HCA’s 2020 Plan

OUTPUT FROM ANNUAL COUNCIL PLANNING SUMMIT
Held 21 Nov 2019, Written up 23 Feb 2020
HCA’S 2020 PLAN

- Context
  - Recap of original strategy
  - Findings from stocktake

- Plans for 2020
  - HCA’s top 6 imperatives
  - Mission team plans and KPIs
  - Proposed budget

- Membership call to action
  - Ideas to address the ‘membership issue’
  - Proposed integrated annual calendar

- Appendix: POPs
HCA’S 3-PART MISSION

Mission

To make a difference as a Harvard community in Australia

For Harvard
To enhance Harvard’s reputation in Australia & vice versa

For Members
To extend the unique Harvard experience through life’s journey

For Australia
To make a worthwhile contribution to Australian society
MEMBER VALUE PROPOSITION

- **Camaraderie**
- ‘Something for everyone’
- Making a difference

“People like to affiliate with organizations which are influential. Harvard brand has ‘impact’.”

“Segment members according to needs not just demographics. Think about HCA’s offering along stages of life journey. “

“A warm welcome from current members is key to motivating new members to become active and to stay.”
New set of HCA core values

**Inclusiveness. Harvard family DownUnder**
Camaraderie as the ‘heart of the Club’; warm and welcoming, caring, friendly and fun; diverse (gender, age, school, geography); opportunities for all to contribute, SIGs; supportive of each other & others, collaborative

**Empowerment. Club full of leaders**
Initiative encouraged, innovation backed, accountability expected, governance supportive not controlling, contributions recognised

**Excellence. High quality in everything**
High quality people, scholars, events, speakers, programs, reputation, communications; intellectually and socially stimulating; personal development; focus on impact, learning, improving; good value for efforts

**Integrity. ‘How’ not just ‘what’**
Honest in all dealings; transparent to all; independent and non-political; humble in our accomplishments

**Generosity. Giving beats receiving**
Philanthropy as the ‘soul of the Club’; real volunteer spirit; giving back to Harvard, Australia and the Club; finding your own way to give back
STRATEGY ON A PAGE

Make a Difference

For Harvard
To enhance Harvard's reputation in Australia & vice versa

- Promote H to best & brightest
- Build relations w H students
- Forge better links to H entities
- Get more news & pros from H
- Support dev of H office in Oz

More awareness, more apps and more Aussies attending H

by

For Members
To extend the unique H experience through life's journey

- Create ‘associate’ members
- Form SIGs, extend Chapters
- Round out event calendar
- Provide prof dev opportunities
- Offer card w prem privileges

More members, more balance, more participation, more satis

by

For Australia
To make a worthwhile contribution to Australian society

- Introduce more scholarships
- Focus on better acquittal & PR
- Tap new fundraising sources
- Offer more local H courses
- Engage in community service

More organizations benefitting from the H factor

so

so

so
**Structure**
- Board governance (Pres+5VPs)
- Mission teams (x5)
- Council of all Program Leaders
- Noms Com, Administrator
- HCA Philanthropy (HCAP)

**Capabilities**
- Skill injections
- Partnerships
- Systems, databases, tools, IP
- Digital collaboration platform
- More admin support

**Processes**
- Planning incl PL plan-on-a-page
- Oversight incl meeting cycle
- Stewardship incl Constitution
- Organisation & succession
- Communications & calendar

**Values**
- Inclusiveness
- Empowerment
- Excellence
- Integrity
- Generosity

**Making a difference**

**Volunteer professionalism**
HCA’S 2020 PLAN

- **Context**
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  - Ideas to address the ‘membership issue’
  - Proposed integrated annual calendar

- **Appendix: POPs**
STOCKTAKE 21 NOV 2019

- **The HCA strategy** set out to increase the difference that HCA can make for its Members, for Australia and for Harvard. To enable this to happen HCA re-wrote its constitution and adopted a new distributed leadership model.

- **There has been success on all three missions**
  - For Members: Doubling of events, diversification of event types (eg new Happy Hour, Dinner Club, Art tours); more free events especially in evenings; introduction of master classes; creation of Young and Women SIGs; continuation of mentor program.
  - For Australia: Large increase in scholarship funding (from typical $350k/yr to $662k in 2019) and recipients (from typical 16/yr to 62 in 2019); more local Harvard-taught programs including for Health professionals; huge effort to secure large local Principals Program in Jan 2020.

- **The new Op Model has helped to generate this increased activity & impact and has lifted the number of contributors**
  - Creation of a Noms Com has helped to populate the new Op Model.
  - 90% of 120 roles are filled, with 42% filled by the same 18 heavy contributors.
  - The number of contributors has risen from 45 to 59.
  - Key vacancies in the For Membership mission team (VP, 2x membership PLs) are urgent to fill as seen below.

- **But there is a ‘call to action’ to solidify the membership base**
  - There have been some bright spots on the membership front such as doubling the number of Young members, boosting the Female proportion from 27% to 32%, enrolling ~20 associate members, growing Queensland’s membership by 20%.
  - However, various factors have led to a significant risk of ~180 lapses by year-end out of ~600 members. Contributing factors include major technology issues with the member database, false sense of financial security created from higher annual dues rate and robust event surpluses, and vacancies in VP Member role and Membership PL roles.
  - Therefore, HCA must commit itself to a major campaign to prevent the lapsing avalanche, convert past free members, enrol new graduates, reach out to the list of 500+ names on the HAA list but previously unknown to HCA and approach the many potential associate members. Beyond the one-off campaign, HCA must institute new membership practices and technology solutions that will prevent this problem from re-occurring.
MORE LOCAL HARVARD PROGRAMS

HCA organised education programs (nationally)

Number of events

<table>
<thead>
<tr>
<th>Year</th>
<th>NFP workshop</th>
<th>P4L</th>
<th>Public Health Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>2017</td>
<td>2</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>2018</td>
<td>2</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>2019 YTD</td>
<td>5</td>
<td>1</td>
<td>3</td>
</tr>
</tbody>
</table>

HCA organised education programs (nationally)

Number of attendees

<table>
<thead>
<tr>
<th>Year</th>
<th>NFP workshop</th>
<th>P4L</th>
<th>Public Health Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>100</td>
<td>55</td>
<td>45</td>
</tr>
<tr>
<td>2017</td>
<td>130</td>
<td>55</td>
<td>75</td>
</tr>
<tr>
<td>2018</td>
<td>130</td>
<td>55</td>
<td>75</td>
</tr>
<tr>
<td>2019 YTD</td>
<td>258</td>
<td>75</td>
<td>108</td>
</tr>
</tbody>
</table>

In 2020 this is expected to increase further with the 150 attendees of the Principals Program.

SOURCE: HCA events database as at 31 August 2019, augmented by Administrator manual additions; HCA website list of planned events; Discussions with HCA staff
MORE SCHOLARSHIPS

Scholarships provided by HCA from 2013 (value, $’000 AUD)

Scholarships provided by HCA from 2013 (number)

Scholarship person-weeks given out from 2013 (number of person-weeks)

1 The number of Australian Harvard Fellows was reduced from 2013 where 7 were given out to ~4 per year
2 One Menzies Scholar deferred their scholarship from 2016 to 2017 skewing the cost and scholarship weeks given out
MORE BOOK PRIZES

Book Prizes awarded by HCA¹

<table>
<thead>
<tr>
<th>Number</th>
<th>2018</th>
<th>2019 (plan)</th>
</tr>
</thead>
</table>

2018 Book Prize recipients

<table>
<thead>
<tr>
<th>Name</th>
<th>School</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thomas Schanzer</td>
<td>Sydney Boys High School</td>
</tr>
<tr>
<td>Amanda Lao</td>
<td>Sydney Girls High School</td>
</tr>
<tr>
<td>Ji Mun Eun</td>
<td>North Sydney Girls High School</td>
</tr>
<tr>
<td>Joseph Negrine</td>
<td>The Scots College</td>
</tr>
<tr>
<td>Ben Tuite</td>
<td>St Joseph’s College</td>
</tr>
<tr>
<td>Bonita Herwig</td>
<td>Fairvale High School</td>
</tr>
<tr>
<td>Emma Barlow</td>
<td>Hornsby Girls High School</td>
</tr>
<tr>
<td>Ananya Deshpande</td>
<td>Meriden School</td>
</tr>
<tr>
<td>Olivia Wu</td>
<td>MLC School</td>
</tr>
<tr>
<td>Maja Vasic</td>
<td>St George Girls High School</td>
</tr>
<tr>
<td>Lochie Brown</td>
<td>Sydney Technical High School</td>
</tr>
</tbody>
</table>

¹ HCAV has given out 40 book prizes in total, with the aim of growing the prizes at 30% per year
MORE PRESS COVERAGE, MOSTLY POSITIVE

Australian news media articles relating to selected universities from Jan 2018 to present

<table>
<thead>
<tr>
<th>University</th>
<th>Articles</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Cambridge</td>
<td>288</td>
</tr>
<tr>
<td>Stanford University</td>
<td>54</td>
</tr>
<tr>
<td>University of Oxford</td>
<td>46</td>
</tr>
<tr>
<td>Harvard University</td>
<td>86</td>
</tr>
</tbody>
</table>

Australian news articles relating to Harvard over time (n=86)

<table>
<thead>
<tr>
<th>Period</th>
<th>Articles</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1 2018</td>
<td>16</td>
</tr>
<tr>
<td>H2 2018</td>
<td>22</td>
</tr>
<tr>
<td>H1 2019</td>
<td>31</td>
</tr>
<tr>
<td>H2 2019 (YTD)</td>
<td>17</td>
</tr>
</tbody>
</table>

Harvard unique news article topic focus (n=59)

- Harvard Club: 19%
- Harvard Alumni: 17%
- Harvard University: 64%

Harvard unique news article sentiment (n=59)

- Positive: 66%
- Neutral/Alumni: 19%
- Negative: 15%
SUSTAINED MENTORING

Mentor/mentee partnerships
Number formed

<table>
<thead>
<tr>
<th>Year</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>8</td>
</tr>
<tr>
<td>2016</td>
<td>12</td>
</tr>
<tr>
<td>2017</td>
<td>11</td>
</tr>
<tr>
<td>2018</td>
<td>18</td>
</tr>
<tr>
<td>2019 (YTD)</td>
<td>13</td>
</tr>
</tbody>
</table>

