

HCA's 2020 Plan

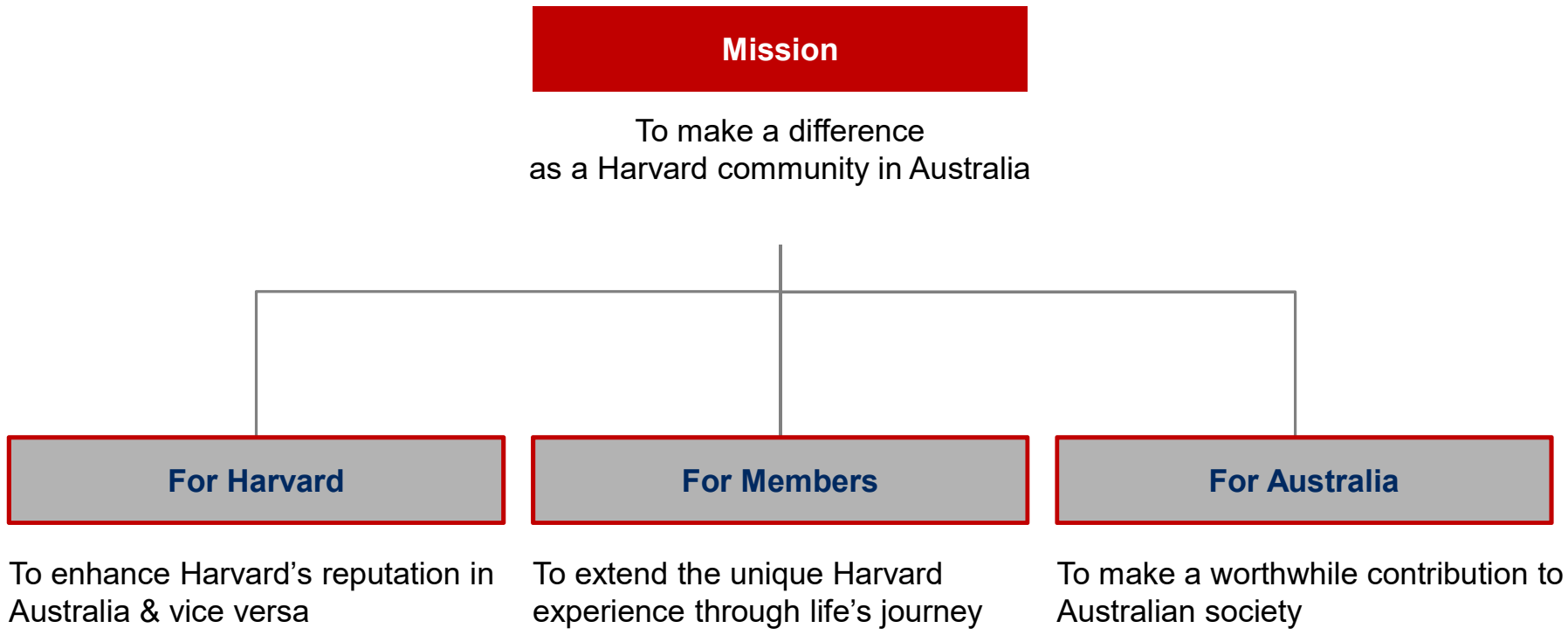


OUTPUT FROM ANNUAL COUNCIL PLANNING SUMMIT
Held 21 Nov 2019, Written up 23 Feb 2020

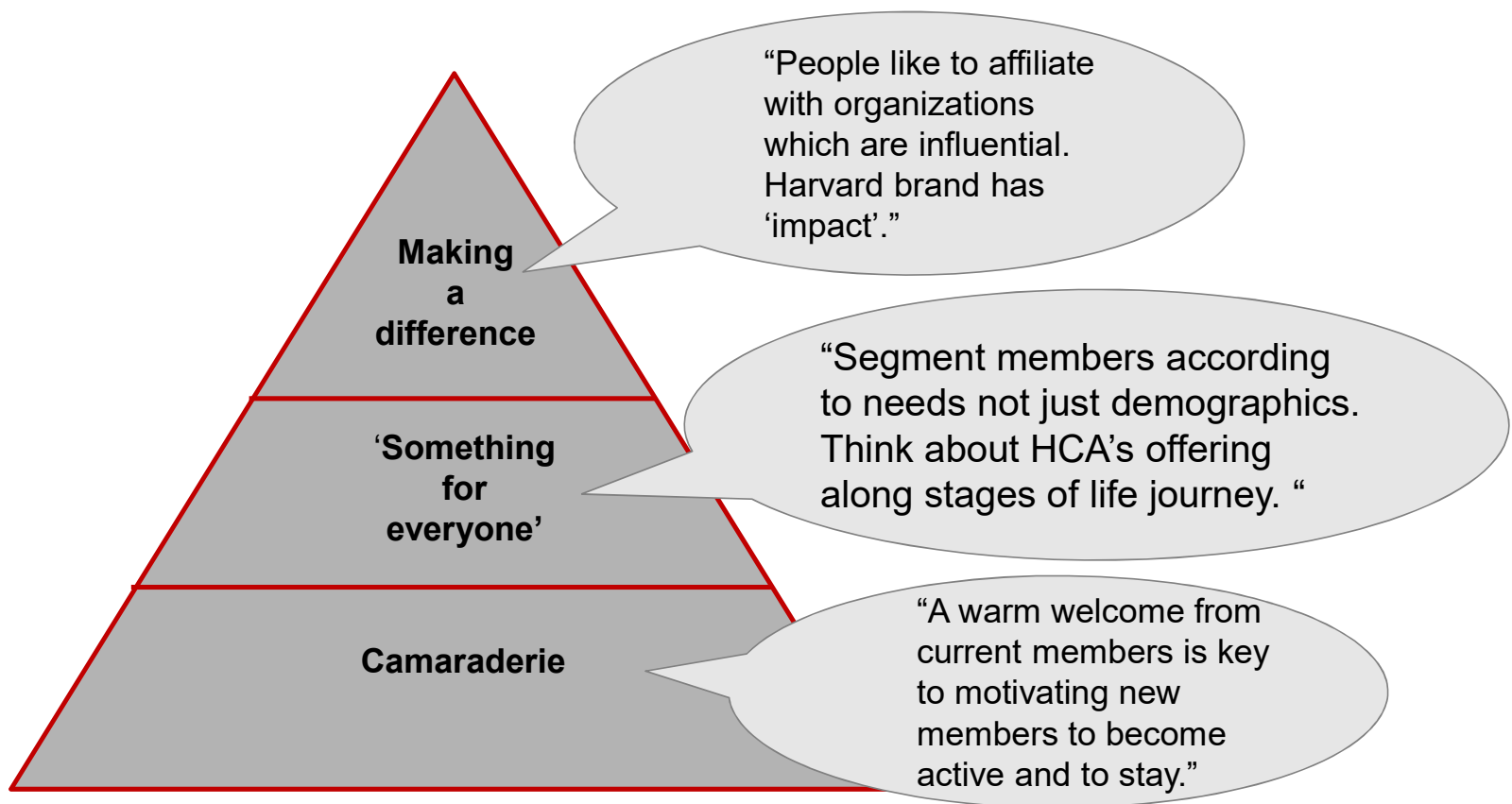
HCA'S 2020 PLAN

- 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



MEMBER VALUE PROPOSITION



HCA'S CORE VALUES

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'*

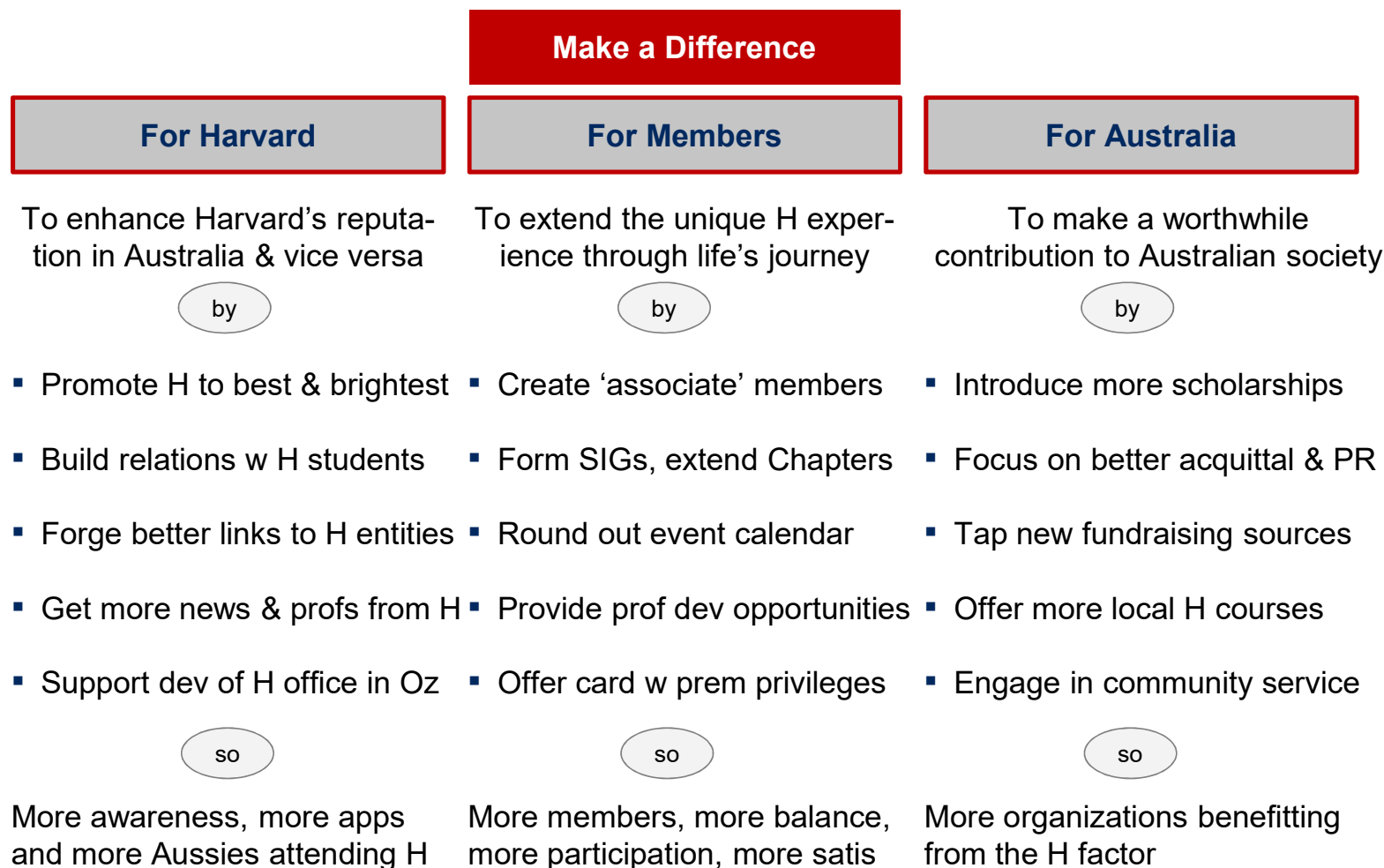
Honest in all dealings; transparent to all; independent and non-political; humble in our accomplishments



