of the Florey's intellectual property and maximise the long-term financial outcomes through leading edge arrangements and agreements
- Maximise the growth and financial success of the Florey's business unit(s)

Philanthropy

- Play an active and key role in driving donations from philanthropic trusts, foundations and the public at large
- Execute a program to identify and actively engage high net worth individuals in order to build close and long-term relationships for the benefit of The Florey

Grant Funding

- Support and facilitate successful submissions for grant funding from the National

Health & Medical Research Council, Medical Research Future Fund, other Federal/ State Government bodies and other national and international funding sources

- Actively engage funding bodies and Governments in order to best represent the interests of The Florey

Public Relations

- Establish and maintain a high profile in the Australian and international scientific community
- Ensure that an external communication and brand awareness strategy is in place and executed in order to achieve desired outcomes

University of Melbourne

- Continue to enhance the close strategic alliance with the University of Melbourne in the best interests of The Florey. This relationship has been in existence for over 40 years and it is of great mutual benefit to both parties
- Maximise the strategic and operational benefit to The Florey through the Florey Department of Neuroscience and Mental Health, Faculty of Medicine, Dentistry and Health Sciences

Royal Melbourne Hospital and Austin Health

- Continue to enhance the close relationship with the Royal Melbourne Hospital and Austin Health

Internal Committees

- The Director will establish and operate various internal committees
- The Director is a member of the following Board Committees:
 - Audit Risk and Governance
 - Investment
 - Florey Custodian
 - Fundraising
 - Commercialisation

The Director will be appointed to various other committees and forums external to the organisation consistent with the Institute's science aspiration and positioning in the sector.



Selection Criteria

Qualifications, Skills and Attributes

- A leadership style that inspires confidence and promotes cooperation, interaction and harmony
- An ability to create an environment that is attractive to world class researchers that ensures The Florey retains its world class talent
- Demonstrated capacity in leading and managing a diverse group of talented scientists – excellent people management skills
- An international reputation in the field of basic, clinical or translational neuroscience that commands the respect of peers locally and internationally
- An ability to harmonise the interests of basic research with translational and clinical outcomes for community benefit
- Demonstration of an exemplary standard of personal and scientific integrity
- A track record of outstanding achievement of building and maintaining successful strategic relationships with partners and stakeholders
- A demonstrated ability to lobby and attract long-term funding from a variety of funders and supporters at state, national and international levels
- A history of strong strategic planning, decision making and organisational skills
- An ability to communicate in a compelling and ambitious manner with outstanding verbal and oral communication skills
- Exceptional networking skills
- Relevant scientific, medical or equivalent qualifications
- Any business-related qualifications would be highly regarded.

Appointment process and how to apply

The Board of The Florey has appointed Perrett Laver to assist with the executive search process.

If you wish to discuss this role further please contact Mazin Almainani at mazin.almainani@perrettlaver.com or **61 (0) 2 8075 4605**.

Completed applications should be uploaded at <https://candidates.perrettlaver.com/vacancies/> quoting reference **6768**.

An attractive remuneration package and relocation allowance will be made available to the successful candidate.

Please provide the following in your application:

Curriculum Vitae

- Covering positions held, including dates and details of present position and key achievements
- Details of education, professional training and qualifications (and dates of degree completion)
- Full list of publications and grant income
- Relevant measures of esteem
- Any other relevant information. such as offices held in professional bodies.

Vision Statement

In no more than four pages, outline what you bring to the role in terms of leadership, your vision for The Florey (taking into consideration the Future Florey Project) in the coming years and provide some examples of how you would implement this vision to ensure The Florey's success.

Referees

- Applicants are requested to provide full contact details for at least three referees who have agreed to supply confidential references if requested by The Florey.
- Candidates should state their relationship to the referees and why they have been nominated to speak on the candidate's behalf.
- Referees will only be contacted after prior consultation with the candidate.
- It is the candidate's responsibility to ensure referees are willing to provide reports when contacted.

Date of Commencement

Candidates are asked to provide an indication of the earliest date on which they would be available to commence duties in Melbourne at The Florey.

Appointment by Invitation

It is anticipated that an appointment will be made through the executive search process. However, the Board reserves the right to fill the position by invitation or not to make an appointment.

Anticipated Timing

Applications close 20 October 2023.

Please provide your application in Microsoft Word to Perrett Laver.



Acknowledgement of Country

The Florey acknowledges Traditional Owners of Country throughout Australia and recognises the continuing connection to lands, waters and communities. We pay our respects to Aboriginal and Torres Strait Islander peoples, and to their Elders past, present and emerging.