

Harvard Club of Victoria (HCV) Non-Profit Fellowship Program 2016

Information for candidates

Each year, the Harvard Club of Victoria's Non-Profit Fellowship (NPF) Program makes it possible for the CEOs of up to three non-profit community service sector organisations to attend the week-long course Strategic Perspectives in Nonprofit Management (SPNM) at Harvard Business School. This world-renowned program (see page 3 of this document) focuses on building participants' managerial and strategic decision-making skills: skills that are in increasing demand within Australia's non-profit sector. In 2016, SPNM will run from Sunday 17 July to Saturday 23 July.

An HCV Non-Profit Fellowship covers the recipient's SPNM course fees (tuition and case materials, accommodation, and meals), as well as travel to and from Boston. The Fellowship award is also intended to cover a short study tour, so that Fellows may visit and develop connections with North American non-profits operating in the same sector as their own organisations. Fellows and/or their organisations must meet any costs over and above the Fellowship award (A\$14,000 in 2016).

The HCV Non-Profit Fellowship Program is funded by donations from members of the HCV community, together with moneys raised through the HCV's events program.

Eligibility

To be eligible to apply for an HCV Non-Profit Fellowship, you must be the CEO, or equivalent, of a Victorian-based nonprofit organisation operating within the community service sector (annual revenue: A\$3 million and above). Preference will be given to organisations with a primary service focus in one or more of the following areas:

- Alcohol and drug dependency
- Children, youth and families
- Disability
- Family violence
- Housing and homelessness
- Indigenous services
- Mental health
- Refugee resettlement

For additional eligibility criteria, see accompanying application form.

Selection process

- Applications are received and read by the HCV NPF Selection Committee which includes former HCV Fellows.
- The Committee prepares its short list, and the applications of all short-listed candidates are forwarded to the Harvard Business School (HBS) Admissions Committee for consideration.
- Short-listed candidates whose applications have been approved by HBS (i.e. up to six candidates) are invited to attend an interview with the HCV NPF Selection Committee.

Please note that this process is run by Alumni volunteers so we ask for patience when responding to enquiries and for respect for our time.

Interviews (to be held on Saturday 7 May 2016)

In awarding HCV Nonprofit Fellowships, the Selection Committee favours candidates who:

- have a track record for effecting positive change in their organisations and in the broader community service sector;
- can identify significant challenges facing their organisations and the community service sector, and can articulate ideas and plans for addressing these;
- can demonstrate through their life and career journeys a strong commitment to the community service and non-profit sectors;
- have demonstrated, both in their written applications and in their interviews, strong communication skills;
- lead significant organisations that play a significant role in the Victorian community service sector;
- participate in community service sector leadership activities, through peak body committees and the like; and
- have, in applying for an HCV Fellowship, taken the effort to prepare a strong written application and to make preliminary plans for visits to appropriate non-profit organisations in North America (see page 1 of this document).

Returning Fellows

All HCV Non-Profit Fellows are expected to join the HCV, and to contribute their professional expertise to the HCV Non-Profit Fellowship Program from time to time. Fellows may be asked to assist with program-related promotional and communication activities and may also be invited to participate in the Fellowship selection process. To assist in the continuous improvement of the program, Fellows are expected to give feedback on their experience immediately after returning from the SPNM, twelve months later, and then two years later.

Lodging your application

Completed application forms should be emailed to Mandy Croker

(mandy@harvardclubofvictoria.org.au). Electronic applications only will be accepted. The closing date for applications is Sunday 13th of March 2016; applications will be accepted until 5.00 pm on this date.

SPNM course dates for 2016 are: Sunday 17 July – Saturday 23 July.

Strategic Perspectives in Nonprofit Management (SPNM)

Strategic Perspectives in Nonprofit Management (SPNM) is a flagship executive education leadership program offered each year by the Social Enterprise Initiative at Harvard Business School. Designed for CEOs and executive directors of non-profit organisations, and taught by a team of Harvard University faculty, from HBS as well as from other Harvard graduate schools, SPNM utilises case studies sourced from a wide variety of social enterprises.

During the week-long program, participants build their understanding of core management concepts; gain insights into how these concepts can be applied strategically; and explore strategic approaches to implementing change within an organisation. Areas of specific focus include products, services and markets; financial management and control; and change leadership.

SPNM gives non-profit leaders the opportunity to step back from the day-to-day pressures of the workplace in order to examine and reflect upon the missions of their organisations, and to rethink existing approaches to achieving them. At the same time, participants make tangible progress in respect of specific challenges whose resolution they consider crucial to their organisations success.

Participants have the opportunity to connect with around 140 other non-profit leaders, from a broad range of sectors and geographies.

Post-program evaluations have been overwhelmingly positive, with past participants reporting that SPNM is a learning experience that cannot be found anywhere else in the world. Follow-up discussions indicate that past participants are actively applying within their own organisations the conceptual knowledge, and the skills, gained as a result of attending this world-renowned executive education program.

For information on SPNM, visit <http://www.exed.hbs.edu/programs/spnm>.

For information on Harvard Business School's Social Enterprise Initiative, visit <http://www.hbs.edu/socialenterprise>.