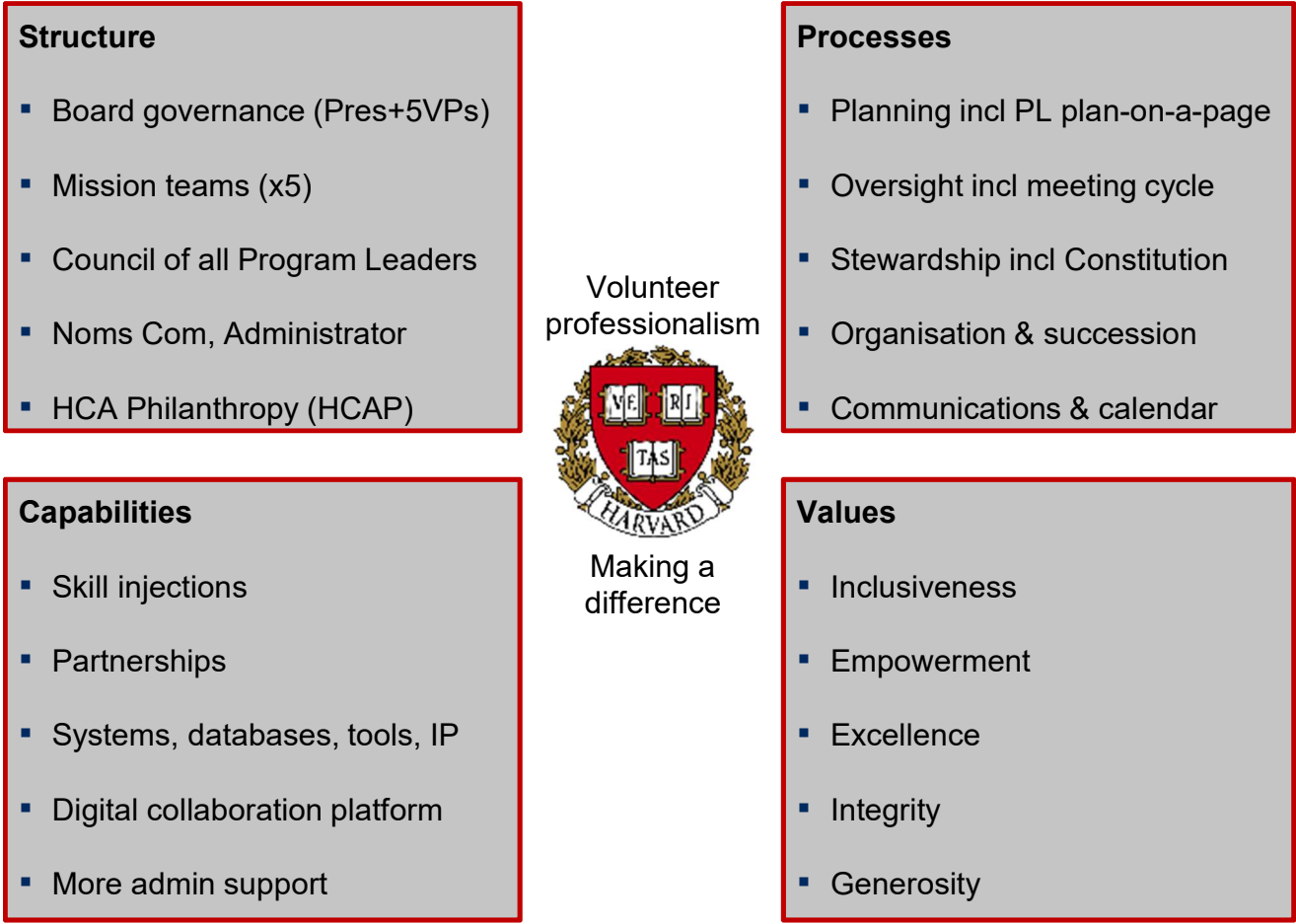
Generosity. *Giving beats receiving*

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



OP MODEL ON A PAGE



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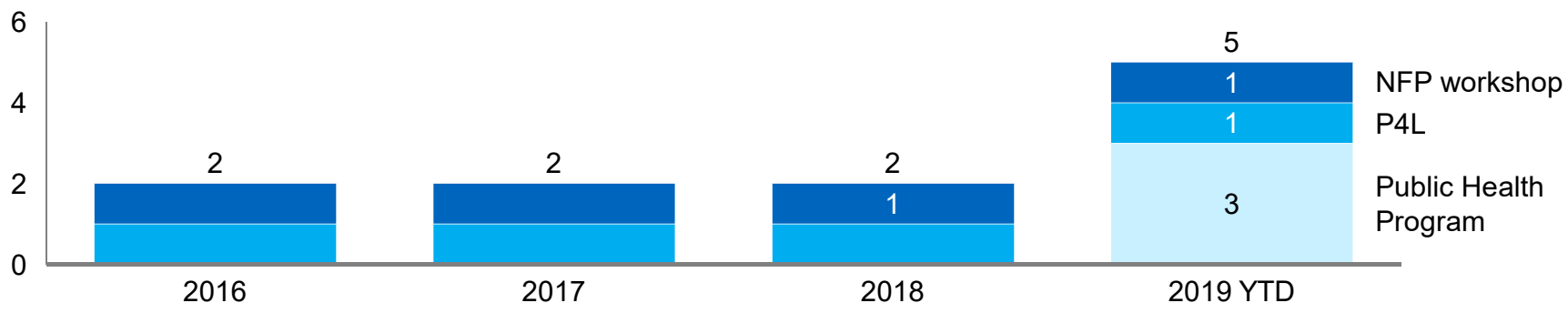
STOCKTAKE 21 NOV 2019

- **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
 - For Harvard: Introduction of the Book Prize; hosting of Harvard Info sessions; periodic press coverage
- **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

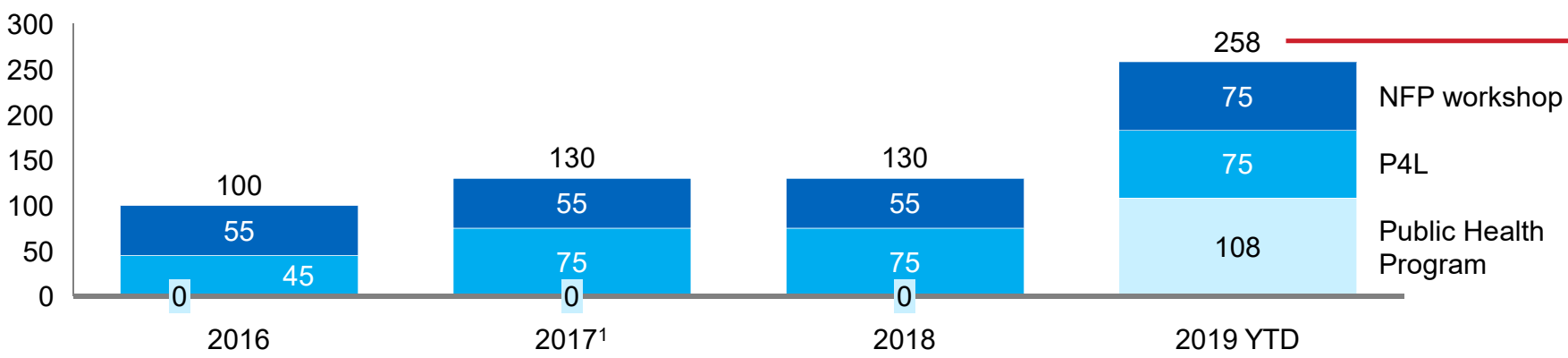
HCA organised education programs (nationally)

Number of events



HCA organised education programs (nationally)

Number of attendees

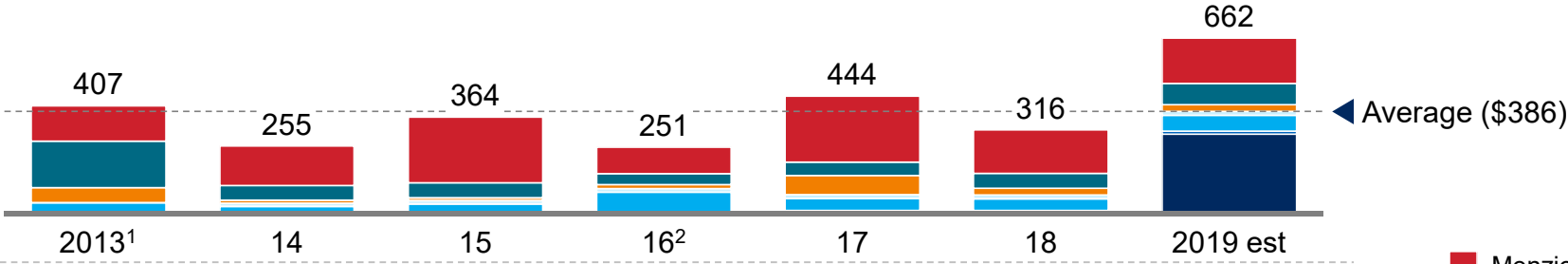


In 2020 this is expected to increase further with the 150 attendees of the Principals Program

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

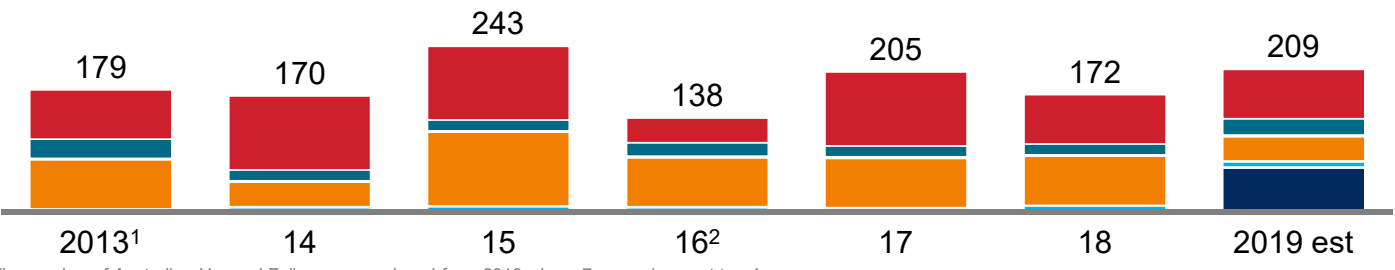
Scholarships provided by HCA from 2013 (value, \$'000 AUD)



Scholarships provided by HCA from 2013 (number)