SOURCE: AGM reports and discussion with PL for Mentor Program
MORE EVENTS AND ATTENDANCE

HCA organised events (nationally, excluding HCV run)

Number of events

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Events</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>18</td>
</tr>
<tr>
<td>2017</td>
<td>22</td>
</tr>
<tr>
<td>2018</td>
<td>23</td>
</tr>
<tr>
<td>2019 (including planned events)</td>
<td>45</td>
</tr>
</tbody>
</table>

Planned events: 45
Held: 32

HCA organised events (nationally, excluding HCV run)

Number of attendees

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Attendees</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>572</td>
</tr>
<tr>
<td>2017¹</td>
<td>910¹</td>
</tr>
<tr>
<td>2018</td>
<td>652</td>
</tr>
<tr>
<td>2019 (including planned events)</td>
<td>1,381</td>
</tr>
</tbody>
</table>

Guests: 1,381
Members: 571

2019 HCA event number by cost

Number of events

<table>
<thead>
<tr>
<th>Cost</th>
<th>Number of Events</th>
</tr>
</thead>
<tbody>
<tr>
<td>Free</td>
<td>45</td>
</tr>
<tr>
<td>Paid</td>
<td>29</td>
</tr>
</tbody>
</table>

2019 HCA event attendance by cost

Number of attendees

<table>
<thead>
<tr>
<th>Cost</th>
<th>Number of Attendees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Free</td>
<td>1,381</td>
</tr>
<tr>
<td>Paid</td>
<td>961</td>
</tr>
</tbody>
</table>

 Avg. attendees per event

<table>
<thead>
<tr>
<th>Year</th>
<th>Avg. Attendees per Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>32</td>
</tr>
<tr>
<td>2017</td>
<td>41</td>
</tr>
<tr>
<td>2018</td>
<td>29</td>
</tr>
<tr>
<td>2019 (including planned events)</td>
<td>31</td>
</tr>
</tbody>
</table>

NB: The list of events does not include events members are invited to but run by other organisations, e.g., Criterion, Harvard Women’s Group.

¹ There was a single well attended event (n=208) with the Prime Minister (Turnbull) to celebrate the 50th year of the Menzies Scholarship. For 55 of the attendees, this was the only event they attended in 2017.
² The 13 planned events include the December Monday Lunch club, November and December Happy Hour Drinks, Thanksgiving dinner, President’s Drinks, Philip Lovejoy Lunch, NIDA night, Macquarie Bank Art Night, Mentoring Launch drinks, the 2 HBS Global Networking events to be held, the remaining Dinner Club event, and the Starstruck Musical.
³ There are 2 2019 events that have been postponed with no definitive date; the QLD Parliament house tour & dinner and the Masterclass in AI. There is also no Leaders Lunch currently scheduled. These 3 events are not included in the analysis.
⁴ The change in Member:Guest ration is largely due to the Public Health Workshops where nearly all of the 108 attendees were non-members. These 3 events are considered as one in the above analysis.

SOURCE: HCA events database as at 31 August 2019, augmented by Administrator manual additions; HCA website list of planned events; Discussions with HCA staff of unpaid events.
MORE DIVERSE MIX OF EVENTS

Breakdown of event type by number of events

2015/2016 events (n =51)
- AGM: 4%
- Culture/Art: 24%
- Not-for-Profit: 16%
- Leader's Lunch: 4%
- Speaker: 40%
- Monday Club: 4%
- Social: 8%

2019 events¹ (n =45)
- Monday Club: 24%
- Masterclasses/Workshops: 9%
- Harvard Sessions: 9%
- Culture/Art: 4%
- AGM: 9%
- Not-for-Profit: 2%
- Speaker: 11%
- Social: 38%

Breakdown of event seats by type of event

2015/2016 event seats (n=1,431)
- Monday Club: 33%
- Culture/Art: 20%
- AGM: 10%
- Not-for-Profit: 12%
- Leader's Lunch: 6%
- Speaker: 15%
- Social: 20%

2019 event seats (n=1,381)
- Monday Club: 17%
- Masterclasses/Workshops: 13%
- Harvard Sessions: 17%
- Culture/Art: 11%
- AGM: 5%
- Not-for-Profit: 14%
- Speaker: 33%
- Social: 1%

¹ Leaders Lunch for 2019 has not been confirmed and is absent from this list, as are the two postponed events; the QLD Parliament house tour & dinner and the Masterclass in AI.

SOURCE: HCA events database as at 31 August 2019, augmented by Administrator manual additions; HCA website list of planned events; Discussions with HCA staff of unpaid events; 2017 strategy workshop materials for 2015/16 analysis
MORE LEADERSHIP POSITIONS, MOSTLY FILLED

All HCA roles (n=120, made up of 71 VP/PL roles and 49 other roles)

- Positions filled by members who hold more than one role
  - Within this active group, a core 18 people fill 49 of all roles with
    - 10 people filling 2 roles
    - 5 people filling 3 roles
    - 2 people filling 4 roles
    - 1 person filling 6 roles

- Positions filled by members who hold one role (n=59)

Open position (n=12)
- VP for Members
- Membership – HCA booklet rep
- Membership – Membership card rep
- Young members SIG – 3rd rep
- Events – Major events rep
- Events – Networking rep
- Harvard liaisons in Australia – News, profs, data rep
- Harvard liaisons in Australia – Graduate schools rep
- Community service – Community partners rep
- Community service – Indigenous rep
- Support – Historian rep
- Nominations Committee – 4th rep

SOURCE: Org chart data for Council meeting as at 21 August 2019
SO MORE DEDICATED CONTRIBUTORS BUT LESS OVERALL PARTICIPANTS

2019 HCA alumni funnel

Involvement Definitions

**Contributors:** Members who give back to HCA in time and effort as Board members, PLs, selection panels, committees, mentors etc

**Active:** Members who attend events regularly - 4 or more events from 2016 to present

**Participators:** Members who infrequently participate - 1 to 3 events from 2016 to present

**Current members:** Paid financial members from March accounting records (n=538) and free members (n=43)

- **Current Members:** 606
- **Active and above:** 89
- **Participators and above:** 203
- **Contributors:** 59

**Enrolment Rate:**
- 60% of HCA database
- 49% of HCA/HAA database

**Retention Rate:**
- 41%

**Contribution Rate:**
- 10%

**Loyalty Rate:**
- 15%

**Participation Rate:**
- 33%

**Member at Some Point (MSP):**
- 1482

**Base (3,008):**
- -100%

**Total Alumni on HCA database:**
- 2455

**Alumni on HAA but not HCA database:**
- 553

2017 HCA alumni funnel

- **Contributors:** 45
- **Active and above:** 97
- **Participators and above:** 263
- **Current Members:** 553

**Enrolment Rate:**
- 62%

**Retention Rate:**
- 41%

**Contribution Rate:**
- 8%

**Loyalty Rate:**
- 18%

**Participation Rate:**
- 48%

**Member at Some Point (MSP):**
- 1357

**Total Alumni:**
- 2178

---

1. Will include members from Victoria but address details not yet analysed to determine likely HCA/HCAV affiliation
2. Calculated based on 2016 number of 1357 and number of new members in 2017-2019
3. This may not include all mentors as data around ongoing mentorship is not available, potentially increasing the number of members in the participator and above bands
4. In 2017 the 50th Menzies Celebration and Prime Minister Celebration drew in 55 members who did not attend any other event in 2017, giving a bump to participation rate, controlling for this reduces the participation rate to 38% for 2017

SOURCE: HCA data (excl. HCAV) and HAA data; Financial payment records data, as at 30 September 2019
HENCE MAJOR RISK OF DROP-OFF IN MEMBERSHIP BASE

Membership trend 2010 to current
Number of members

New joiner vs lapsed member 2010 to current
Number of new joiners/ lapsed members during the year

1 Membership numbers from 2010 to 2016 are from an historical data source with membership numbers adjusted to bring them into consistency with the new analysis completed using financial member data for 2017 onwards – The number of members in 2011 = 2010 membership number + joiners in 2011 – lapsers in 2011

2 This is a worst case scenario with no membership renewals in Q4 2019. This is based on credit card data where matching of payment details cannot be matched for 43 payments. These are potential renewals – this still leaves 120 members (excluding free memberships) that need action to prevent lapse this year

SOURCE: HCA 2017 Strategy report; Financial payment records data, as at 30 September 2019
STABLE FINANCIAL POSITION, DUE TO EVENTS COMPENSATING FOR LAPSES

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017¹</th>
<th>2018</th>
<th>2019 (to 30/6)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Events income</td>
<td>$ 52,007</td>
<td>$ 57,241</td>
<td>$ 35,915</td>
<td>$ 15,179</td>
</tr>
<tr>
<td>Events income per attendee (incl. guests)</td>
<td>$ 91</td>
<td>$ 63</td>
<td>$ 55</td>
<td>$ 34²</td>
</tr>
<tr>
<td>Subscriptions</td>
<td>$ 32,275</td>
<td>$ 34,675</td>
<td>$ 35,858</td>
<td>$ 24,500</td>
</tr>
<tr>
<td>Total revenue</td>
<td>$ 84,282</td>
<td>$ 91,916</td>
<td>$ 71,773</td>
<td>$ 39,679</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost of events</td>
<td>$ 50,487</td>
<td>$ 47,883</td>
<td>$ 27,032</td>
<td>$ 7,502</td>
</tr>
<tr>
<td>Administration</td>
<td>$ 24,067</td>
<td>$ 30,461</td>
<td>$ 36,783</td>
<td>$ 22,504</td>
</tr>
<tr>
<td>Insurance</td>
<td>$ 1,393</td>
<td>$ 1,381</td>
<td>$ 1,394</td>
<td>$ 5,778</td>
</tr>
<tr>
<td>Bank charges/merchant fees</td>
<td>$ 1,645</td>
<td>$ 1,548</td>
<td>$ 1,367</td>
<td>$ 603</td>
</tr>
<tr>
<td>Printing, postage and web services</td>
<td>$ 3,421</td>
<td>$ 3,939</td>
<td>$ 4,743</td>
<td>$ 696</td>
</tr>
<tr>
<td>Total expenses</td>
<td>$ 81,013</td>
<td>$ 85,212</td>
<td>$ 71,319</td>
<td>$ 37,083</td>
</tr>
<tr>
<td><strong>Surplus/(deficit) before financing income</strong></td>
<td>$ 3,269</td>
<td>$ 6,704</td>
<td>$ 454</td>
<td>$ 2,596</td>
</tr>
<tr>
<td>Interest income</td>
<td>$ 1,049</td>
<td>$ 630</td>
<td>$ 544</td>
<td>TBC</td>
</tr>
<tr>
<td>Donation to Harvard CA foundation</td>
<td>(1,049)</td>
<td>(630)</td>
<td>(544)</td>
<td>TBC</td>
</tr>
<tr>
<td>Net finance income</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>TBC</td>
</tr>
<tr>
<td><strong>Surplus/(deficit) for the period</strong></td>
<td>$ 3,269</td>
<td>$ 6,704</td>
<td>$ 454</td>
<td>TBC</td>
</tr>
</tbody>
</table>

