Terms of Reference

Director, MELD Programs
Faculty of Humanities

MELD | McMaster English Language Development *diploma program*
MERGE | McMaster English Readiness for Graduate Excellence *certificate program*
MODEL | McMaster Office for the Development of English Language *learners*

October 2019

1. Position overview
The Director of MELD programs is responsible for managing the organization, promotion and delivery of all programs - MELD, MERGE and MODEL – offered by the MELD Office, which is housed in the Faculty of Humanities (LR Wilson Hall, 4th floor).

2. Background
The MELD diploma program was introduced in 2014, with the purpose of providing an innovative and high quality intensive academic bridging (transition) program to pre-undergraduate ESL students with conditional offers to degree programs in one of the participating faculties: Business, Engineering, Humanities, Science, Social Sciences. The MELD program is modeled on a full-time undergraduate year (30 units; 8 months). MELD, a cost-recovery program, launched in 2014 with 36 students and grew to roughly 500 students within five years. Since its inception, the MELD program has assisted the University with meeting its increasing undergraduate international student enrolment targets.

The MERGE program, an intensive graduate certificate aimed at developing the academic and professional language skills of prospective and current graduate students, was approved in 2016, and first piloted in the spring-summer of 2018. Lessons learned from the pilot led to a modified, more intensive delivery model (6 weeks; 210 hours), offered twice in spring-summer 2019. MERGE is also a cost-recovery program.

MODEL was developed in consultation with the Provost's Office, and with various stakeholders across campus. The purpose of the program is service-oriented, and its mandate is to offer high quality academic and language support to all ESL and international students at the university. Pilot funding for MODEL comes from the University through the Provost's Office: $3M over two years for the period 2018-20.

3. Responsibilities of the MELD Director
The key responsibilities of the Director of MELD programs include:
   a. to oversee the development, growth and strategic direction of MELD, MERGE and MODEL, to ensure that each program is meeting the academic and language needs of students, and the needs of other university stakeholders
   b. to articulate the mission, vision and values of each program, and represent MELD programs internally and externally (e.g., international education meetings; donors)

c. to develop and implement strategies (quality assurance measures) for the improvement and monitoring of each program, including seeking relevant accreditations and external partnerships (e.g., Cambridge English)
d. to stay informed of practices in similar programs at other institutions, and of relevant policy changes at the University
e. to oversee the promotion of each program in appropriate venues, within and outside the University, as necessary
f. to develop and implement a suitable recruitment strategy for MELD and MERGE
g. to work closely with the Program Manager, MELD Programs, to hire and manage numerous and varied staff and to support the Program Manager in implementing suitable HR processes for the effective operation of each program
h. to work with partners across the University to ensure that the mandate of each program is fulfilled
   i. university partners include: Dean's Office, Humanities; Provost's Office; Registrar's Office; Student Affairs; SAS; Faculty Advising Offices; School of Graduate Studies; Institutional Research & Analysis; Community Engagement Office (Access team); graduate programs
i. to foster and maintain strong relationships with all program students, in particular MELD students and the MELD Student Association
j. to ensure that key innovative elements of the MELD program – embedded mentoring, co-curricular activities, cultural ambassador program – continue to operate smoothly and ethically
k. to coordinate with the Dean's Office, Humanities, in relation to embedded mentoring in point (j), the promotion of the mentoring component (Humanities 3CM3 and 3LM3) of the *Certificate in Leadership and Cross-cultural literacy*, and the staffing and content of the mentoring course (Humanities 3CM3)
l. to oversee the MELD Scholarship Program and the MELD Community Access Awards
m. to review all students in the MELD program for the purpose of benchmarking (mid-year and year-end) and confirming students who 'graduate' to their degree programs
n. to oversee the budget and operations for all three programs, and to develop appropriate financial strategies (e.g., tuition fees), in consultation with the Dean of Humanities
o. to provide curricular and policy oversight (academic integrity, student confidentiality) to staff members and instructors in the MELD program, to ensure compliance with University practices and to ensure consistency over multi-section courses
p. to be accountable for the entire staff team (excluding research)
   i. Program Manager
   ii. Marketing & Communications Manager
   iii. Budget & Financial Analyst
   iv. Student Advisor
   v. Instructional Assistants with different roles (MELD, MERGE, MODEL)
   vi. Sessional Faculty (MELD)
   vii. Program development specialists (MODEL)
   viii. Office Assistants (student positions)
   ix. Cultural Ambassadors (student positions)

4. **Quality Assurance**

Since MELD programs are not subject to Ministry review, it is important that programs be reviewed continuously to ensure adherence to the highest standards and best practices. A variety of qualitative and quantitative measures will continue to be adopted, including an analysis of student retention rates where appropriate (e.g., MELD), to monitor program quality. Available reviews and reports will be shared with the Dean, Faculty of Humanities, and with relevant university stakeholders, as appropriate.

5. **MELD and ARiEAL**

The Director of MELD is also the Associate Director of ARiEAL (the centre for Advanced Research in Experimental and Applied Linguistics). There are two reasons for this: a) the MELD program annually invests in and supports language research done by ARiEAL researchers, as envisaged from the outset of the program; b) quality assurance of the MELD program is in part achieved through sophisticated research methods used in ARiEAL.

6. **Reporting**

The Director of MELD Programs reports to the Dean of Humanities. For the MODEL program, the MELD Director is also accountable to the Provost's Office.