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

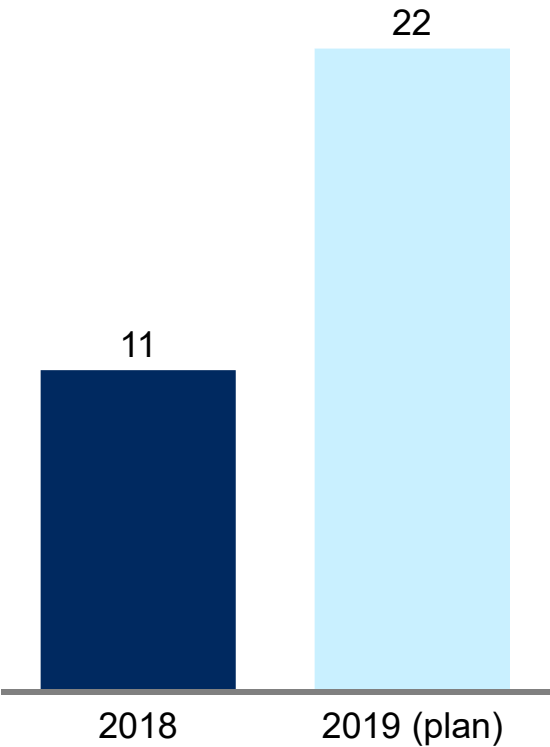


1 The number of Australian Harvard Fellows was reduced from 2013 where 7 were given out to ~4 per year
2 One Menzies Scholar deferred their scholarship from 2016 to 2017 skewing the cost and scholarship weeks given out

MORE BOOK PRIZES

Book Prizes awarded by HCA¹

Number



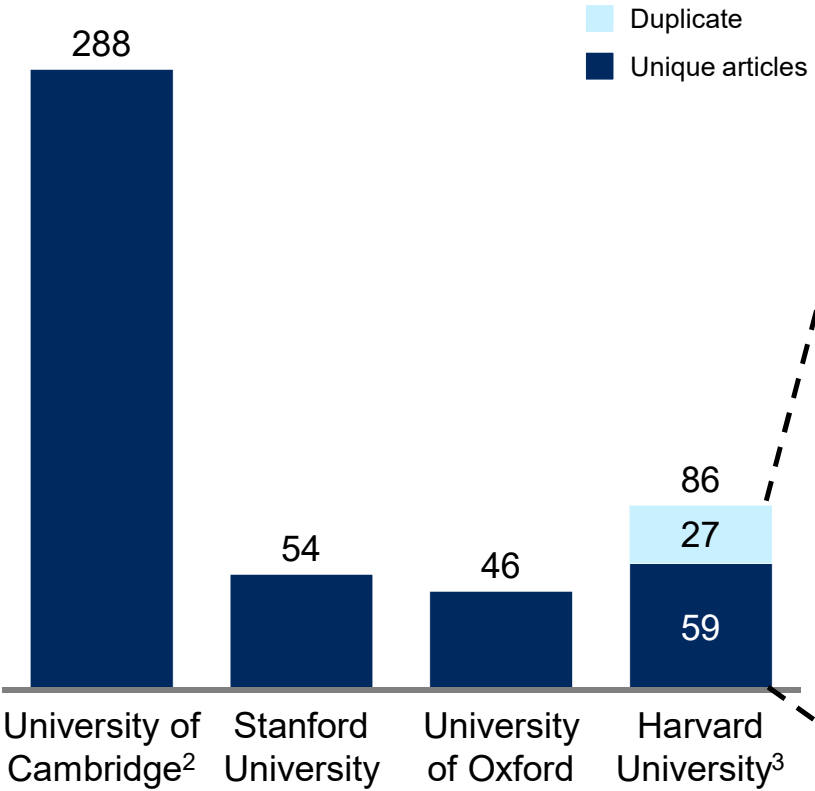
¹ HCAV has given out 40 book prizes in total, with the aim of growing the prizes at 30% per year

2018 Book Prize recipients

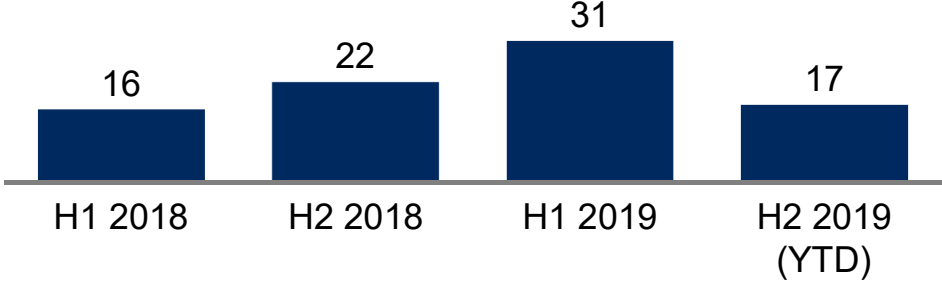
Name	School
Thomas Schanzer	Sydney Boys High School
Amanda Lao	Sydney Girls High School
Ji Mun Eun	North Sydney Girls High School
Joseph Negrine	The Scots College
Ben Tuite	St Joseph’s College
Bonita Herwig	Fairvale High School
Emma Barlow	Hornsby Girls High School
Ananya Deshpande	Meriden School
Olivia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

MORE PRESS COVERAGE, MOSTLY POSITIVE

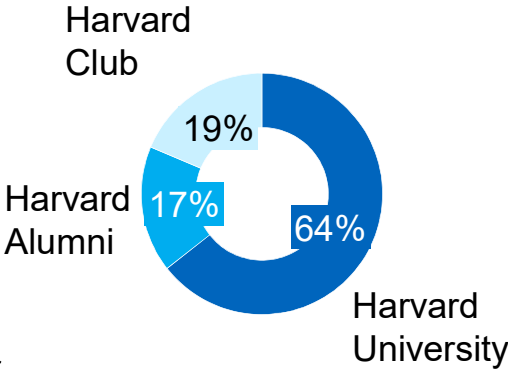
Australian news media articles relating to selected universities from Jan 2018 to present¹



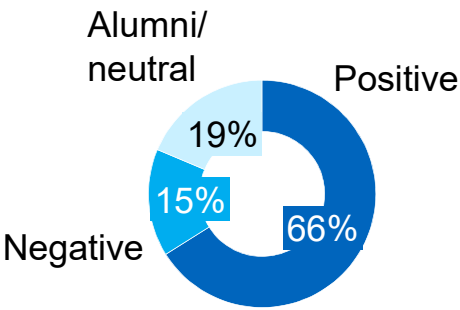
Australian news articles relating to Harvard over time (n=86)



Harvard unique news article topic focus (n=59)



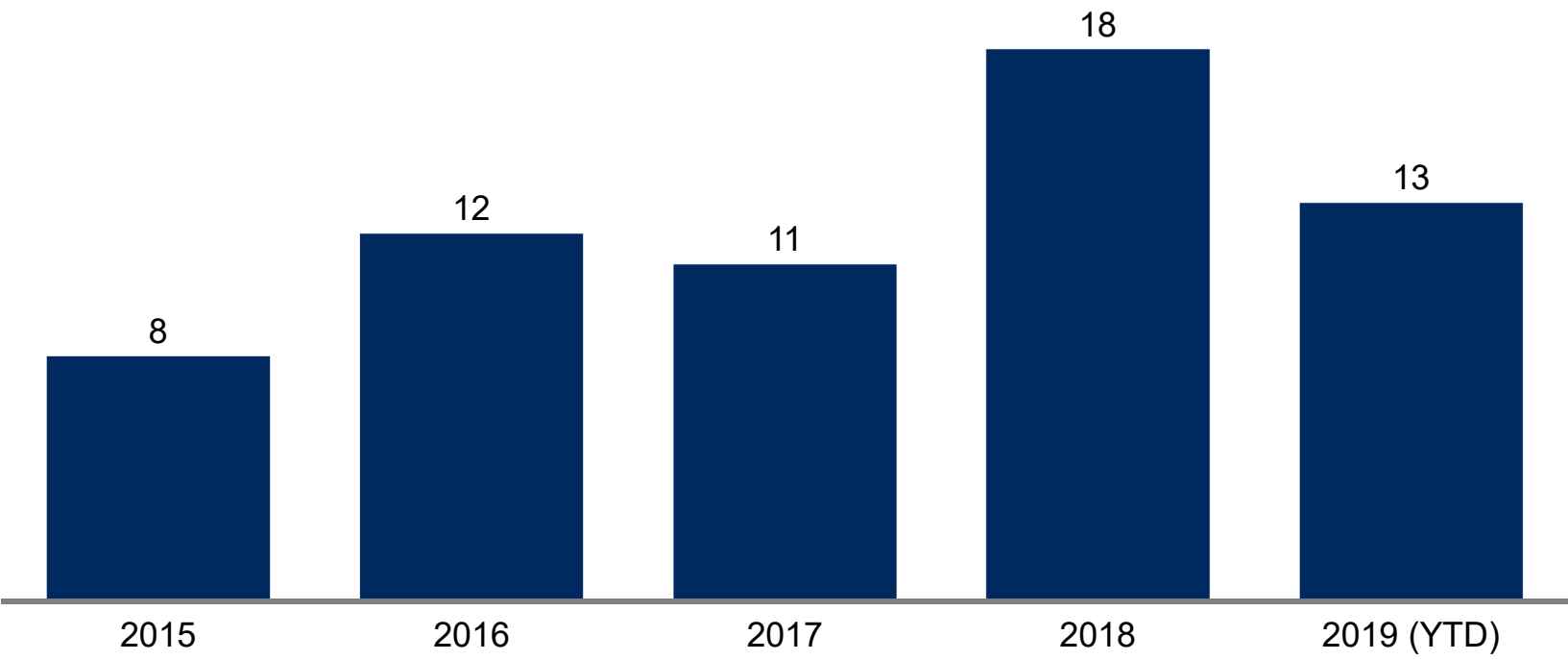
Harvard unique news article sentiment (n=59)



¹ Does not include two articles focused on Harvard Club of Victoria
² Higher peak likely relating to Cambridge Analytica scandal of early 2018 – A university of Cambridge professor was responsible for sharing personal data from a social media tool to Cambridge Analytica
³ Includes 12 unique results from a Google news search over the same period for "Harvard Club of Australia", no search was conducted for the Australian clubs of the other 3 universities
SOURCE: Factiva press search from 1/1/18 for articles originating from Australian media. Duplicate results analysis performed for Harvard related searches only