¹ 50th Anniversary Celebration with Prime Minister Turnbull with high attendance and high event cost  
² This figure has been calculated for paid events through to June 2019 where financial data is current  
SOURCE: Supplied HCA financial report; Events database
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HCA’S TOP SIX IMPERATIVES

- Solve Pres & VP succession
  - Nominations Committee
    - Justin Greiner -- Chair
  - Affiliates
    - Charlie Graham
- Re-ignite SIGs
  - VP for Chapters & SIGs
    - Elizabeth Carr
    - Chapters
    - SIGs
- Strengthen ties to HAA
  - VP for Harvard
    - Peter Hasko
    - Alumni associations
    - Harvard liaisons
    - Student relations (on campus)
    - Student & faculty cultivation
- Arrest membership drop-off
  - VP for Members
    - David Pumphrey
    - Membership
    - Events
    - Professional development
- Deliver on Leadership Programs
  - VP for Australia
    - Chris Smith
    - Governance
    - Scholarships
    - Fundraising
    - Local courses
    - Community service
- Transition to Magnet
  - VP for Club
    - Tom Saar
    - Finance
    - Planning
    - Communications
    - Technology
    - Historian
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- Appendix: POPs
### FOR CHAPTERS & SIGS MISSION TEAM PLAN

<table>
<thead>
<tr>
<th><strong>New ideas</strong></th>
<th><strong>KPIs</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Create a SIG for entrepreneurship, angel investing, social impact investing</td>
<td>▪ # members in non-NSW chapters (grows faster than NSW)</td>
</tr>
<tr>
<td>▪ Hold Ivy Leagues events and Oxbridge events to bolster numbers in chapter events</td>
<td>▪ # events in each state chapter (&gt;2/year)</td>
</tr>
<tr>
<td>▪ Adopt Forum concept. Discussion groups.</td>
<td>▪ One new SIG established</td>
</tr>
<tr>
<td>▪ Utilise Facebook groups</td>
<td>▪ Links to HAA global SIGs established, # HCA members signed up</td>
</tr>
<tr>
<td>▪ Re-energise Young SIG; Subsidise Young members to keep them involved in Club</td>
<td>▪ Gender equity stats. % women increases</td>
</tr>
</tbody>
</table>
### FOR HARVARD MISSION TEAM PLAN

#### New ideas
- Create liaison PL roles for HKS and HLS
- Foster more proactive and helpful relationship with A/NZ Club at Harvard
- Drive HAA’s Global Networking Night 2.0 with ‘speaker’ and with ‘plus ones’
- Double Book Prize schools again
- Add info about the College into the Book Prizes
- Appoint an HAA regional director

#### KPIs & milestones
- PL roles all filled
- HAA regional director appointed
- % of most recent grads converted to HCA membership
- # of applicants to Harvard. (Track it)
- # of Book Prizes (double to 50)
## FOR MEMBERS MISSION TEAM PLAN

### New ideas
- Survey members to understand needs
- Conduct broader PR, market via younger channels (eg Instagram), achieve more personal contact
- Hold an event for ‘free-to-paid’ conversion
- Utilise more video on website (Magnet)
- Craft a proposition for Elders (eg mentoring and fundraising)
- Get the message out about prof dev at HCA (mentoring program, masterclasses)
- Stay in touch with students post send-off event (ie free membership while at school)
- Use Streamwise for big events & courses
- Do more cross-city video hook-ups

### KPIs
- # of members. (>650)
- % new grads enrol (>80%)
- % conversion of free-to-paid. (>75%)
- % churn. (<10%)
- % participation rate (>50%)
- % active rate. (>25%)
- % contributor rate (>10%)
FOR AUSTRALIA MISSION TEAM PLAN

New ideas

▪ Make the most of the inaugural Principals Program (deliver 1st-class course, get positive PR, negotiate ongoing program)

▪ Execute well on all established scholarships and local programs

▪ Investigate scholarship for military vets

▪ Find creative high-impact way to utilise spare three days of RACV (eg masterclass, negotiation workshop)

▪ Incorporate benefactors in all we do

▪ Undertake class-based fundraising

▪ Make business case to HAA for ‘double counting’ donations made to HCA as Harvard donations too

KPIs

▪ # people attending all local Harvard programs (same/better than prior year)

▪ # seats sold to Program for Leaders (76)

▪ # seats sold to Non-Profit Workshop (75)

▪ Principals Program runs again in 2021

▪ # scholarships awarded, $’s and person-weeks (same/better than prior year)

▪ $ funds raised for Menzies and other scholarships (same/better than prior year)

▪ $ raised from major benefactors (same/better than prior year)
FOR CLUB MISSION TEAM PLAN

<table>
<thead>
<tr>
<th>New ideas</th>
<th>KPIs</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Adopt HAA’s Alumni Magnet as membership database, communications platform, event booking system</td>
<td>▪ Financial KPIs like operational surplus, event contribution, cash in bank, funds raised, endowment</td>
</tr>
<tr>
<td>▪ Create an Historian PL role to look after HCA archives</td>
<td>▪ Membership funnel, especially % renewals and % new grads enrolment</td>
</tr>
<tr>
<td>▪ Establish a podcast series</td>
<td>▪ Magnet is up and running</td>
</tr>
<tr>
<td>▪ Update Club’s legal structure to better protect interstate activities</td>
<td>▪ # positive press mentions</td>
</tr>
<tr>
<td>▪ Run Council Annual Planning Summit each November, including re-running analysis of key stats</td>
<td>▪ # social media hits, engagement</td>
</tr>
<tr>
<td>▪ Put more emphasis on storytelling in our communications</td>
<td></td>
</tr>
</tbody>
</table>
HCA’S 2020 PLAN

- Context
  - Recap of original strategy
  - Findings from stocktake

- Plans for 2020
  - HCA’s top 6 imperatives
  - Mission team plans and KPIs
    - Proposed budget

- Membership call to action
  - Ideas to address the ‘membership issue’
  - Proposed integrated annual calendar

- Appendix: POPs
BUDGET FOR 2020

Budget chart to come
HCA’S 2020 PLAN

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- Appendix: POPs
ADDRESSING THE MEMBERSHIP ISSUE

- **Young**
  - Enrolling young members (students & new grads), then retaining them when their ‘free’ introductory period expires

- **Lapsed & HAA list**
  - Recovering lapsed members and enrolling non-members from the HAA alumni list

- **Associates**
  - Finding, appealing to and enrolling ‘associate’ (short courses) members

- **Engagement**
  - Warmly welcoming and engaging new members, then encouraging greater participation

- **Contributors**
  - Attracting more members to take on PL roles
<table>
<thead>
<tr>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue free introductory membership for new grads. Consider extending ‘free’ beyond first year and/or offering reduced rate for next ‘x’ years.</td>
</tr>
<tr>
<td>Offer first event for free in order to encourage new grads to experience the Cub</td>
</tr>
<tr>
<td>Continue to offer some free events in the Club calendar; Consider lowering the charge for certain events that appeal to younger members</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Benefits</th>
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</thead>
<tbody>
<tr>
<td>Offer extra benefits to members (eg membership card with privileges such as airline lounges)</td>
</tr>
<tr>
<td>Offer a buddy program to incoming freshmen</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Promotion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promote upcoming events at events</td>
</tr>
<tr>
<td>Promote the Club philanthropy programs and contributions as a ‘hook’</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stay in touch with students while at Harvard (eg periodic emails, brunches/dinner during breaks, outreach before returning to Australia)</td>
</tr>
<tr>
<td>Enlist ‘recent grad disruptors’ to spread the word</td>
</tr>
</tbody>
</table>
### Lapsed & HAA List – Recovering Lapsed Members and Enrolling HAA Non-Members

#### Lapsed 180 Campaign
- Run a calling campaign by Councillors (10 names each) in March once tech stable; If can’t do it then give names back to organiser.
- Provide a list of names with degree, phone number & email address. Match people so peer-to-peer. If no luck then try LinkedIn
- Write a script (explain tech problem, describe HCA offering, seek feedback, ask if wish to sign up); Take notes so we can synthesise feedback
- Offer to “pick an upcoming event and come with me for free”

#### HAA 500 Campaign
- Wait until HAA Alumni Magnet system is up and running
- Start with an email outreach, followed by a phone call. Leverage the same script. In parallel undertake a LinkedIn campaign
- After the campaign, host a special new member welcome event

#### Ongoing Renewals
- Fill the PL Membership role. This person will lead the overall effort to build the membership base
- Utilise Magnet to conduct automatic renewal notices and follow-up; Set up Magnet for rolling renewal dates not calendar year approach
- Host a Welcome Home event in May-July when new graduates (~100/year) have come home to Australia
ASSOCIATES – FINDING, APPEALING TO AND ENROLLING SHORT COURSE ATTENDEES

**PL role**
- Create a new PL role focused on associate recruitment

**Class lists**
- Ask each Harvard graduate school for a list of Australian attendees. Draft email that graduate school can send out on our behalf
- Work with HBS regional sales rep who is keen to promote our associate membership to short course attendees

**Networks**
- Ask HCA ‘super connectors’ to help us to find short course attendees
- Run a campaign with current members to refer names of short course attendees

**Search**
- Search LinkedIn to identify people who have attended Harvard short courses. Require proof of completion (i.e., certificate) to qualify

**Attraction**
- Sharpen our value proposition to short course attendees via survey and/or focus group
- Hold events that will appeal particularly to short course attendees, then sign them up when they attend
- Communicate to potential associates that they can hold PL roles in the Club

**Incentives**
- Offer short course attendees the same ‘first year free’ deal as new grads
# ENGAGEMENT – WARMLY WELCOMING NEW MEMBERS & ENCOURAGING PARTICIPATION

## PL role
- Create a new PL role focussed on engagement and participation

## Welcome
- Inform Council of new members (50/yr) and assign a Councillor to call each one
- Send an email with a ‘welcome package’ (tailored by School) that explains everything about the Club.
- Publish list of new members each month in What’s On & What’s Up, then via Magnet

## Onboarding
- Host a Welcome Home event in June
- Hold a new member showcase where they can learn all about the Club
- Assign a peer buddy to each new member (tasks: Q&A re welcome package, coffee/drink, first event)
- Send personalised invitation for first Harvard Happy Hour and President Christmas Drinks.

