

# Harvard Club of Victoria Non-Profit Fellowship Program 2023



## 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 2023, SPNM will run from Sunday 9 July to Saturday 15 July 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 2023 will be A\$14,000.

*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.

**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 25 March 2023)**

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 Friday 3 February 2023.**



## 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: What you will learn**

'Today's nonprofit organizations are faced with shifting demands for services, mounting financial pressures, and diverse operational challenges. To fulfill their missions, nonprofit leaders must step up their game and create organizations that can thrive in the midst of change. Exploring crucial concepts and skills for nonprofit leadership in uncertain times, [SPNM] will prepare you to strengthen fiscal management and accountability while leading the evolution needed to create an effective, high-performing organization.'  
(Source: SPNM website)

Through faculty presentations, nonprofit case studies, group exercises, and group discussions, you will acquire the strategic perspectives, leadership skills, and practical tools you need to implement new strategies and drive change across the organization.  
Topics include:

- Defining your mission, developing a strategy, and aligning the organization behind it
  - Identifying customers and constituencies and understanding customer needs
  - Developing appropriate performance measures and processes for achieving mission goals
  - Creating excellent core service operations
  - Managing for high performance, and growth when so desired
  - Creating a successful partnership with the board
  - Identifying and developing the capabilities for change
- (Source: SPNM program brochure for 2023)

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 2023: Sunday 9 July to Saturday 15 July**

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

### **Toni Stewart, *focus Individualised Support Services (SPNM 2022)***

"My sincere thanks to the Harvard Club of Victoria for this amazing opportunity. It was inspiring, challenging, thought provoking and overall, an experience I will be forever grateful for."

### **Terry Symonds, CEO, Yooralla, (SPNM 2022)**

"I was so grateful for the chance to participate in the 2022 Strategic Perspective in Nonprofit Management program at Harvard University. My organisation now faces its biggest challenges in decades, and this program helped me draw out the questions we need to be asking."

The faculty brought energy and humour to every session, weaving theory on strategy, innovation and leadership into an interesting series of case studies. I brought home literally dozens of models and frameworks to apply practically to our work, and have shared them in debrief sessions with senior staff and reports to the Board.

The participant cohort were as inspiring as the content. It was a privilege to live with and learn from nonprofit leaders, now friends, from around the world. I know we still stay in touch and support each other from afar. I have no hesitation in recommending the SPNM program to other nonprofit leaders."

### **Jennifer Fitzgerald, CEO, Scope (SPNM 2020 online)**

"Participation in the 2021 Virtual SPNM program provided me with the opportunity to step away from the day-to-day of COVID-19 lockdowns and to lift my line of sight for the first time in 12 months. The program was of exceptionally high quality, delivered in a virtuoso manner by Professor Dutch Leonard and his faculty associates. The case studies were diverse and interesting. The chat room lit-up throughout each session with over 100 voices."

Nonetheless, through on-line chat groups, study groups, emails and social media, participants rapidly bonded and shared a unique experience. By the end of the program, I was exhausted but incredibly grateful for the experience."

### **Marcus Godinho, CEO, FareShare (SPNM 2020 online)**

"The Harvard SPNM course was the most valuable and inspiring education experience of my life. For me there were four stand out facets. In no particular order:

1. The lecturers were challenging and inspiring. One OMG moment, was when a lecturer upon finishing his sentence said he had noted while he was talking that one course participant (of the 100) had posted in the Chat that she disagreed with him. He respectfully explained why he thought it was particularly relevant to her movement and in particular her organisation's role within that movement. He had processed all this while he was speaking.
2. The content was particularly relevant to FareShare. It provided me with a process and framework to assist with a refresh of our strategy. It also provided me with some useful material to share with existing and potential funders.
3. Of course, everyone would rather have been together in Boston, but the virtual experience was flawless. Support staff were always present should they be needed. It was clear staff had put a lot of thought into matching participants and the make up of groups.
4. Participants contributed so many experiences, advice and encouragement. I just know that many of us will remain in contact for years to come. I have already had a meeting with the



Smithsonian which reached out keen to explore how it could partner with FareShare in Australia.

This was my first Harvard experience and I am determined it won't be my last."

## **Recipients of HCV Non-Profit Fellowships 2001–22**

### **2022**

Toni Stewart, *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)