SUSTAINED MENTORING

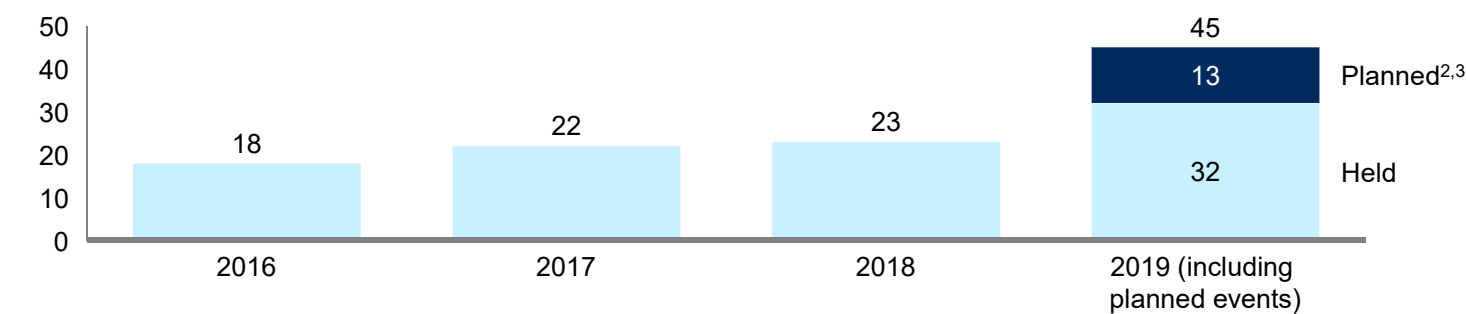
Mentor/mentee partnerships
Number formed



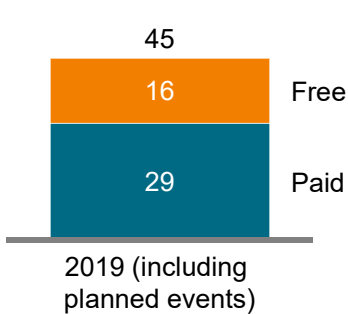
SOURCE: AGM reports and discussion with PL for Mentor Program

MORE EVENTS AND ATTENDANCE

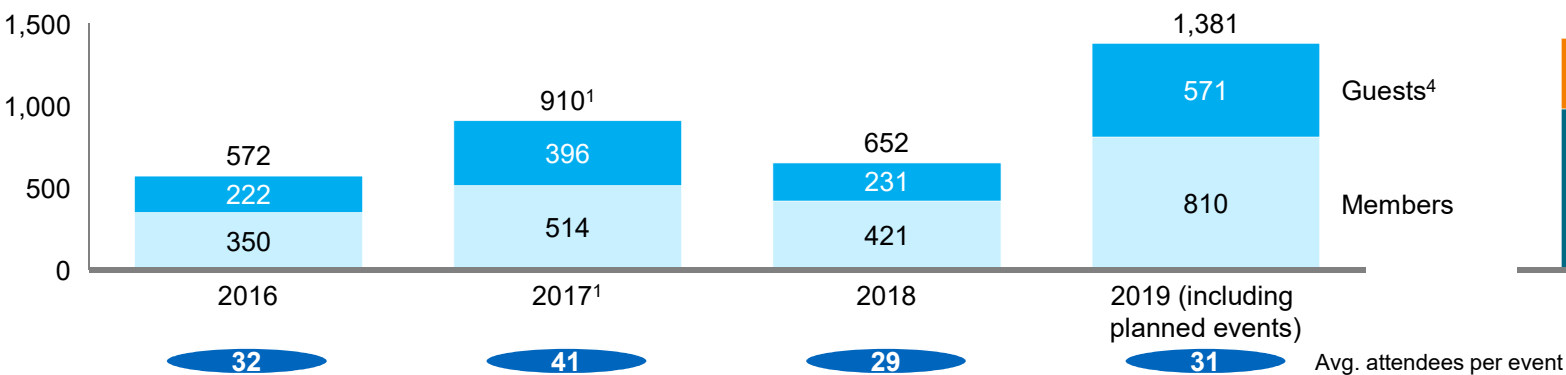
HCA organised events (nationally, excluding HCV run)
Number of events



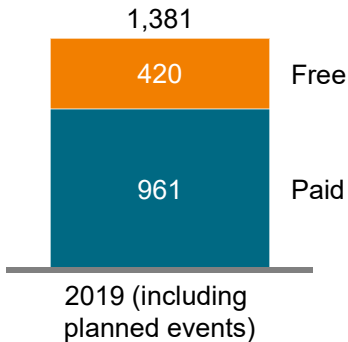
2019 HCA event number by cost
Number of events



HCA organised events (nationally, excluding HCV run)
Number of attendees



2019 HCA event attendance by cost
Number of attendees



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.

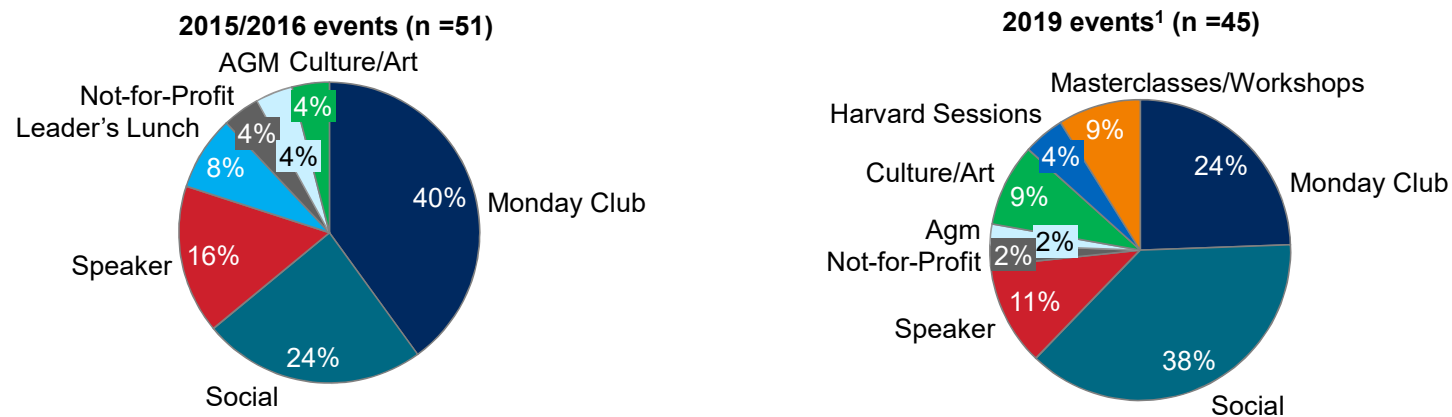
3 There are 2 2019 events that have been postponed with no definitive date; the QLD Parliament house tour & dinner and the Masterclass in AI. There is also no Leaders Lunch currently scheduled. These 3 events are not included in the analysis.

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

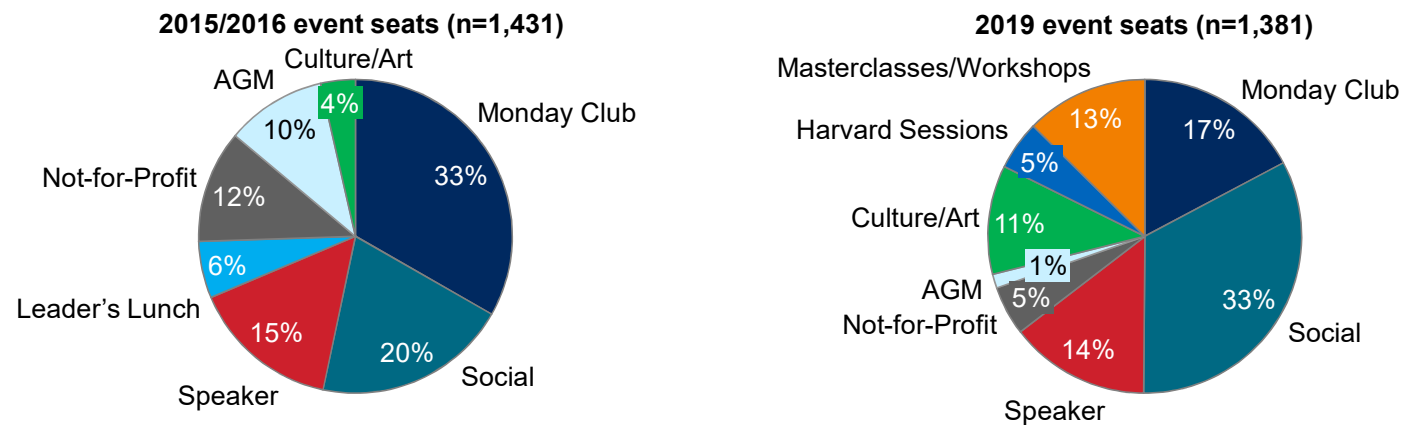
SOURCE: HCA events database as at 31 August 2019, augmented by Administrator manual additions; HCA website list of planned events; Discussions with HCA staff of unpaid events

MORE DIVERSE MIX OF EVENTS

Breakdown of event type by number of events



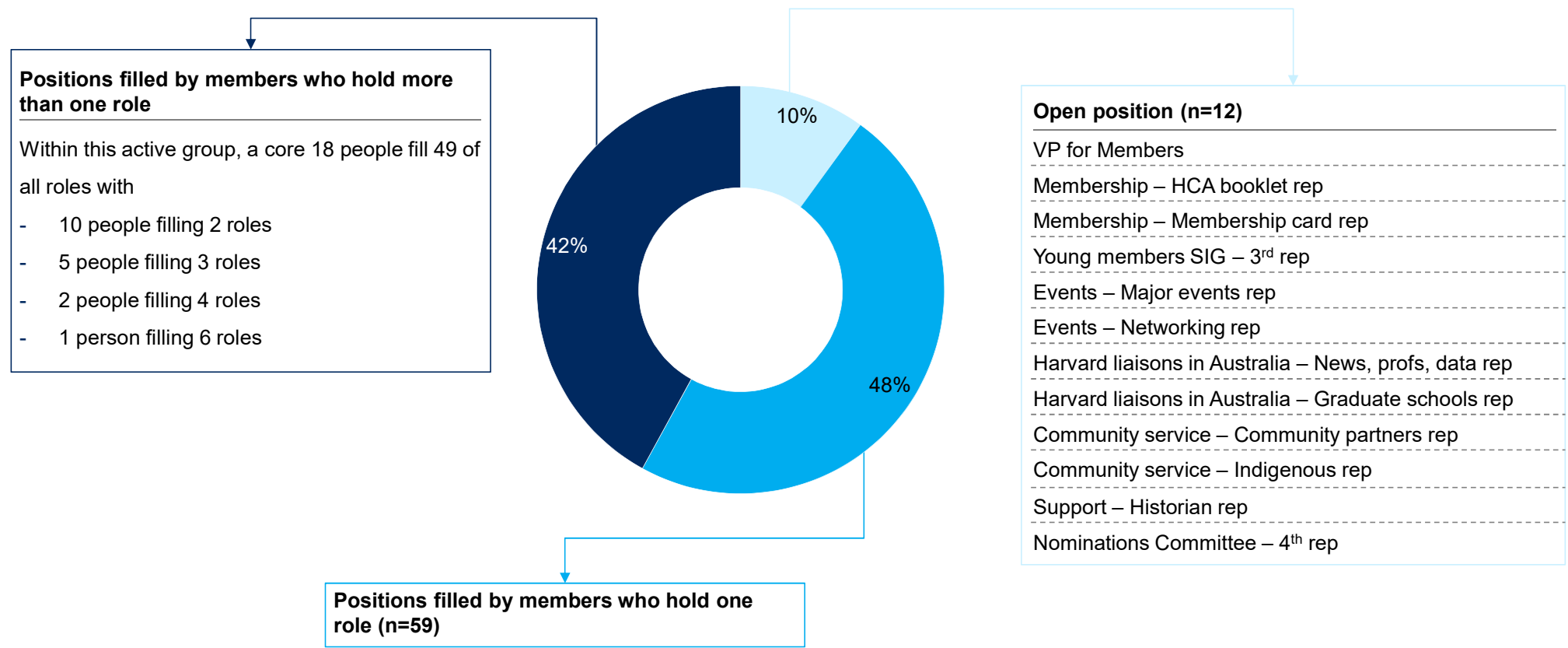
Breakdown of event seats by type of event