## Warmth
- Reinforce the expectation that all Councillors have a role as ambassadors for the Club
- Give Councillors a colour coded name tag at events so readily identifiable
- Create a formal ambassadors group who focus on ‘warm welcome’; Assigned as buddies; Authority to bring a new member for free to an event
CONTRIBUTORS – ATTRACTING AND SUPPORTING MORE PLS

**Advertising**
- Make special appeal at functions (e.g., Harvard Happy Hour)
- Post periodic advertisements to solicit PL applications
- Promote the notion that PLs are empowered to run their own program

**Outreach**
- Host Thanksgiving event in each state, since it attracts more than the usual event attendees
- Survey members to find out what they want

**Support**
- Assign an experienced PL/VP as a buddy to new PLs

**Rewards**
- Give PLs one free event per year as a thank you
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<table>
<thead>
<tr>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
</tr>
</thead>
<tbody>
<tr>
<td>15th - NSW PPE Benefactor drinks event</td>
<td>2nd - March Monday Club with Mathew Sweeney</td>
<td>6th April Monday Club NSW</td>
<td>4th May Monday Club NSW</td>
<td>1st June Monday Club NSW</td>
<td>6th July Monday Club NSW</td>
<td>10th August Monday Club NSW</td>
<td>7th September Monday Club NSW</td>
<td>12th October Monday Club NSW</td>
<td>2nd November Monday Club NSW</td>
<td>7th December Monday Club NSW</td>
<td></td>
</tr>
<tr>
<td>19th NSW Art Gallery Tour</td>
<td>8th NSW - Leaders Lunch</td>
<td>NSW - Young Members Event</td>
<td>Happy Hour Drinks NSW</td>
<td>18th - NSW - AGM including Australia Address</td>
<td>NSW - Masterclass on Art</td>
<td>9 - 12th - NSW Din &amp; Tonics</td>
<td>NSW - Masterclass</td>
<td>NSW - NIDA night</td>
<td>5th - Council Summit</td>
<td>NSW - President's Drinks</td>
<td></td>
</tr>
<tr>
<td>25th NSW Masterclass on AI</td>
<td>8th March AHW Intl Women’s Day Event</td>
<td>Masterclass on ‘Limits of individual responsibility &amp; moral dilemma’</td>
<td>18th - Non Profit Lunch NSW</td>
<td>Happy Hour Drinks NSW</td>
<td>23 - 25th July NP LP</td>
<td>9 - 12th - ACT TBA Din &amp; Tonics</td>
<td>Happy Hour Drinks NSW</td>
<td>HAA Global Night</td>
<td>Thanksgiving Dinner - QLD</td>
<td>Happy Hour Drinks NSW</td>
<td></td>
</tr>
<tr>
<td>26th QLD Breakfast event with Richard Wankmüller dates in March</td>
<td>TBA NSW Dinner Club</td>
<td>TBA - NSW - Architectural tour</td>
<td>NSW Cook with Us program</td>
<td>26 -31 July Program for Leaders</td>
<td>HBS Info Session NSW</td>
<td>Cook with Us program NSW</td>
<td>HAA QLD- Global Networking Night</td>
<td>Wolfensohn lunch NSW?</td>
<td>NSW Dinner Club</td>
<td></td>
<td></td>
</tr>
<tr>
<td>26th NSW Prof. Sehri Polhi lunch</td>
<td>3rd - NSW Happy Hour Drinks</td>
<td>QLD - Parliament House tour &amp; dinner</td>
<td>NCAP Benefactor Event</td>
<td>NSW - Dinner Club</td>
<td>NSW - Walking Group</td>
<td>NSW - Dinner Club</td>
<td>NSW - Walking Group</td>
<td>NSW Dinner Club</td>
<td>NSW - Walking Group</td>
<td>Cook with Us program</td>
<td></td>
</tr>
<tr>
<td>NSW - Netball Competition</td>
<td>NSW - Netball Competition</td>
<td>NSW - Netball Competition</td>
<td>NSW - Walking Group</td>
<td>NSW - Masterclass on Urban experience tour / City Building</td>
<td>17th HCA Board Meeting</td>
<td>Leaders Lunch</td>
<td>NSW - Masterclass on Wine</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>24th Feb - HCA Board Meeting</td>
<td>27th Feb - HCA Council Meeting</td>
<td>QLD - 25 - AHW retreat</td>
<td>NSW - Welcome event</td>
<td>20th HCA Council Meeting</td>
<td>AHW event</td>
<td></td>
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<td></td>
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</tr>
</tbody>
</table>

Code of events: Past event Event listed & going ahead event yet to be listed

Proposed HCA Functions but no date as yet

Continued occasional speakers of interest ACT
A panel discussion featuring senior public servants who have been past winners of Wolfensohn scholarship ACT
Proposed Canberra weekend for HCA members from across Australia ACT
Hackathon NSW
2 - 3 events per annum in WA
Events involving local Alumni, Established Oxbridge networks for sporting occasions and invite recent scholars / Fellows to share at breakfasts QLD
Trivia night: Oxford Vs Harvard; Game night: Board games/Escape Room & Scavenger Hunt - QLD
Architectural Tour NSW
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HCA ORGANISATION STRUCTURE

**VP for Chapters & SIGs**
Elizabeth Carr
- Chapters
- SIGs

**VP for Harvard**
Peter Hasko
- Alumni associations
- Harvard liaisons
- Student relations (on campus)
- Student & faculty cultivation

**VP for Members**
David Pumphrey
- Membership
- Events
- Professional development

**VP for Australia**
Chris Smith
- Governance
- Scholarships
- Fundraising
- Local courses
- Community service

**VP for Club**
Tom Saar
- Finance
- Planning
- Communications
- Technology
- Historian

**Administrative & Public Officer**
Justina Blackman

**President**
Charlie Graham

**Nominations Committee**
Justin Greiner -- Chair

**Affiliates**
Charlie Graham
1. Program Leader
- Daniel Jovevski
- Elizabeth Carr

2. Program contributors
- Elizabeth J Carr
- Justina Blackman
- Mark Paganin
- Dan Jovevski

3. Proposed plan for 2018-19

**Continue from last year:**
- Event Calendar (2-3 high impact events per year)
- Frequent Member News
- Continued collaboration between the Oxford and Cambridge Universities for joint events

**Change/improve approach:**
- Increase pre-planning well in advance of new events (6 months out)
- Increased communication with potential and eligible members
- Increased drive to sign up as a paid member
- Continued US Consulate partnership and events
- Engage early and often with potential guest speakers
- Introduce more social events

**Extend/grow into new activities:**
- Attract new members (+20) Full Members and Associate Members through multiple channels including Social Channels (LinkedIn)
- Returning Harvard Alum via relationships with Alum services at Harvard
- Actively communicate with Harvard, West Australian Universities and other organisations to attract high quality guest speakers who have a strong connection and affiliation with the Harvard and the United States

**Stop doing something:**
- Always reach out for help and assistance – so stop thinking help isn’t out there!

4. Desired impact and markers of success

**For Users:**
- Increased collaboration and sharing between other HCA states (best practice, assistance in events, scholarship promotion etc)

**For Harvard:**
- Increased connection and affinity of Harvard’s image and reputation in Australia
- Create and increase awareness of Harvard and its programs within the Western Australia community

**For Members:**
- Exclusive events with high calibre guest speakers
- High quality networking opportunities with fellow Harvard Alumni
- Foster strong sense of belonging amongst Harvard Alumni
- Promote remarkable scholarship programs to members, students and other eligible scholarship candidates

**For Australia:**
- Closer ties between HCA members and Harvard
- Advancing Australia’s interest in better Australia/U.S. relations
- A positive contribution to Australian society through initiatives of the WA Chapter (mentoring, scholarships, informative events etc)

**For Club:**
- A measurable impact to members of increased satisfaction and pride of association with the HCA
- Increase membership base and promote longer term sustainability of the club
- Strengthen HCA’s impact and philanthropy

5. Issues for Mission then Board discussion

- Event timings and bookings for 2020
- Potential contact challenges with Harvard Alum services
- WA Convener’s impact of time
- Low attendance / event cancelation potential

6. Budget and admin request

- $3,500 Revenue Per Year – Cost Neutral
- Admin = Help from Justina from time to time with new member and admin support for events
HCA PL POP – Convenor ACT Chapter

1. Program Leader
   ▪ Jamie Snashall

2. Program contributors
   ▪ Mat Franklin
   ▪ Stephen Mills and Helen O’Neil (no longer in Canberra so less ability to contribute)
   ▪ Sek-loong Tan (travels regularly for work)

3. Proposed plan for 2019-20
   ▪ In 2018-19 we had Jane Halton AO PSM and Ed Husic MP as guest speakers at separate events
   ▪ For the future, the following is proposed:
     – Continued occasional speakers of interest
     – A panel discussion featuring senior public servants who have been past winners of Wolfensohn scholarship.
     – Proposed Canberra weekend for HCA members from across Australia

4. Desired impact and markers of success
   ▪ Give members value for their membership fees
   ▪ Build relationships and camaraderie
   ▪ Esp for the Canberra weekend idea, raise HCA profile/influence among Canberra and national leaders in various sectors.

5. Issues for Mission then Board discussion
   ▪ Signalling my intent to step down as ACT convenor H2 2019/H1 2020. A young family and extremely busy jobs for my wife and I, mean that I cannot find the time to give the role the attention it deserves.
   ▪ Worth considering joining with other Ivy League/Oxbridge unis in the ACT.

