

# Harvard Club of Victoria Non-Profit Fellowship Program 2025



## Information for candidates

Each year, the Harvard Club of Victoria (HCV) Non-Profit Fellowship (NPF) Program makes it possible for the CEOs of up to three Victorian-based non-profit community service sector organisations to attend the week-long Harvard Business School course Strategic Perspectives in Nonprofit Management (SPNM). This world-renowned program (see page 4 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 2025, SPNM will run from Sunday 27 July to Saturday 2 August on location at Harvard Business School in Boston, Massachusetts.**

An HCV Non-Profit Fellowship covers both the SPNM program fee (which in turn covers tuition, books, case materials, accommodation and meals) and the cost of a return flight from Melbourne to the US. In addition, the Fellowship award includes funding for a short study tour, so that Fellowship recipients may visit, and develop connections with, relevant North American non-profits. The Fellowship award for 2025 will be A\$18,000.

*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 non-profit organisation operating within the community service sector (annual revenue: A\$3 million and above). Preference will be given to applicants from organisations with a primary service focus in one or more of the following areas:

- alcohol and drug services
- children, youth and families
- disability
- family violence
- housing and homelessness
- Indigenous services
- mental health
- refugee resettlement.

You will have been CEO (or equivalent) of your organisation for more than twelve months by July 2025 and have had 10 years or more of professional experience.

**For additional eligibility criteria, see accompanying application form (part 1).**



## Selection process

### **Shortlisting**

- Applications are received and read by the HCV NPF Selection Panel, whose members include at least one previous recipient of an HCV Non-Profit Fellowship.
- The Panel prepares a shortlist, and the applications of the shortlisted candidates are forwarded to Harvard Business School (HBS) for consideration.
- Shortlisted candidates approved by HBS for admission to the SPNM program (i.e. up to six candidates) are invited to attend an interview with the HCV NPF Selection Panel.

### **Interviews (to be held on Saturday 22 March 2025)**

In awarding HCV Non-Profit Fellowships, the NPF Selection Panel 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 challenges
- can demonstrate through their life journeys and career journeys a strong commitment to community service and the non-profit sector
- 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
- have, in applying for a 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).

**Please note that the selection process for the HCV Non-Profit Fellowships is run by Harvard alumni volunteers. We ask for patience as we respond to enquiries, and for respect for our time. Please read this document fully, together with the three-part HCV Non-Profit Fellowship application form, before contacting us with questions. Please note also that we cannot make any exceptions in respect of eligibility criteria.**

### **Post-SPNM: Fellowship recipients' ongoing engagement with the HCV**

All recipients of HCV Non-Profit Fellowships are expected to join the HCV, and to contribute their professional expertise to the HCV NPF Program from time to time. Fellowship recipients will be asked to assist with NPF Program-related promotional and communication activities and may be invited to be part of an NPF Selection Panel.

To assist us in the continuous evaluation of the effectiveness and value of the NPF Program, Fellowship recipients are required to provide the HCV with written feedback on the impact, both personal and organisational, of their Harvard experience. We ask for three brief reports in total, with these to be supplied at intervals over a two-year period.

A Fellowship recipient becomes eligible to be recognised as a Harvard Club of Victoria Non-Profit Fellow after a) completing SPNM, and undertaking an appropriate study tour in North America, and b) satisfying the various requirements outlined in the preceding paragraphs.



**Lodging your application**

Completed application forms should be emailed to Mandy Croker  
([mandy@harvardclubofvictoria.org.au](mailto:mandy@harvardclubofvictoria.org.au)).

**Only applications submitted via email will be accepted. Applications must be lodged by 5.00 pm on Sunday 2 February 2025.**



## Strategic Perspectives in Nonprofit Management

Strategic Perspectives in Nonprofit Management (SPNM) is a week-long Social Enterprise Executive Education program offered by Harvard Business School (HBS). Designed for CEOs and executive directors of non-profit organisations and taught by a team of Harvard University faculty members, SPNM equips participants with practical strategic tools that have been proven effective in enabling non-profits to achieve high performance.

### SPNM

'The world of nonprofits has changed. Leaders must adapt to evolving service demands, resource constraints, technological advancements, and public scrutiny.