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

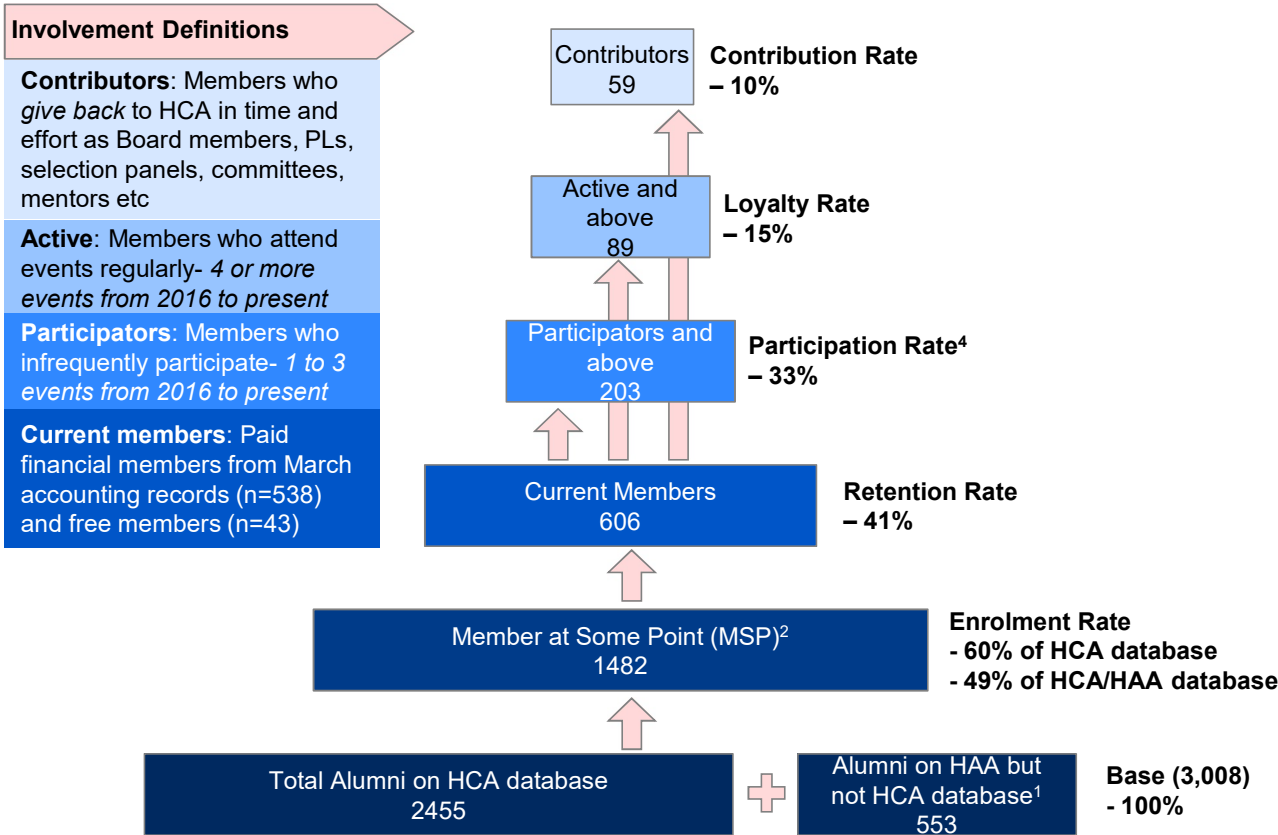
All HCA roles (n=120, made up of 71 VP/PL roles and 49 other roles)



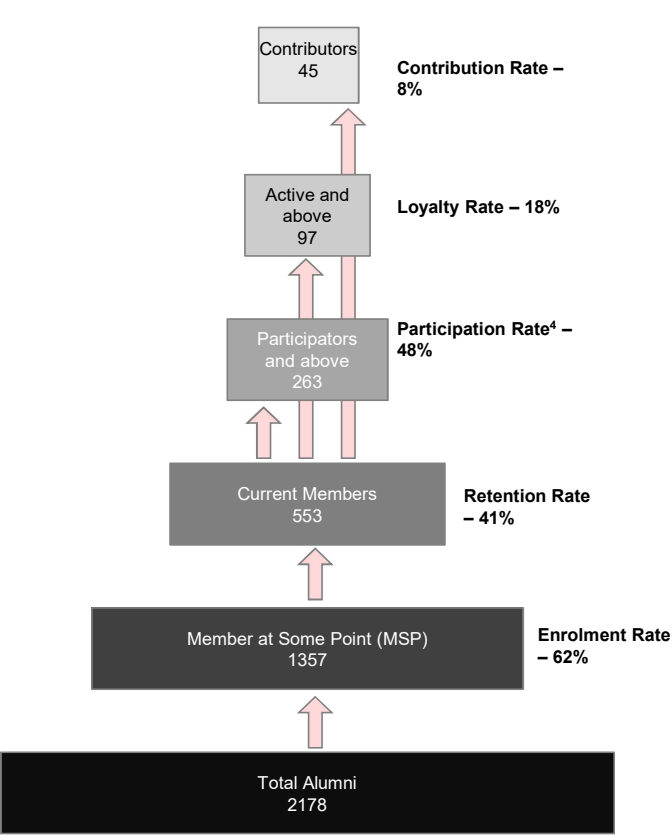
SOURCE: Org chart data for Council meeting as at 21 August 2019

SO MORE DEDICATED CONTRIBUTORS BUT LESS OVERALL PARTICIPANTS

2019 HCA alumni funnel



2017 HCA alumni funnel



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

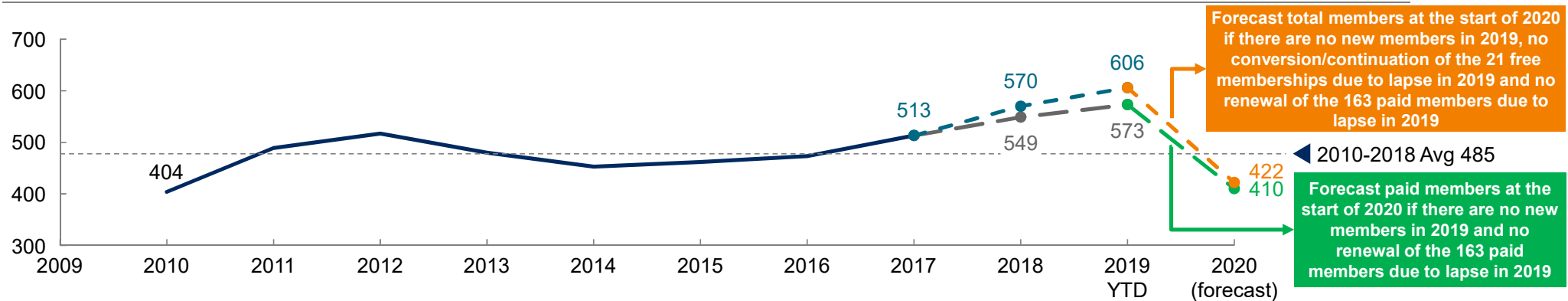
4 In 2017 the 50th Menzies Celebration and Prime Minister Celebration drew in 55 members who did not attend any other event in 2017, giving a bump to participation rate, controlling for this reduces the participation rate to 38% for 2017

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

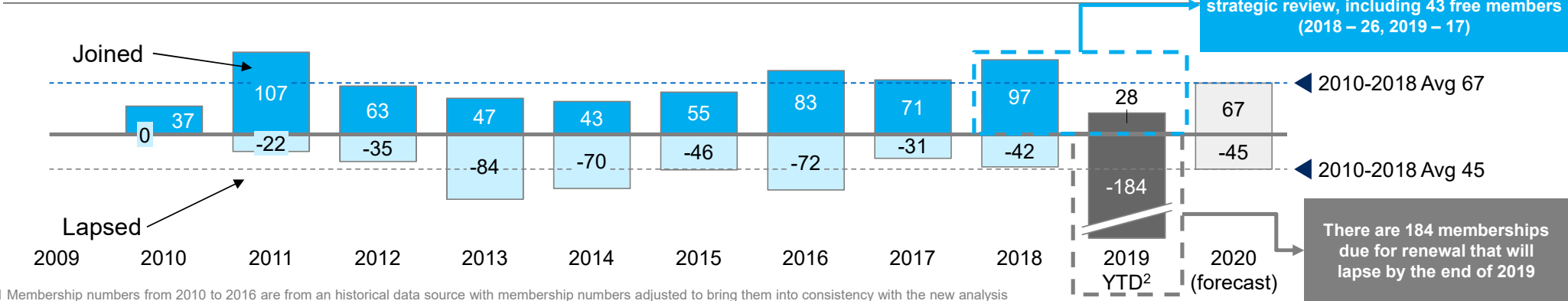
Membership trend 2010 to current¹

Number of members



New joiner vs lapsed member 2010 to current¹

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 – lapsed 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

	2016	2017 ¹	2018	2019 (to 30/6)
Revenue				
Events income	\$ 52,007	\$ 57,241	\$ 35,915	\$ 15,179
Events income per attendee (incl. guests)	\$ 91	\$ 63	\$ 55	\$ 34 ²
Subscriptions	\$ 32,275	\$ 34,675	\$ 35,858	\$ 24,500
Total revenue	\$ 84,282	\$ 91,916	\$ 71,773	\$ 39,679
Expenses				
Cost of events	\$ 50,487	\$ 47,883	\$ 27,032	\$ 7,502
Administration	\$ 24,067	\$ 30,461	\$ 36,783	\$ 22,504
Insurance	\$ 1,393	\$ 1,381	\$ 1,394	\$ 5,778
Bank charges/merchant fees	\$ 1,645	\$ 1,548	\$ 1,367	\$ 603
Printing, postage and web services	\$ 3,421	\$ 3,939	\$ 4,743	\$ 696
Total expenses	\$ 81,013	\$ 85,212	\$ 71,319	\$ 37,083
Surplus/(deficit) before financing income	\$ 3,269	\$ 6,704	\$ 454	\$ 2,596
Interest income	\$ 1,049	\$ 630	\$ 544	TBC
Donation to Harvard CA foundation	(1,049)	(630)	(544)	TBC
Net finance income	\$ -	\$ -	\$ -	TBC
Surplus/(deficit) for the period	\$ 3,269	\$ 6,704	\$ 454	TBC