6. Budget and admin request
   ▪ $ = Standard events as they always are, where we make a small profit or loss. For the Canberra weekend, detailed budget not yet available, but expect that registration fees will cover.
### HCA PL POP – Queensland Chapter

**1. Program Leader**
- Jon Lindsay – Convenor

**2. Program contributors**

**3. Proposed plan for 2020**
- Queensland Plan is to build membership based on a more comprehensive event plan for 2020.
- In recent months we have broadened the contribution base with several members taking a focused and active role with a view to more varied events and broadened membership.
- We will build on the established events such as Thanksgiving Dinner and HBS GNN and do more events involving local Alumni, Established Oxbridge networks for sporting occasions and invite recent scholars / Fellows to share at breakfasts. A template for speaker invites has been developed.
- New events to broaden demographics (we are a bit male and a bit old!) include working with Australian Harvard Women and events of interest to younger Alumni. Novel ideas include Trivia night: Oxford Vs Harvard; Game night: Board games/Escape Room & Scavenger Hunt.
- We plan to develop our own social activity via a Facebook page and, as events increase, use social media coverage to increase membership more.

**4. Desired impact and markers of success**
- Membership growth from approx. 20 regular / 55 Financial to 50 regular / 100 Financial by next Thanksgiving.
- 3 Quality events in H1 2020, 8 in all over 2020
- For Harvard – promote Kroks event, briefing events for Exec Ed and longer programs at Harvard and HBS. More Active social media presence
- For members – more quality events and more opportunities for social catch up
- For Australia, identification of benefits from QLD members in impact from when they return – include Wolfensohn Scholar feedback events.

**5. Issues for Mission or Board discussion**
- While we will have opportunities in Queensland to attract philanthropic donations etc. We are holding off as a mainstream activity until we have more critical mass. If Board wishes this to be a stronger initiative please let us know. It’s a bandwidth thing.

**6. Budget and admin request**
- 2020 Thanksgiving Dinner Outlay $10,000, Income $11,000
- Any surplus to underwrite smaller events e.g GNN so overall break even.
- Support Any analytical / social media support to access new members gratefully received. We have collectively over 1000 connections just from LinkedIn.
## Indicative Event Program

<table>
<thead>
<tr>
<th>Committee / Organisation</th>
<th>Date</th>
<th>Title</th>
<th>Host / Coordinator</th>
</tr>
</thead>
<tbody>
<tr>
<td>February onwards</td>
<td>Planning meeting every 2 months</td>
<td>Jon Lindsay</td>
<td></td>
</tr>
<tr>
<td><strong>Speaker Events</strong></td>
<td></td>
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</tr>
<tr>
<td>February 26th</td>
<td>Breakfast - Richard Wankmuller - CEO Inland Rail</td>
<td>Brad Shaw</td>
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</tr>
<tr>
<td>March</td>
<td>Breakfast - Brett Lightfoot - State Director Microsoft</td>
<td>Michael Johnson</td>
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</tr>
<tr>
<td>April</td>
<td>Skirmish with other Universities or some other silly idea!</td>
<td>Alok Patel</td>
<td></td>
</tr>
<tr>
<td>May</td>
<td>Evening Drinks and social - John De Groot</td>
<td>Jon Lindsay</td>
<td></td>
</tr>
<tr>
<td><strong>Networking / Social Events</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regular</td>
<td>Dinner Club</td>
<td>Margot de Groot?</td>
<td>Dominic Katter</td>
</tr>
<tr>
<td>June</td>
<td>Rugby With other universities</td>
<td>Andrew Ward</td>
<td></td>
</tr>
<tr>
<td>June</td>
<td>Harvard Krokodiloes</td>
<td>Brad Shaw</td>
<td></td>
</tr>
<tr>
<td>July</td>
<td>HBS Reception - Michael Noonan (chief of Australian Navy) Speaker</td>
<td>Brad Shaw</td>
<td></td>
</tr>
<tr>
<td>Oct</td>
<td>HBS Global Networking Event</td>
<td>Brad Shaw / Mark Bell</td>
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</tr>
<tr>
<td>Nov</td>
<td>Thanksgiving Dinner</td>
<td>Mike Gould</td>
<td></td>
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<tr>
<td><strong>Harvard promotion and Harvard visitors</strong></td>
<td></td>
<td>Andrew Peach</td>
<td></td>
</tr>
<tr>
<td>Education</td>
<td>Book Prize.</td>
<td>Andrew Peach</td>
<td></td>
</tr>
<tr>
<td>Health / Public Health</td>
<td>?</td>
<td>?</td>
<td></td>
</tr>
<tr>
<td>All year round</td>
<td>Visitors as announced</td>
<td>Quick response team - who?</td>
<td></td>
</tr>
</tbody>
</table>
### HCA PL POP – Young Members

<table>
<thead>
<tr>
<th>1. Program Leader</th>
<th>2. Program contributors</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Shori Hijikata (College 2016)</td>
<td>• Deep Vaze (College 2016)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Monthly dinners with young members</td>
<td><strong>Desired Impact</strong></td>
</tr>
<tr>
<td>• Quarterly dinner or drinks with other alumni club/s</td>
<td>• Encourage young alumni to join and actively engage with the HCA</td>
</tr>
<tr>
<td>• Dec/Jan: event with current students</td>
<td>• Strengthen networking between recent alumni, recent alumni / rest of the HCA, recent alumni of Harvard / other schools</td>
</tr>
<tr>
<td>• May/June: event with current students, recent alumni and incoming freshman</td>
<td>• Foster and increase leadership representation from young alumni within the HCA</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5. Issues for Mission then Board discussion</th>
<th>6. Budget and admin request</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Leveraging the HCA network to establish connections with other alumni clubs for events</td>
<td>• $ = N/A</td>
</tr>
<tr>
<td></td>
<td>• Admin = N/A</td>
</tr>
</tbody>
</table>

**Desired Impact**
- Encourage young alumni to join and actively engage with the HCA
- Strengthen networking between recent alumni, recent alumni / rest of the HCA, recent alumni of Harvard / other schools
- Foster and increase leadership representation from young alumni within the HCA

**Markers of Success**
- Increased HCA membership from young alumni
- High participation at events
# HCA PL POP – HBS Liaison

## 1. Program Leader
- Peter Hasko
- (Katherine Sutter - Liaison)

## 2. Program contributors
- GNN: Justina
- HBS: panel of Alumni

## 3. Proposed plan for 2020
- HBS info session (August):
  - START: hosting earlier in year – prior to 1\textsuperscript{st} rounds
  - STOP:
  - CONTINUE: alumni panel format
- Global Networking Night (Oct):
  - TBD if stop or continue event
  - If continue, START: including keynote speaker and coordinate with other surrounding social events to drive participation

## 4. Desired impact and markers of success
- Support incoming and current students make the most from their HBS experience
  - Outreach (emails, coffee chats)
  - Response to requests (emails, coffee chats)
- Promote HBS within Australia to potential candidates as the preferred MBA option
  - Host info session in Sydney
  - 1:1 conversations as requested
- Maintain close connections to HBS for the club and its members
  - Participation in HBS Global Networking Night (GNN)

## 5. Issues for Mission or Board discussion
- Question on whether worth repeating GNN or if too many events across the club

## 6. Budget and admin request
- No required budget (sell-funding via HBS contributions, $300USD for info night and $300USD for GNN)
### HCA PL POP – Book Prize

#### 1. Program Leader
- Deep Vaze

#### 3. Proposed plan for 2019-20
- Continue Book Prize at 11 Sydney schools that participated in 2018 & expand to other schools
- Expand Book Prize to other states
  - QLD: Andrew Peach (Past HCA scholarship recipient, current Principal at Marsden SHS) is taking the lead and has signed-up 13 schools
  - Explore possible expansion into WA/ACT in 2019/2020
- Reach out to Principals’ Program participants for Book Prize participation in 2020
- Approximate Timeline:
  - Confirm school participation and order books by end-September
  - Select winners by Oct /Nov
  - School award ceremonies in Nov / Dec

#### 2. Program contributors
- Peter Hasko

#### 4. Desired impact and markers of success
- **Goals:**
  - Recognize exceptional students at top public and private high schools across Australia
  - Spread the word about the opportunities at Harvard College
- **Markers of Success:**
  - Launch the book prize at 25 schools in 2019 (vs. 11 in 2018)
  - Material increase in Harvard College applications from these schools in 2019/2020
  - Find volunteers to set up prizes in other states

#### 5. Issues for Mission or Board discussion
- No material issues

#### 6. Budget and admin request
- Approximate budget = 25 schools x $40 per book = $1,000
HCA ORGANISATION STRUCTURE

- **President**: Charlie Graham
  - **VP for Harvard**: Peter Hasko
    - Alumni associations
    - Harvard liaisons
    - Student relations (on campus)
    - Student & faculty cultivation
  - **VP for Members**: David Pumphrey
    - Membership
    - Events
    - Professional development
  - **VP for Australia**: Chris Smith
    - Governance
    - Scholarships
    - Fundraising
    - Local courses
    - Community service
  - **VP for Club**: Tom Saar
    - Finance
    - Planning
    - Communications
    - Technology
    - Historian
- **Nominations Committee**: Justin Greiner -- Chair
- **Affiliates**: Charlie Graham
- **VP for Chapters & SIGs**: Elizabeth Carr
  - Chapters
  - SIGs
- **Administrator & Public Officer**: Justina Blackman
  - Historian

Affiliates

Chapters

SIGs
<table>
<thead>
<tr>
<th>HCA PL POP – HCA Dinner Club</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Program Leader</td>
</tr>
<tr>
<td>An Le</td>
</tr>
<tr>
<td>2. Program contributors</td>
</tr>
<tr>
<td>Various volunteers to lead group dinners</td>
</tr>
<tr>
<td>3. Proposed plan for 2020</td>
</tr>
<tr>
<td>8 person small group dinners every other month throughout 2020</td>
</tr>
<tr>
<td>Groups should span across different schools and years of graduation</td>
</tr>
<tr>
<td>Opt-in only with a new survey to continue to bring in new interested members for every round</td>
</tr>
<tr>
<td>4. Desired impact and markers of success</td>
</tr>
<tr>
<td>Cross generational / cross school relationships are created through social dinners</td>
</tr>
<tr>
<td>Creating new connections that would be unlikely elsewhere</td>
</tr>
<tr>
<td>Greater participation of alum in HCA with the dinner club as a gateway</td>
</tr>
<tr>
<td>5. Issues for Mission then Board discussion</td>
</tr>
<tr>
<td>Requests for dinners in Brisbane and Melbourne, should we be coordinating for other geographies as well</td>
</tr>
<tr>
<td>How often should the dinners be held?</td>
</tr>
<tr>
<td>6. Budget and admin request</td>
</tr>
<tr>
<td>$ = 0</td>
</tr>
<tr>
<td>Admin = Every other month emails to send out the survey</td>
</tr>
</tbody>
</table>
HCA PL POP – Harvard Happy Hour

1. Program Leader
   - Sharona Coutts

2. Program contributors
   - Justina Blackman has provided administrative support

3. Proposed plan for 2020
   - Continue to hold HHH, but possibly on a quarterly basis
   - Grow attendance with a view to having a mix of regular attendees and new/casual attendees
   - Hold at least one joint drinks with other clubs

4. Desired impact and markers of success
   - One desired impact is to provide a free event that is available to members who are unable to attend events during the work day.
   - Another desired impact is to foster a networking event that is more in the US-model, where people come together from diverse backgrounds, industries and experiences.
   - A final desired impact is to convert alumni into Club members.