Strategic Perspectives in Nonprofit Management, presented jointly with the [HBS Social Enterprise Initiative](#), addresses the pressing challenges facing today's nonprofit organizations.

Participants will gain the skills needed to take decisive action and create a more responsive, impactful, and sustainable nonprofit organization.'

(Source: SPNM website)

### This program will help you to:

- Perform strategic analysis to grow your organization
- Focus your mission and create new service offerings
- Implement effective performance management systems

(Source: SPNM program brochure for 2025)

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, importantly, to exchange views and perspectives with like-minded non-profit leaders from a broad range of sectors and geographies.

Post-program evaluations of SPNM and other HBS Social Enterprise Executive Education programs are overwhelmingly positive, with follow-up discussions indicating that past participants are actively utilising the skills and conceptual knowledge they acquired at Harvard. Past recipients of HCV Non-Profit Fellowships describe SPNM as a unique and life-changing learning experience.

### **SPNM dates in 2025: Sunday 27 July to Saturday 2 August**

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

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



## Recent recipients of HCV Non-Profit Fellowships reflect on the Harvard experience

*"I am overwhelmed with gratitude for the extraordinary opportunity to attend the HBS SPNM program. The experience has not only been a professional milestone but also a deeply transformative journey that has reshaped my perspectives on leadership and organisational strategy. The program's case-study methodology was both challenging and enriching and has undoubtedly better prepared me for greater challenges ahead."*

*One of the most valuable aspects of the fellowship was the opportunity to build a global network of like-minded, passionate leaders. The diverse perspectives and collective wisdom of my peers were as impactful as the program's formal teachings and I loved the opportunity to get to know my living group peers on a deeper level, through robust discussion of the upcoming cases. The opportunity and privilege to participate in a study tour to organisations working in a similar field to our own was another impactful experience that I am immensely grateful for and has expanded networks and benefits of the fellowship."*

*The Harvard Club of Victoria fellowship has been a once-in-a-lifetime experience that I would recommend to any for-purpose CEO committed to leadership as a continuous process of learning, reflection, and growth. Thank you."*

**Andrea Goddard, CEO, Stars Foundation (SPNM 2024)**

*I had the great privilege and joy to meet inspiring individuals (across the course and the study tour), who have made significant missional impact in their respective for-purpose industries. I attribute their success to passion, clarity of mission, and courage. What I bring back to my leadership are the following learnings: know and respect your audience, communicate effectively and authentically, ensure clarity of mission across the organisation and services, nurture a positive culture and encourage and empower innovative thinking, and be a visible, authentic, and humble leader."*

*As one of the Harvard Professors stated in regard to 'successful leadership': "Soft skills are very powerful skills ..." and "Authenticity is in fashion ...". It is my hope to strive to be 'fashionable' in my leadership journey as I continue to absorb the multiple learnings and reflections of this amazing trip and opportunity."*

**Geraldine Lannon, CEO, Baptcare (SPNM 2024)**

*"Overall, the Fellowship was a brilliant experience, providing a wonderful opportunity to learn and grow, and countless insights to apply back home. SPNM's objectives were to expand our bandwidth as leaders, to push us outside our comfort zones, and to use case studies to fine-tune our understanding of key concepts and frameworks relevant to our organisations. This included practical sessions on strategy, leading in crisis, innovation, fundraising, measurement, and AI. It certainly achieved those objectives. One of the most rewarding parts of SPNM was living with our discussion groups, working through the cases together, and talking through strategic issues for our organisations. The CEOs in my group were working on homelessness, education, youth transitions, disability, integrated service hubs, climate change, theatre, racial justice, and health. This mix of experiences, backgrounds, and perspectives was an invaluable "brains trust" for all of us."*

**Travers McLeod, CEO, Brotherhood of St Laurence (SPNM 2024)**



*"It was incredible to be in the company of over 150 not for profit CEOs from 15 countries. In addition to the amazing peers and Professors that we were exposed to, was the course content. The learning was case study based and drew upon the best available research and evidence in contemporary NFP leadership. More often, I was inspired to reach further and deeper, using new models, tools, and ways to frame strategic issues. We were frequently reminded to always return to mission in our focus on "Mission and Margin", to "move at the speed of trust", "get comfortable with failure" along the journey, and know that success happens when "preparation meets opportunity". My head and notes are full of many, many nuggets of wisdom that remind me that leadership is an ongoing process of self-awareness, development and focus.*