¹ 50th Anniversary Celebration with Prime Minister Turnbull with high attendance and high event cost

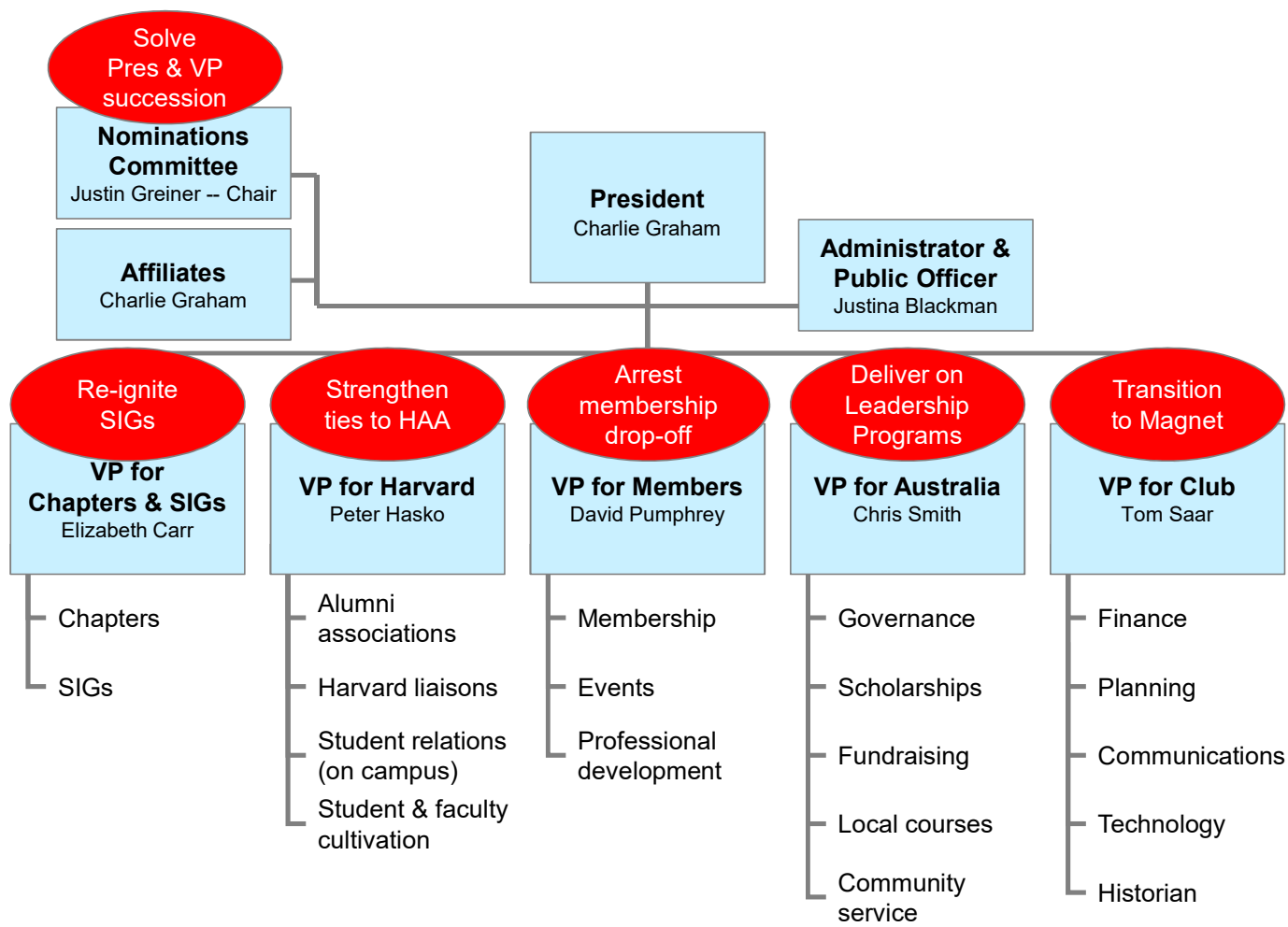
² This figure has been calculated for paid events through to June 2019 where financial data is current

SOURCE: Supplied HCA financial report; Events database

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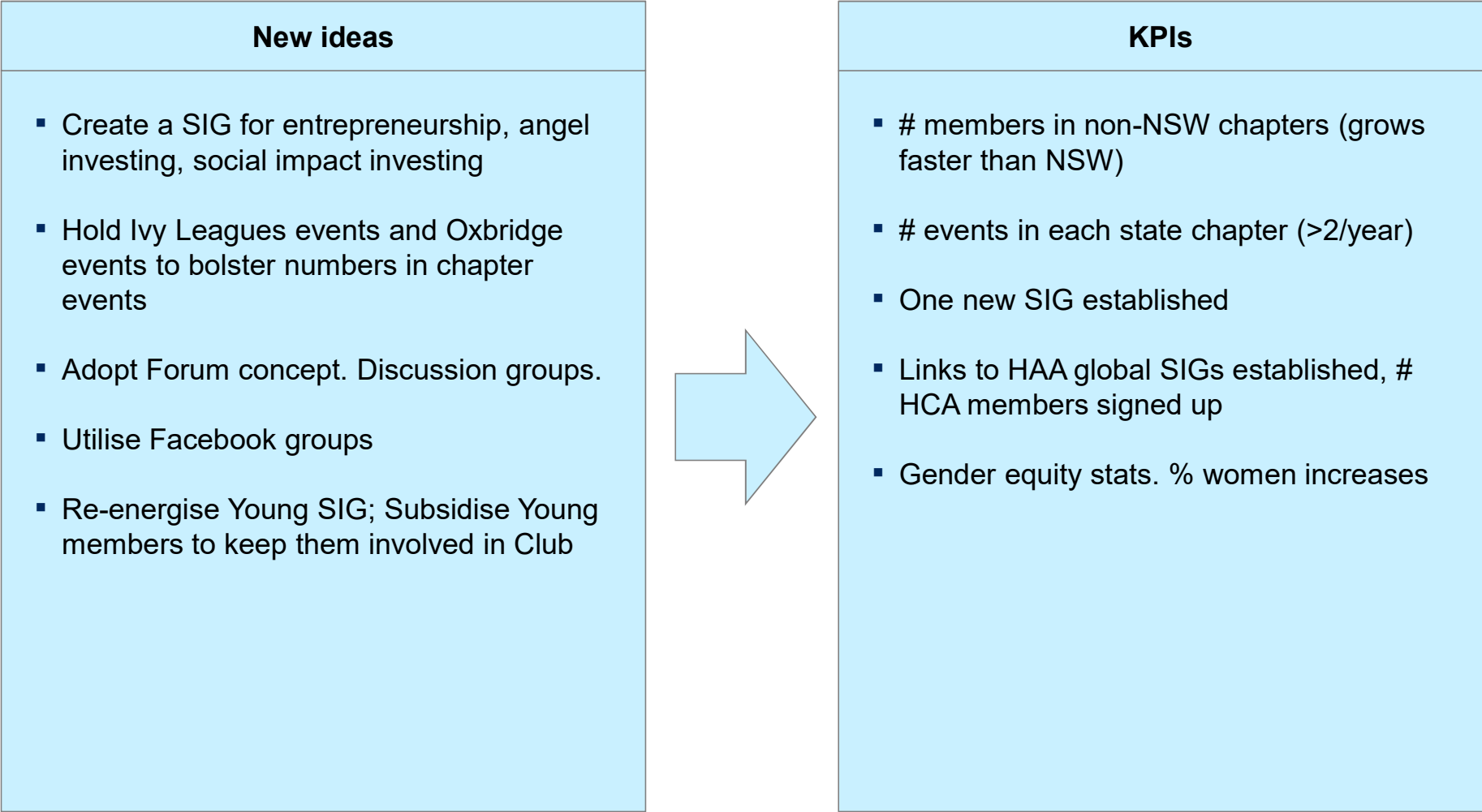
HCA'S TOP SIX IMPERATIVES