5. Issues for Mission or Board discussion
   - Because I have been organising these drinks mostly by myself, on the occasions that I have personal/health issues, I have had to postpone them. It would be great to find someone to co-convene them.
   - It would also be great to get some support from the Club to perhaps put a modest amount on a tab for people who arrive early. I think this could encourage greater attendance.

6. Budget and admin request
   - $ 1000
   - This amount is based on holding four HHH events, with a bar tab of $250 per event.
HCA PL POP – Outreach Program

1. Program Leader
   • Ada Lo
   • 0424181839, ada_sydney@Hotmail.com

2. Program contributors
   • ?

3. Proposed plan for 2020
   • Annual Dragon Boat Race in Feb (Please see attachment for more details) – Once a year.
   • Hackathon – We find a hot topic, instead of ‘just’ debate, the aim of hackathon is to find solutions and create action plan for Australia - Once a year? Any month is okay.
   • Cook with us – a cooking class connect high school students from disadvantage background & Harvard graduates to learn cooking together – Once every quarter?

4. Desired impact and markers of success
   • The programs will make small profit and the profit will be contributed into scholarships.
   • Create positive publicity in both Harvard community (attract new members to join Harvard Club) and Australia Society => make a social impact.
   • For Hackathon – connect HCA with local elites
   • Full attendance - Participants for Dragon boat = 20-22; Hackathon = About 50; Cook with us = 10 students +10 Harvard Graduates in each cooking class.

5. Issues for Mission then Board discussion
   • Find a hackathon topic

6. Budget and admin request
   • $ = 0
   • Admin = Need help to list the activity and promo in Facebook and LinkedIn.
HCA Arts POP – Visual Arts

1. Program Leader
   - Ted Blamey

2. Program contributors
   - Tempe Macgowan
   - Cao Yin, Curator of Chinese Art, Art Gallery of NSW

3. Proposed plan for 2019-20
   - We will have had three events in 2019 – an Art Gallery of NSW exhibition, an architectural tour and an upcoming Macquarie Bank Art Collection tour.
   - There was no response from enquiries to HCA member companies about having private tours of their art collections except from JB Ware and Macquarie Bank which was most appreciated.
   - Due to the response and also the success of the architectural and NSW Art Galley tours, we are proposing to have another architectural tour organized through Matthew Bennet and at the Art Gallery (to be confirmed).
   - I will make further enquiries about art collections and/or gallery tours.

4. Desired impact and markers of success
   - Full attendance at events.
   - Positive feedback from attendees.
   - Further support for the visual arts.

5. Issues for Mission then Board discussion
   - Suggestions from Board Members and Council for arts events
   - Support for the concept

6. Budget and admin request
   - Promoting arts events to members in Whats On
   - Budget will be through admission payments
HCA PL POP – Monday Club

1. Program Leader
- Aliaa Remtilla
- Nayana Vootakuru

2. Program contributors
- Support to chair the Monday Club if neither PL is available: Sarah Tesar, Amy Smith, Rowena Potts

3. Proposed plan for 2018-19
- Continue to offer the Monday Club with speakers each month from February to December each year
- Ensure a variety of speakers (gender, age, discipline/topic etc)
- Continue a bi-annual evaluation to collect speaker ideas and seek feedback

4. Desired impact and markers of success
- Success in the selection of a speaker is indicated by attendance numbers and diversity of attendees; each event should attract both repeat attendees and new faces who are specifically interested in the topic
- If we can create a warm and welcoming environment at the Monday Club then it should serve as an ‘entry point’ for new members; success would be marked by attendance of new members to other programs after a Monday Club event

5. Issues for Mission then Board discussion
- Young people have suggested that the lunch time slot is not feasible for attendance given work commitments. Should we consider piloting an evening slot for the Monday Club (5:30pm start) every other month?
- There are more suggestions for speakers than there are slots available. Is there a possibility to create a centralised collection point for speaker suggestions and use some for other events/programs?

6. Budget and admin request
- Cost when held at JBWere: $23pp (food, service, setup, A/V) plus $20 for speaker’s gift and small percentage for credit card fees. Attendees are charged $35 each, so we often profit. Admin: Suzie’s support for marketing, managing attendance list, logistics and setup as per current process.
HCA ORGANISATION STRUCTURE

- **President**
  - Charlie Graham

- **VP for Harvard**
  - Peter Hasko

- **VP for Members**
  - David Pumphrey

- **VP for Australia**
  - Chris Smith

- **VP for Club**
  - Tom Saar

- **Nominations Committee**
  - Justin Greiner -- Chair

- **Affiliates**
  - Charlie Graham

- **VP for Chapters & SIGs**
  - Elizabeth Carr

- **Chapters**
  - Alumni associations
  - Harvard liaisons
  - Student relations (on campus)
  - Student & faculty cultivation

- **SIGs**

- **Membership**
  - Events
  - Professional development

- **Governance**
  - Scholarships
  - Fundraising
  - Local courses
  - Community service

- **Finance**
  - Planning
  - Communications
  - Technology
  - Historian

- **Administrator & Public Officer**
  - Justina Blackman

- **Historian**

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### HCA PL POP – HCA Philanthropy P/L entity governance

#### 1. Program Leader
- Chris Smith

#### 3. Proposed plan for 2020
- Board to meet twice. May and November.
- November meeting agrees philanthropic distributions, and reviews financials
- May meeting is the decision to proceed with the Program for Leaders based on expectations of passing break even.
- Continuous recruitment of new directors to replace those who seek to retire
- Company constitution requires directors not otherwise involved in HCA, as well as ex officio members being President and Treasurer.
- Transition accounting to Xero

#### 5. Issues for Mission then Board discussion
- Key person risk (CS) needs plan for mitigation.
- Longer run succession for Chair (CS).

#### 2. Program contributors
- Board: Melinda Muth, Justin Greiner, Charlie Graham, Jon Chambers, Kimberly Everett, Matt Loughnan
- Justina Blackman

#### 4. Desired impact and markers of success
- Maintain high level of financial transparency and information flow to directors.
- Ensure appropriate oversight of HCA Foundation to achieve targeted investment returns.
- Maintain enthusiasm of Scholarship Program Leaders by keeping them supplied with funding, and support for their programs.
- Orderly succession within Scholarship Programs.

#### 6. Budget and admin request
- $5,000 admin cost paid by HCAP, $5,000 other expenses such as gifts, travel etc.
- Admin 100 hours. Paid by HCAP
<table>
<thead>
<tr>
<th>1. Program Leader</th>
<th>2. Program contributors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chris Smith</td>
<td>Trustee Reps: Matt Loughnan, David Jones</td>
</tr>
<tr>
<td></td>
<td>Advisory Panel:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieve greater than 7% return on funds invested through Perpetual Trustees.</td>
<td>Maintain ability for individual members to make tax deductible donations to HCA Scholarship Programs.</td>
</tr>
<tr>
<td>Meet regulatory compliance of greater than 5% distribution.</td>
<td>Engagement of younger members in Club Philanthropic initiatives.</td>
</tr>
<tr>
<td>Engage younger members through a twice yearly advisory group meeting.</td>
<td></td>
</tr>
<tr>
<td>Explore prospect of establishing a DGR 1 entity to support Principals Program donors.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5. Issues for Mission then Board discussion</th>
<th>6. Budget and admin request</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do we explore the initial and ongoing cost/benefit of establishing a DGR 1 entity to support Principals Centre in Australia?</td>
<td>$ = 5,000 for Legal costs to explore DGR1 if Principals Program is to occur regularly.</td>
</tr>
<tr>
<td>X</td>
<td>Admin = Funded by Perpetual from $15k fees paid by HCAF.</td>
</tr>
</tbody>
</table>
**HCA PL POP – Major Donors – (over $10,000)**

1. **Program Leader**
   - Chris Smith

2. **Program contributors**

3. **Proposed plan for 2020**
   - Continue to seek a Senior Club Member interested in taking on Major Donors as P/L.
   - In the meantime, Chris is identifying major donors, including charitable foundations, and seeking to engage with them.
   - The immediate focus of donations is for the Principals Centre in Australia for which we have raised $300,000 and have a pipeline of prospects for over $200,000 for 2021 Program.
   - Commission an impact study of the Principals Centre to be used to sell the benefits to Donors. Origin Foundation have offered funding.
   - Several Benefactor events in 2020 – Jan, May.

4. **Desired impact and markers of success**
   - More Scholarships being given, providing a pipeline of new Associate members for the Club.
   - Success of Principals Centre, measured by running the Course in 2021, with over 50 funded places (65 in 2020).
   - Longer Term impact on School performance.
   - Continue to operate impactful scholarships with high integrity, so that senior members consider bequests and major donations to specific causes.

5. **Issues for Mission then Board discussion**
   - How to get more donations for R.G. Menzies Scholarship.
   - Short to Medium Term risk of losing Sir James as the major supporter of the Wolfensohn Scholarship.