HCV Non-Profit Fellows for 2015 reflect on the Harvard experience

Carmel Guerra, CEO, Multicultural Centre for Youth

The SPNM course exceeded expectations and provided a once in a life time learning experience. As someone not inclined to return to formal education, it was practical and experiential. The Harvard Executive Education Centre was of an exceptional standard and every need was met to ensure you could remain focused on the educational experience. It was unique for a CEO of a NFP like mine to have the opportunity to spend a week focused solely on organisational strategic issues without the distractions of actually running an organisation.

The Harvard Case Study Teaching Method was brilliant and engaged us in real life examples that we could all relate to. The teaching staff were incomparable; engaging, knowledgeable and excellent communicators. The program was well paced and challenging with a good balance of new information and revitalizing long standing organisational/business theories. The knowledge I gained is already being utilised and shared with colleagues. A highlight was the peer to peer learning gained from mixing with over 150 NFP CEOs from around the world. I have maintained contact with fellow students who have already become invaluable sounding boards.

Paul Ronalds, CEO, Save The Children

The quality of the learning experience was outstanding, both the presentation by professors as well as the value of the discussion. The environment and amenities also allowed for students to focus on getting the most out of the experience.

The timing of the course was ideal from a Save The Children Australia perspective – we are in the process of finalising our next three year strategy (2016-18) and the course material was directly relevant to my reflection on the future direction of the organisation.

There have been immediate benefits from the network. For example, Save The Children Australia runs a large number of op shops and I have been able to facilitate meetings between Save The Children Australia's Head of Retail and a number of UK based op shop operators.

The side meetings were very useful. For example, I met with Give Directly in New York. Give Directly currently operates in Kenya and Uganda and aims to help people living in extreme poverty by making unconditional cash transfers to them via mobile phone. The meeting provided general lessons in how to adopt new technologies and innovate rapidly while still leveraging a robust evidence base. However, it was also useful specifically to the work we are doing with refugees around the world and I facilitated introductions with US and Save the Children International colleagues. The issue of how to leverage the opportunities provided by new technologies is a critical issue for our next strategy.

Simon Ruth, CEO, Victoria AIDS Council

Attending Harvard was an incredible experience. Australian Universities don't have the same atmosphere or ambience to them. The SPNM was a great opportunity to spend a week with 158 like minds discussing topics of joint interest. Although there are quite significant differences between the way US based charities are structured and function and Australian organisations, the similarities allowed for engaging debates and the differences created a lot of discussion amongst the Australian attendees about the value of these differences. Having 17 Australians on the course allowed me to be able to jointly process the learnings and has created lasted relationships. The Victorian, Tasmanian and South Australian attendees have met together once and plan to do so again in six months.

Being able to immerse yourself in the Harvard experience by living on campus and working in home groups created a sense of belonging and added to the experience.

The course material was delivered by Harvard Business School experts, who brought business concepts to their discussions of the functioning of not for profits. The case study learning style was enjoyable and allowed for full class participation. The ability of the faculty to update on each case study and present outcomes brought the case studies to life, particularly when we were introduced to the key players from some of the studies.

Key learnings for me from the course included considering "being excellent" and the need to "train your customers". We have already explored these concepts in the workplace and developed a new health promotion campaign with the key purpose to retrain community expectations about HIV treatment. Board purpose, functioning and fundraising were all valuable discussions. One of the benefits of the residential model was that discussions on each topic would extend into the evenings with opportunities to gain insight into how other organisations and countries tackled key aspects of not for profit management.

Both the Harvard experience and the SPNM course were incredibly valuable. I have gained learnings and relationships that will stay with me throughout my career. I have broadened my peer network both within Australia and internationally. The program has already had an impact on my organisation and how we deliver services and make decisions. The peer experience, spending the week with a group of CEOs, was key to the learning model and I couldn't recommend the course highly enough.

HCV Fellows (2001–15)

2015

Carmel Guerra, CEO, Centre for Multicultural Youth
Paul Ronalds, CEO, Save the Children
Simon Ruth, CEO, Victorian AIDS Council

2014

Micaela Cronin, CEO, MacKillop Family Services
Dr Stefan Gruenert, CEO, Odyssey House
Tony Keenan, CEO, Hanover Welfare Services

2013

Glenn Foard, CEO, Melba Support Services
Karen McCraw, CEO, Karden Disability Support Foundation

2012

Phil Hayes-Brown, CEO, Wallara
Scott Sheppard, CEO, Uniting Care Community Options

2011

Rohan Braddy, CEO, Mambourin
Peter Turner, CEO, Independence Australia

2010

Graeme Kelly, CEO, Vicdeaf
Licia Kokocinski, Executive Director, ADEC

2009

John Forster, CEO, Noah's Ark

2008

Liz Bishop, CEO, St John of God Accord
Criena Gehrke, CEO, Arts Access Victoria

2007

Richard Dent, CEO, E. W. Tipping Foundation
Daryl Starkey, CEO, Karingal

2006

Judy Leitch, CEO, Wesley Mission Melbourne
Bryan Woodford, Managing Director and CEO, Yooralla

2005

Joseph Connellan, CEO, Supported Housing
Johanna Snelleman, CEO, Marillac House

2004

Tony Fitzgerald, CEO, Outlook
Douglas Kent, CEO, Royal Victorian Institute for the Blind

2003

Lynette Moore, Executive Director, Alzheimer's Australia Vic
Roland Naufal, CEO, Villa Maria

2002

Estelle Fyffe, CEO, Annecto – the people network
Nancy Hogan, CEO, Jewish Care (Victoria)

2001

Vici Funnell, CEO, Scope