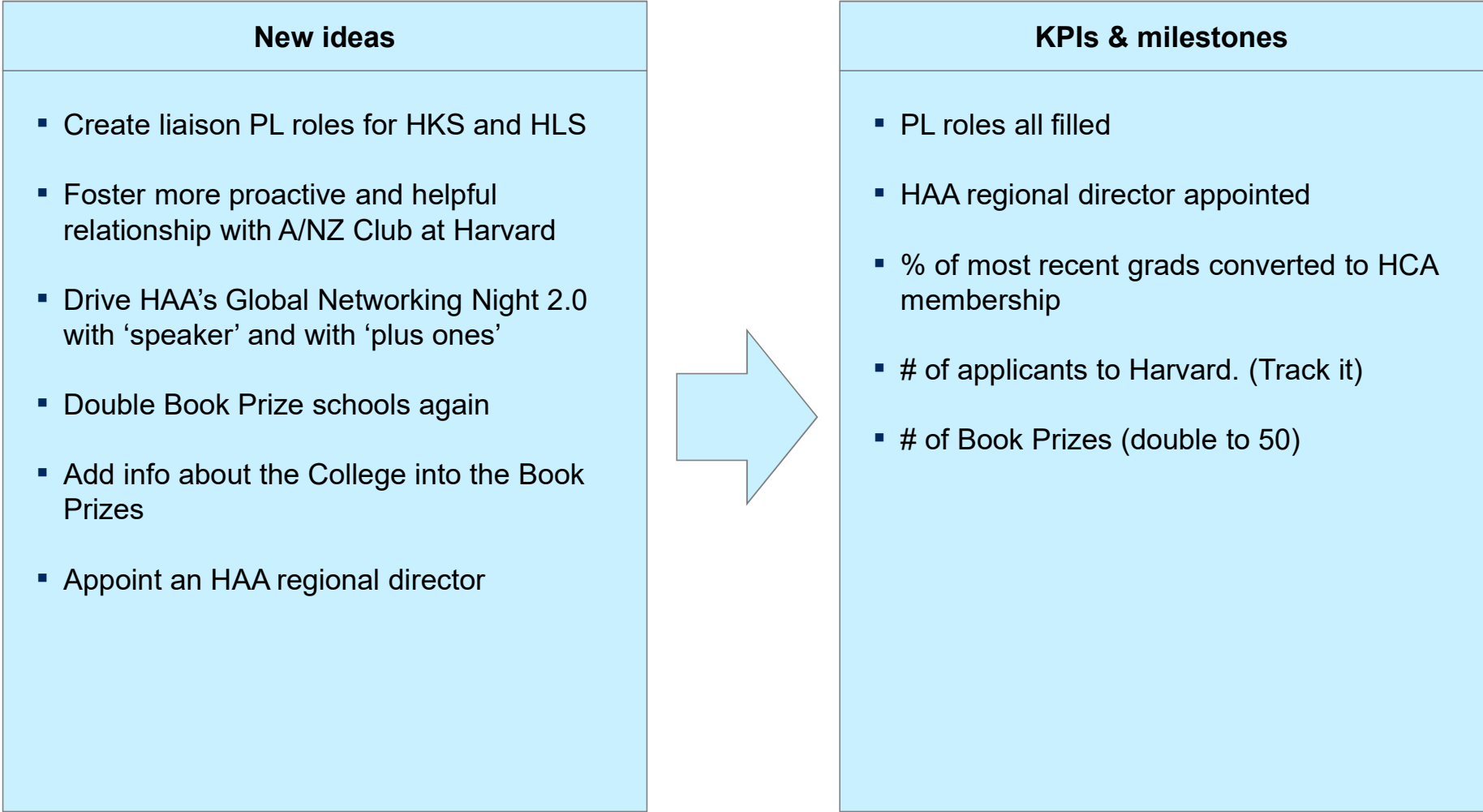
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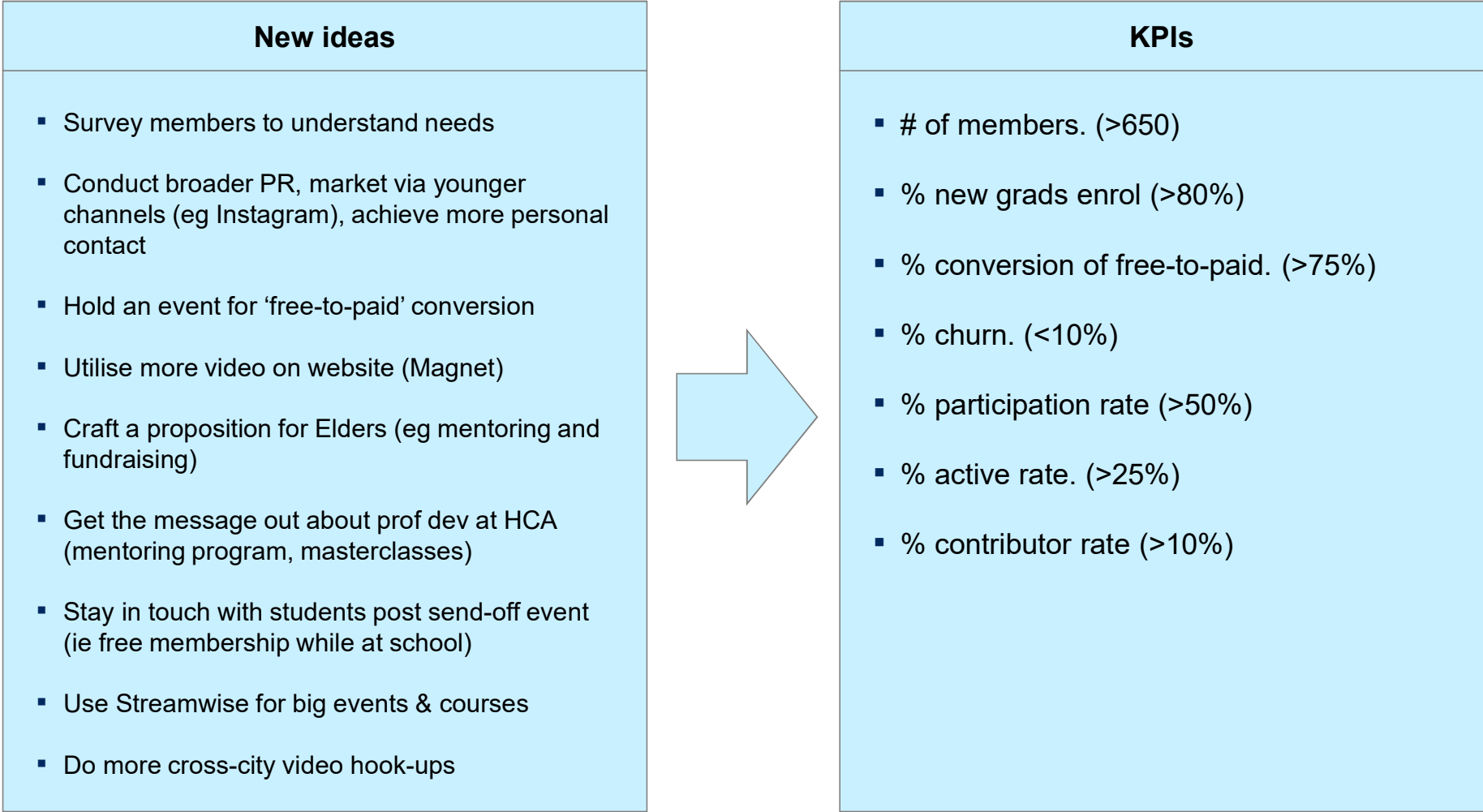
FOR CHAPTERS & SIGS MISSION TEAM PLAN



FOR HARVARD MISSION TEAM PLAN



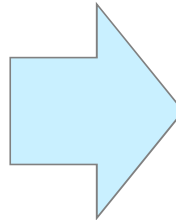
FOR MEMBERS MISSION TEAM PLAN



FOR AUSTRALIA MISSION TEAM PLAN

New ideas

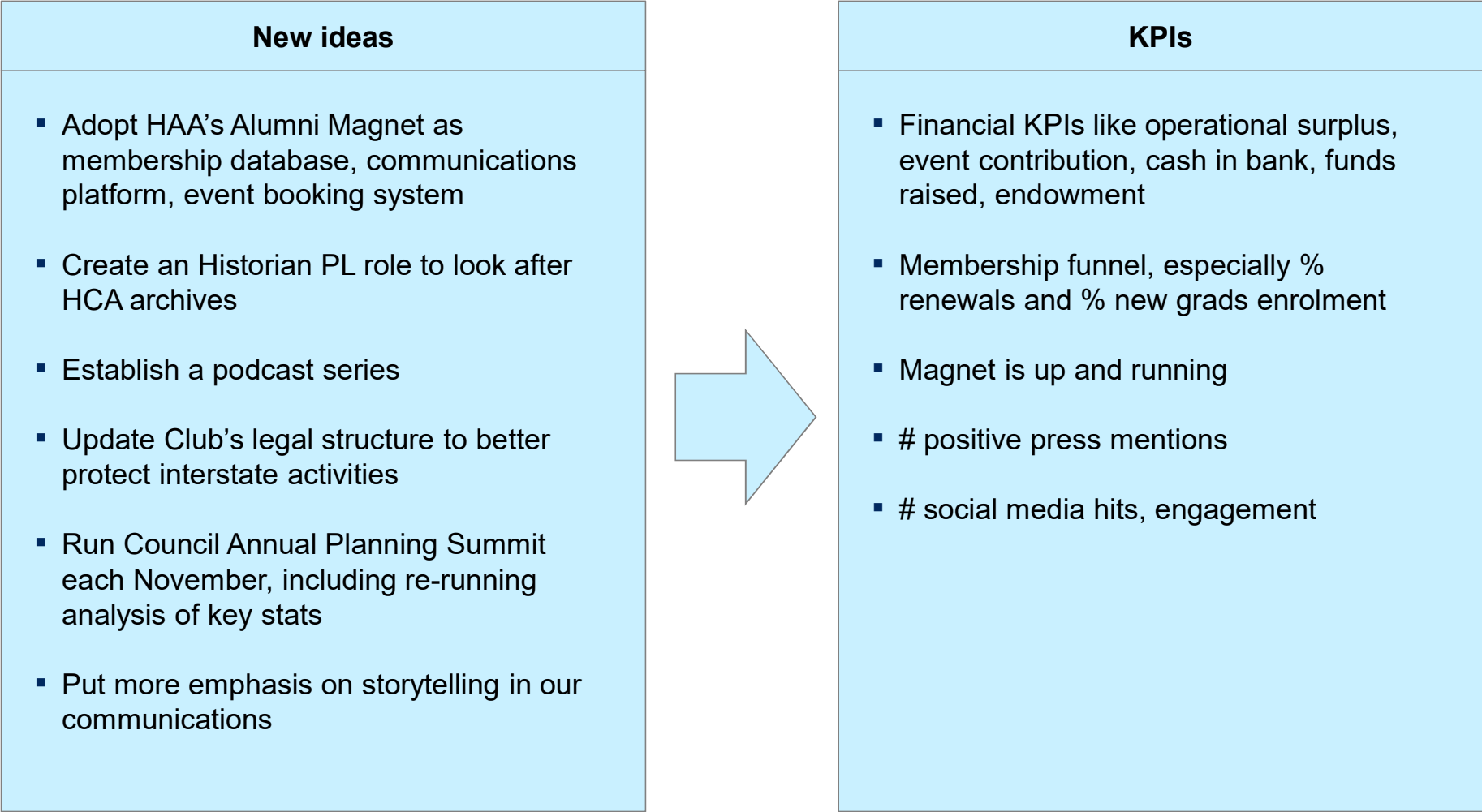
- Make the most of the inaugural Principals Program (deliver 1st-class course, get positive PR, negotiate ongoing program)
- Execute well on all established scholarships and local programs
- Investigate scholarship for military vets
- Find creative high-impact way to utilise spare three days of RACV (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



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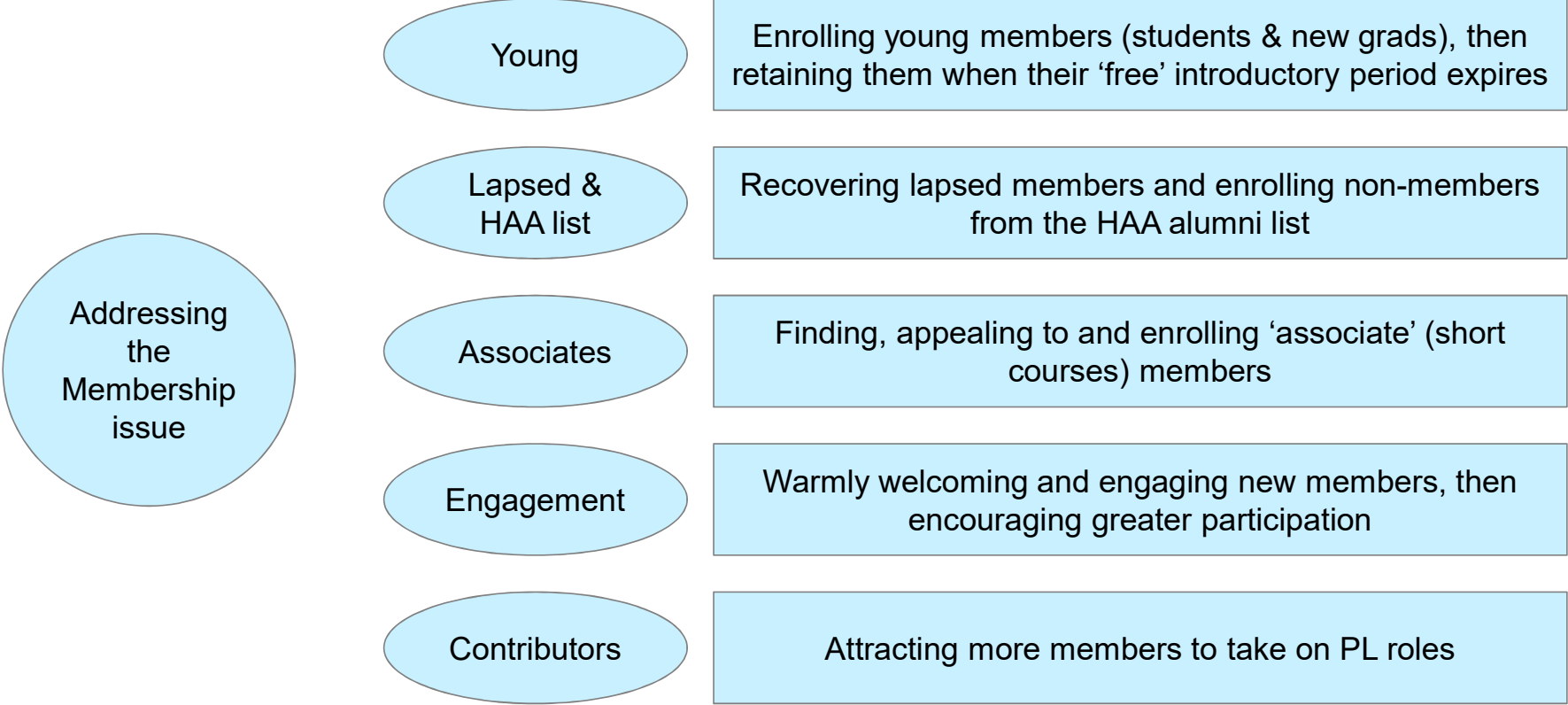
BUDGET FOR 2020