6. **Budget and admin request**
   - $ budget costs for Benefactor events funded by Programs or HCAP. No funding from Club.
   - Admin for 2 or 3 Benefactor events (15 January with Principals, and May before tax year end.)
<table>
<thead>
<tr>
<th>1. Program Leader</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Chris Smith (Pending recruiting a P/L)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2. Program contributors</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Jon Chambers for R.G. Menzies</td>
</tr>
<tr>
<td>• Luke Woodward for Wolfensohn</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3. Proposed plan for 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Recruit a member interested in grass roots fundraising for Scholarships (particularly R.G. Menzies and Wolfensohn)</td>
</tr>
<tr>
<td>• Continue reminding R.G. Menzies Scholars to make a donation before tax year end.</td>
</tr>
<tr>
<td>• Continue to remind members before tax year end of the opportunity to make tax deductible donations to HCA Foundation.</td>
</tr>
<tr>
<td>• Improve our contact program with R.G. Menzies Scholars – Impact statement in May 2020?</td>
</tr>
<tr>
<td>• Continue to acknowledge donors in Annual Report and to HBS Contributors Report.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4. Desired impact and markers of success</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Supplementing HCA Foundation funding for Scholarship programs to reduce reliance on funding from Program for Leaders.</td>
</tr>
<tr>
<td>• A greater number of members making a donation</td>
</tr>
<tr>
<td>• Greater level of recognition of our impact encouraging members to donate.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5. Issues for Mission then Board discussion</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Find a P/L</td>
</tr>
<tr>
<td>• Initiating contact with Graduate Schools for Recognition of donations made in Australia</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>6. Budget and admin request</th>
</tr>
</thead>
<tbody>
<tr>
<td>• $5,000 from HCAP funding</td>
</tr>
<tr>
<td>• Admin: Suggest we need a person interested in managing contact lists and developing focussed news and impact stories (R.G. Menzies, Wolfensohn, Aust Harvard Fellows)</td>
</tr>
</tbody>
</table>
## HCA PL POP – Indigenous Scholarships

### 1. Program Leader
- Peter Waters

### 2. Program contributors
- Aurora Indigenous Education Foundation (Leila Smith and Richard Potok)

### 3. Proposed plan for 2020
- Provide scholarship support for 5 Indigenous Principals to attend Principals Centre in Australia

### 4. Desired impact and markers of success
- A number of Principals from Indigenous Communities attending the Principals Centre in Australia
- Attendees make a measurable difference for their school through better attendance and improved Naplan.
- Principals remain in role and feel supported by their cohort of attendees at PCA

### 5. Issues for Mission then Board discussion
- Aurora have failed to meet their objective of 10 Principals attending PCA (Likely 1 to 3). Funding to be held over for 2021.
- A significant number of Principals in Indigenous Communities supported by HCA Scholarships.

### 6. Budget and admin request
- $ = 25,000 paid from HCAP via HCAF (Paid)
- Admin = via Aurora Indigenous Education Foundation
# HCA PL POP – Menzies Scholarship

## 1. Program Leader
- Jon Chambers

## 2. Program contributors
- Nayana Vootakuru (Selector), David Niall (Selector HCV), Kimberly Everett, Chris Smith

## 3. Proposed plan for 2019-20
- Select 2 Scholars in April 2020
- Manage capital for best return (Minimise cash balances) - note LTIP performance
- Manage succession of selectors.
- Continue annual donation campaign in May/June
- Review application process to strengthen scholar obligation to participate in HCA/HCV/RGM upon completion
- Selectively review contribution of past scholars relative to their scholarship applications
- Launch annual newsletter to scholars

## 4. Desired impact and markers of success
- Lift level of engagement and involvement of Menzies Scholars in HCA and in contributing to the development of Australia.
- Funding contributions from past scholars and other benefactors.
- Involvement of past scholars in the R.G. Menzies Program, and in HCA / HCV activities.
- The RGM gets broad exposure to quality candidates
- Appreciation of the continuing contribution of the RGM program

## 5. Issues for Mission then Board discussion
- Ongoing Subsidy - need $750k to produce $30k sustainably.
- Agree not to draw on the MBA fund until $1M capital. (presently $450k capital)

## 6. Budget and admin request
- HCAP Donation of $30k to maintain 2 awards.
- Admin – for ongoing contact with past Scholars. Est 100 hours per annum = $5,000.
# HCA PL POP – Non Profit Fellowships 2020

## 1. Program Leader
- Lisa Geoge

## 3. Proposed plan for 2020
- Select two Non Profit Leaders to attend the HBS Social Enterprise Program: “Strategic Perspectives in Non Profit Management” in mid 2020.
- Maintain focus on succession plan for selectors.
- Gain funding commitment from Bill Ferris.
- Run an Award lunch with high profile Non Profit Leader.
- X

## 5. Issues for Mission then Board discussion
- Back up for Lisa operating from Singapore
- Succession plan
- Financial support for HCV equivalent program.
- Prospective longitudinal Impact study of fellows on their organisations?

## 2. Program contributors
- Selectors: Anita Kumar, Tony Massaro, Patrick Regan, Ben Sebel.

## 4. Desired impact and markers of success
- Maintain Harvard Brand strength amongst Non Profit Organisations.
- Positive impact of Fellows on their organisations and their customers.
- Cross sell Non Profit Workshop at Healesville July 2020 to fill 76 seats (as in 2019).
- Maintain close links with HCV as they send delegates to SPNM.
- X

## 6. Budget and admin request
- $5k for Aust. Schol. Foundation to manage selection process. $25k Awards are funded by Bill and Lea Ferris
- $5k to 10k funding to support HCV.
- Admin support for Award Lunch, and underwrite if required
# HCA PL POP – Principals Scholarship

## 1. Program Leader
- Ricky Campbell-Allen

## 2. Program contributors
- Patrick Regan

## 3. Proposed plan for 2019-20
- Provide a donation to Public Education Foundation to fund one public school principal to attend a Professional Development Program at the Graduate School of Education
- Support PEF in communication with other supporting donors (Teachers Mutual Bank)
- Provide a selector for the PEF selection panel (Ricky)
- Identify future contributors/selectors (Scott Bolton, Menzies Scholar 2018 ?)
- Obtain funding for longitudinal tracking study from Origin Foundation.

## 4. Desired impact and markers of success
- Lift in Educational Outcomes of School supported with this scholarship.
- Positive promotion of Principals Centre in Australia.
- Prospective Facilitator at future Principal Centres in Australia
- Good relationship with PEF for promotion of Principals Centre in Australia.

## 5. Issues for Mission then Board discussion
- Do we continue with this Scholarship given the money could support 3 Principals to the local Program?
- How to fit this scholarship with PCA?

## 6. Budget and admin request
- $17,000 from HCAP funding allocation for 2021
- Minimal Admin
HCA PL POP – Wolfensohn Public Service Scholarship

1. Program Leader
   ▪ Luke Woodward

2. Program contributors
   ▪ Sir James, Zeke Solomon, Luke (Funding)
   ▪ Justina and Chevonne McNabb (G+T) admin
   ▪ Naomi Flutter, Chris Smith, Aaron Patrick, Elizabeth Carr,
     Kimberley Everett, Matt Cross, Bella Vincent (Short Listing and Support)
   ▪ Peter Thompson, Nick Whitlam and Naomi (selectors)

3. Proposed plan for 2020
   ▪ Use Wolfensohn celebratory lunch on 20th November 2019 to connect with contributors and benefactors.
   ▪ Run 2020 award with support from younger members
   ▪ Continue to investigate longer term funding options
   ▪ Connect recipients to State Chapters.
   ▪ Report to Benefactors and supporters to maintain support.

4. Desired impact and markers of success
   ▪ For Australia: Send leading public servants to HKS
     - support good public policy formulation
     - Leading individuals committed to public service
   ▪ Promotion of winners to more influential roles
   ▪ Winners stay in public sector.

5. Issues for Mission then Board discussion
   ▪ Long term funding post Sir James.
   ▪ Ongoing support from HCAP funding
   ▪ Leverage recipients to support profile of the Award and HCA

6. Budget and admin request
   ▪ Up to $65,000 for four scholarships (max funding $US10k, with agency co-funding for long courses.
   ▪ 2020 Indicative Source of funds: Local donors $10k, Sir James $40k, HCAP $25k.
   ▪ Minimal admin (Rely on Gilbert and Tobin)
# HCA PM POP – Australia-Harvard Fellowships (AHF)

## 1. Program Leader
- Galina Kaseko

## 2. Program contributors
- Prof. Mathew Vadas (Chair) for 2019, but expected to transition to Prof. Bob Graham in 2020
- Helen Warwick (Admin).
- Selection committee members (5-6 each year)

## 3. Proposed plan for 2019-20
- Applications for 2020 have now closed and are undergoing peer review
- Reviewers reports expected by late November
- Selection Committee to meet in early December
- Offers communicated to selected mid December
- Applications for 2021 open in May 2020

## 4. Desired impact and markers of success
**Desired Impact:**
- build links between Australian research teams and Harvard
- help Australian researchers participate in leading global research initiatives
- increase global awareness/impact of Australian research
- facilitate health outcomes in Australia

**Markers of Success:**
- Number & quality of applications each year
- Top-tier journal publications
- Major follow-on grants (HCMRC, ARC & NIH) for HCA funded projects
- Notable career progress of Australian Fellowship recipients

## 5. Issues for Mission then Board discussion
- Managing expected transition from Prof. Vadas to Prof. Bob Graham in Chairman role
- Helen is retiring from Centenary at end of 2019, but would consider part-time role with AHF going forward. Need to identify funding.
- Broadening sources of applicants
- Expanding HCA member involvement
- Need mechanism for archiving past fellow records

## 6. Budget and admin request
- We typically fund around $15K/fellow. To maintain our current rate 3-5 fellows, need $50-80K/annum.
- Admin – will need admin support as Helen transitions from her paid role at Matthew’s support at Centenary.
# HCA PL POP – Clive Gard Scholarship 2020

## 1. Program Leader
- Charlie Graham

## 2. Program contributors
- Melinda Muth (No. of places)
- Board

## 3. Proposed plan for 2020
- Award at least one paid place at the Program for Leaders in July 2020.
- Call for applications in May
- Identify suitable candidate likely to make a long run significant contribution to HCA
- Engage past recipients not currently active in new roles.

## 4. Desired impact and markers of success
- Contribution by recipients to the leadership and operation of HCA.
- Positive word of mouth promotion by recipients
- X

## 5. Issues for Mission then Board discussion
- Identifying candidates
- How to more visibly promote to members as value in being a member of HCA?