*It was bittersweet to finish the intense week of learning in such a hallowed environment. Following on from the Program I had a full week of study visits to community health services in Boston and Toronto. Being hosted by generous CEOs from diverse services was a great way to start applying the learnings of the Program. Seeing how each leader was doing things differently, each adapting their vision to their local contexts and need. Being a HCV NFP fellowship recipient has been the experience of a lifetime and career changing."*

**Kent Burgess, CEO, Your Community Health (SPNM 2023)**

*"Thank you to the Harvard Club of Victoria for this exceptional opportunity. It was inspiring to meet Non-Profit leaders from around world and learn from the Harvard Business School faculty in an immersive learning environment. The program was beyond anything I could have imagined, and I will continue to draw on this experience for decades to come.*

*The study tour that followed Harvard was equally wonderful. I had the opportunity to visit many peer-led services in America to build connections and share our Australian experiences. Overall, I am grateful for the new relationships that have developed from this experience including Harvard faculty, SPNM 2023 colleagues, peers in America and the great people from Harvard Club of Victoria."*

**Clare Davies, CEO, Self Help Addiction Resource Centre (SPNM 2023)**

*"The SPNM program was what I hoped it was going to be and more. It has provided me with confidence, greater depth of knowledge, new models and thinking to apply in my role as a CEO. It challenged me professionally and personally; it was at times confronting but nurturing. The process of living groups and case study methodology as a base for learning was extremely effective, but I needed to apply myself and prepare to ensure I received the greatest benefit from the program. Finally, the networks and colleagues that I have created across the globe is invaluable. Like minded, passionate leaders who I continue to speak with regularly and learn from, and gain support when needed, is such a wonderful benefit of the program."*

**Sean Duffy, CEO, Ballarat Community Health (SPNM 2023)**

## Recipients of HCV Non-Profit Fellowships 2001–24

### 2024

Andrea Goddard, CEO, Stars Foundation  
Geraldine Lannon, CEO, Baptcare Victoria, SA, Tasmania  
Travers McLeod, Executive Director, Brotherhood of Laurence

### 2023

Kent Burgess, CEO, Your Community Health  
Clare Davies, CEO, Self Help Addiction Resource Centre  
Sean Duffy, CEO, Ballarat Community Health

### 2022

Toni Stewart, CEO, *focus* Individualised Support Services  
Terry Symonds, CEO, Yooralla

### 2020

Jennifer Fitzgerald, CEO, Scope  
Marcus Godinho, CEO, FareShare

### 2019

Elizabeth Drozd, CEO, Australian Multicultural Community Services  
Melodie Potts Rosevear, CEO, Teach For Australia  
Edward Tudor, Executive Director, Melbourne Indigenous Transition School

### 2018

Joanna Fletcher, CEO, Women's Legal Service Victoria  
Sharon McGowan, CEO, Stroke Foundation  
Christine Mathieson, CEO, Expression Australia (Vicdeaf in 2018)

### 2017

Gerard Brody, CEO, Consumer Action Law Centre  
Teresa Jayet, CEO, Mallee Family Care  
Robyn Miller, CEO, MacKillop Family Services

### 2016

Antoinette Braybrook, CEO, Aboriginal Family Violence Prevention & Legal Service Victoria  
Nigel Fidgeon, CEO, Merri Health  
Lisa Griffiths, CEO, Oz Child

### 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  
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 Australia

Scott Sheppard, CEO, UnitingCare Community Options

**2011**

Rohan Braddy, CEO, Mambourin Enterprises

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, Executive Director, 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 (Marillac House in 2005)

**2004**

Tony Fitzgerald, CEO, Outlook (Minibah Services in 2004)

Douglas Kent, CEO, RVIB (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 (WiN Support Services in 2002)

Nancy Hogan, CEO, Jewish Care (Victoria)

**2001**

Vici Funnell, CEO, Scope (Spastic Society of Victoria in 2001)