## 6. Budget and admin request
- $10,750 if the place is saleable (ie the P4L is not fully booked), $2,500 if not fully booked (variable cost of a place)
- Admin 5 hours
**1. Program Leader**
- Melinda Muth

**2. Program contributors**
- Justina Blackman, Gabi Kelland (Streamwise)
- Ian Hill
- Chris Smith

**3. Proposed plan for 2019-20**
- Karim Lakhani and TBA to teach “XXX” in July 2020
- To be taught at RACV Healesville
- Non Profit Workshop to again be taught at Healesville with 76 available places after success in 2019.
- Go/No Go decision May 2020

**4. Desired impact and markers of success**
- Participation by members and member organisations.
- Full house of 76 delegates through sales success.
- Cross selling of HBS Exec programs.
- Some delegates join HCA as associate members.
- Cash profit of $230k supports scholarship programs
- Program rating above 9 out of 10.

**5. Issues for Mission then Board discussion**
- Back up for Melinda. (Streamwise/ C Smith)
- Holding surplus HCAP cash in USD.
- Sales leads from Board, PL's and members.
- Other Leadership program topics and design.
- ? Hybrid model (Online + face to face)
- Collaboration with HBS Publishing in Australia

**6. Budget and admin request**
- 2019 Revenue $750k at capacity, costs $550k. Breakeven about 46 seats at Healesville.
- Working capital about $100k.
- Streamwise provides admin, charged to the Program.
## HCA PL POP – Health and Life Science Programs

### 1. Program Leader
- Kirthana Sharma

### 2. Program contributors
- Melinda Muth

### 3. Proposed plan for 2020
- Identify prospect Health Programs to bring to Australia from the T.H. Chan School of Public Health
- Assess economics and market interest
- Develop sustainable delivery model and resource plan.
- Develop Business Case for HCAP Board Approval

### 4. Desired impact and markers of success
- Improving quality of Leadership in the Australia Public Health System.
- Measures need to be developed

### 5. Issues for Mission then Board discussion
- Organisational Capacity to sustainably stage Professional Development Programs in Public Health Leadership.
- X

### 6. Budget and admin request
- $ = Not yet known
- Admin = Not yet known
# HCA PL POP – Principals Centre in Australia

## 1. Program Leader

- Ricky Campbell-Allen

## 3. Proposed plan for 2020

- **Jan** - support HGSE to run prototype Principals Centre in Australia, January 2020.
- **Feb** - debrief of prototype and key learnings session with HCA/HGSE project team
- **Feb** - HCA review of funding and application pipelines to inform 2020-2021 partnership and communication strategy – strengthen partnership with key education NFP to promote & to auspice donations
- **Feb >June** - secure funding from donors to support school leaders from disadvantaged, regional and remote communities to attend 2021 program
- **Feb >Dec** - sustain productive relationships with all Depts. of Education
- Strengthen principal champions group to raise awareness and drive application process – face to face & Twitter campaign
- Work with University of Sydney / St Pauls on facilities management
- Work with Origin Foundation to secure funding for longitudinal analysis of impact

## 4. Desired impact and markers of success

- Prototype leadership program for 180 Principals in January 2020 with representation from every state and territory, catholic and independent sector
- Increased principal leadership capability & membership of diverse principal networks for further professional development
- Participant survey responses indicate high levels of value
- Over 75,000 students in schools led by program participants
- Target of 65 Scholarships worth $5,000 each
- 12 Benefactors supporting the program
- 2 or more Department of Education repeat bulk buy in 2021 – reduced places per Dept
- GSE keen to return in 2021
- 75% or above of 2020 benefactors willing to support the 2021 program.
- 2021 application and cohort mix – increased representation of international, catholic and independent
- Reduced reputational risk

## 5. Issues for Mission then Board discussion

- Force Majeure to be covered by GSE indemnity and event Insurance
- Operational support from Streamwise (Gabi)
- Exchange Rate Risk managed by periodic USD purchases and exceeding volume budget

## 2. Program contributors

- Chris Smith
- Justina Blackman
- Melinda Muth and Ian Hill

## 6. Budget and admin request

- $US45k funding from GSE for local services
- Expect minimal underwriting of costs from HCAP
- Admin. up to 200 hours for invoicing and participant queries
HCA ORGANISATION STRUCTURE

- **Nominations Committee**
  
  Justin Greiner -- Chair

- **Affiliates**
  
  Charlie Graham

- **VP for Chapters & SIGs**
  
  Elizabeth Carr

- **VP for Harvard**
  
  Peter Hasko
  
  - Alumni associations
  - Harvard liaisons
  - Student relations (on campus)
  - Student & faculty cultivation

- **VP for Members**
  
  David Pumphrey
  
  - Membership
  - Events
  - Professional development

- **VP for Australia**
  
  Chris Smith
  
  - Governance
  - Scholarships
  - Fundraising
  - Local courses
  - Community service

- **VP for Club**
  
  Tom Saar
  
  - Finance
  - Planning
  - Communications
  - Technology
  - Historian

- **President**
  
  Charlie Graham

- **Administrator & Public Officer**
  
  Justina Blackman
<table>
<thead>
<tr>
<th>1. Program Leader</th>
<th>2. Program contributors</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Matthew Loughnan</td>
<td>▪ Justina Blackman</td>
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<td></td>
<td>▪ Tom Saar</td>
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<tr>
<td></td>
<td>▪ Chris Smith</td>
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<tr>
<td></td>
<td>▪ VPs &amp; PLs</td>
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<tr>
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</thead>
<tbody>
<tr>
<td>▪ Quarterly budget v actuals update with commentary on variance</td>
<td>▪ Maintain buffer of ~$100K</td>
</tr>
<tr>
<td>▪ Prepare budget for 2020</td>
<td>▪ Finance reports presented with explanation of variances</td>
</tr>
<tr>
<td>▪ Work on PoPs with PL to incorporate into 2020 budget</td>
<td>▪ Alignment of budget of POPs with overall club budget</td>
</tr>
<tr>
<td>▪ Assist in current membership/CRM management and technology upgrade</td>
<td>▪ Put in place risk mitigants for budget and expenditure plans</td>
</tr>
<tr>
<td>▪ Support any database remediation required by Justina</td>
<td>▪ Good governance of HCAP</td>
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<tr>
<td>▪ Ensure club in appropriately registered with ACNC</td>
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<tr>
<th>5. Issues for Mission then Board discussion</th>
<th>6. Budget and admin request</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Approval of overall budget</td>
<td>▪ Admin = Club manager, book keeper, Perpetual, Auditor</td>
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<tr>
<td>▪ Budget for potential CRM replacement/Magnet</td>
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</table>
HCA PL POP – Planning

1. Program Leader
   - Tom Saar

2. Program contributors
   - Get support from Club Administrator
   - Coordinate with VPs
   - Link to PL Finance

3. Proposed plan for 2020
   - Run annual Nov planning Summit incl analysis
   - Champion the use of POP by all PLs; Work with PL Finance and Club Admin to feed POPs into annual budget and integrated calendar
   - Create a balanced scorecard to focus and monitor HCA impact
   - Maintain the HCA org chart including contributors
   - Assist President with HAA & HCV relations

4. Desired impact and markers of success
   - HCA strategy is increasing momentum; obstacles are being identified and overcome
   - There are clear priorities for 2020 which are inspiring, doable and well understood
   - PLs feel engaged, empowered, supported and not bogged down with too much governance

5. Issues for Mission then Board discussion
   - Possible trade-offs if POPs ask for more than budget can fund

6. Budget and admin request
   - $ = cost of holding annual Summit ($1000)
   - Admin = Help with Council annual strat session; Keep track of POPs; help to monitor KPIs
# HCA PL POP – Technology

## 1. Program Leader
- Alok Patel

## 2. Program contributors
- Tom Saar
- Justina
- Tess Palmer
- Matt L.

## 3. Proposed plan for 2019-2020
- High-level technology architecture (for future Program Tech Leads)
- Initial research/interviews with other clubs about how and where they have deployed technology
- Review Harvard Club of Boston’s App for potential appropriateness for HCA
- Develop technology roadmap

## 4. Desired impact and markers of success
- Create clean database of existing members by Feb 2020
- Near real-time communication platform (e.g. Telegram) for working groups March 2020
- Roadmap to set up the club with next generation technology by April 2020
- Technology is seen as a valuable part of being a member of HCA (membership experience)

## 5. Issues for Mission then Board discussion
- HAA technology roadmap and conflicts to prevent mis-investment in technology
- Generational demand for more tech – what is the baseline and how do we provision for the future?

## 6. Budget and admin request
- $ = TBD (DB Expert, Interim Online Database, SW Developers)
- Admin = $TBD
HCA PL POP – Communications

1. Program Leader
- Tess Palmer

2. Program contributors
- Input /support from HCA Club team (Tom Saar / Justina Blackman / Alok Patel)
- Coordinate with Chris Smith (philanthropy content) / Charlie Graham (member communications) / Peter Hasko (Harvard content)

3. Proposed plan for 2020
- Comms campaigns for new members/retention:
  - Communicate with current Harvard students re: benefits of HCA membership
  - Communicate with current members at risk of lapsing
  - Communicate with potential members we’ve never spoken to before
- Utilize LinkedIn as a new comms channel to share more stories and more Harvard news/research
- Improve ‘acquittal’ – help scholarship recipients tell their story in a way they feel comfortable with (i.e. case studies on LinkedIn)
- Achieve more publicity about the philanthropic activities of the club
- Forge better links with Harvard entities and utilize communications channels (What’s On and What’s Up, targeted EDMs, LinkedIn) to increase newsflow

4. Desired impact and markers of success
- Drive new members / retention of members through communications
- Drive increased participation/satisfaction within HCA through better communication with current members (more visibility about Club activities / more communication from Club leadership / more storytelling and case studies about member impact in Australia)
- More positive PR about club impact through media and social media
- More engagement (including with Corporate Australia and international Harvard community) via social media

5. Issues for Mission or Board discussion
- Get buy-in for a greater focus on case-studies/storytelling around member impact in Australia
- Get buy-in for LinkedIn as a new communications channel to:
  - share more member stories and more Harvard news/research, and to encourage more connections and camaraderie
  - Improving ‘acquittal’ – helping recipients of scholarships tell their story in a way they feel comfortable with
  - Better connect with Corporate Australia

6. Budget and admin request
- $ = none
- Admin = Support from Justina Blackman to continue leading on communications channels and support new communications plans as identified in this POP