Budget chart to come

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ADDRESSING THE MEMBERSHIP ISSUE



YOUNG – ENROLLING STUDENTS & NEW GRADS, THEN RETAINING THEM AS PAID

Price

- Continue free introductory membership for new grads. Consider extending 'free' beyond first year and/or offering reduced rate for next 'x' years.
- Offer first event for free in order to encourage new grads to experience the Cub
- Continue to offer some free events in the Club calendar; Consider lowering the charge for certain events that appeal to younger members

Benefits

- Offer extra benefits to members (eg membership card with privileges such as airline lounges)
- Offer a buddy program to incoming freshmen

Promotion

- Promote upcoming events at events
- Promote the Club philanthropy programs and contributions as a 'hook'

Contact

- Stay in touch with students while at Harvard (eg periodic emails, brunches/dinner during breaks, outreach before returning to Australia)
- Enlist 'recent grad disruptors' to spread the word

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, APPEALLING TO AND ENROLLING SHORT COURSE ATTENDEES

PL role

- Create a new PL role focussed 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 (ie 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 (eg 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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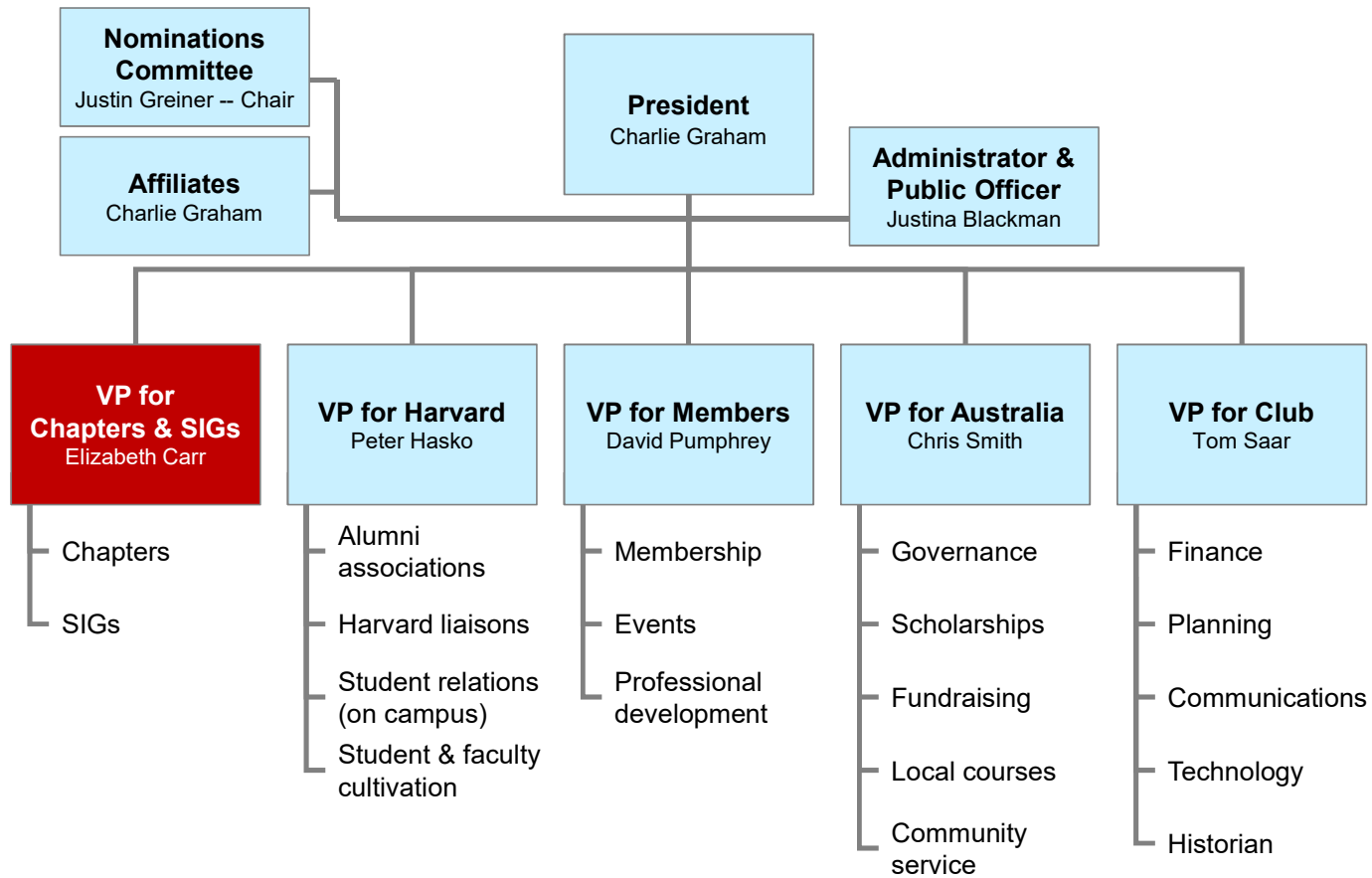
PROPOSED 2020 INTEGRATED CALENDAR

HCA Events Calendar 2020											
January	February	March	April	May	June	July	August	September	October	November	December
15th - NSW PPE Benefactor drinks event	3rd - NSW Monday Club With Elizabeth Macgregor	2nd - March Monday Club with Mathew Sweeney	6th April Monday Club NSW	4th May Monday Club NSW	1st June Monday Club NSW	6th July Monday Club NSW	10th August Monday Club NSW	7th September Monday Club NSW	12th October Monday Club NSW	2nd November Monday Club NSW	7th December Monday Club NSW
	19th NSW Art Gallery Tour	8th NSW - Leaders Lunc	NSW - Young Members Event	Happy Hour Drinks NSW	18th -NSW - AGM including Australia Address	NSW - Masterclass on Art	9 - 12th - NSW Din & Tonics	NSW - Masterclass	NSW - NIDA niight	5th - Council Summit	NSW - President's Drinks
	25th NSW Masterclass on AI	8th March AHW Intl Women's Day Event	NSW- Masterclass on 'Limits of Individual responsibility & moral dilemma'	18th - Non Profit Lunch NSW	Happy Hour Drinks NSW	23 - 25th July NP LP	9 - 12th - ACT TBA Din & Tonics	Happy Hour Drinks NSW	HAA Global NSW Networking Night	Thanksgiving Dinner - QLD	Happy Hour Drinks NSW
	25th QLD Brekfast event with Richard Wankmuller	dates in March TBD Cook with Us program NSW	NSW Dinner Club	TBA- NSW - Architectural tour	NSW Cook with Us program	26 -31 July Program for Leaders	HBS Info Session NSW	Cook with Us program NSW	HAA QLD- Global Networking Night	Wolfensohn lunch NSW?	NSW Dinner Club
	26th NSW Prof. Sehri Polhi lunch	3rd - NSW Happy Hour Drinks	QLD - Parliament House tour & dinner	HCAP Benefactor Event	NSW - Dinner Club	NSW - Walking Group	NSW- Dinner Club	NSW - Walking Group	NSW Dinner Club	NSW - Walking Group	Cook with Us program
	NSW - Netball Competition	NSW - Netball Competition	NSW - Netball Competition	NSW - Walking Group	NSW - Masterclass on "Urban experience tour / City Buidling		17th HCA Board Meeting	Leaders Lunch		NSW - Masterclass on Wine	
	24th Feb - HCA Board Meeting				NSW - Welcome event		20th HCA Council Meeting	AHW event			
	27th Feb - HCA Council Meeting										
	Q:D - 25 - AHW retreat										
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											

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 ORGANISATION STRUCTURE



HCA PL POP 2020 – WA CHAPTER

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 Subs:

- 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 Australian/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 cancellation 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

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

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)

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 units 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

See separate sheet for indicative activity program.

1. Program Leader

- Jon Lindsay – Convenor

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.

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.

2. Program contributors

- **Mike Gould** – Thanksgiving, **Dominic Katter** – Oxbridge and Sports, **Chai McConnell** - Facebook, **Michael Johnson** -- Speakers, **Andrew Ward** – College Liaison and Kroks, **Mark Bell & Brad Shaw** – HBS Liaison, **Andrew Peach** – School principals and book prize, **Lesley Symons and Brad Shaw** – Membership growth., **Lisa Siganto**- Social Investment, **Alok Patel** – Younger members, **Tess Palmer** - Comms

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.

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 breakeven.
- Support Any analytical / social media support to access new members gratefully received. We have collectively over 1000 connections just from LinkedIn.

Indicative Event Program

Possible Events Program for 2020			
	Date	Title	Host / Coordinator
Committee / Organisation			
	February onwards	Planning meeting every 2 months	Jon Lindsay
Speaker Events			
	February 26th	Breakfast - Richard Wankmuller - CEO Inland Rail	Brad Shaw
	March	Breakfast - Brett Lightfoot - State Director Microsoft	Michael Johnson
	April	Skirmish with other Universities or some other silly idea!	Alok Patel
	May	Evening Drinks and social - John De Groot	Jon Lindsay
Networking / Social Events			
	Regular	Dinner Club	Margot de Groot?
	June	Rugby With other universities	Dominic Katter
	June	Harvard Krokodiloes	Andrew Ward
	July	HBS Reception - Michael Noonan (chief of Australian Navy) Speaker	Brad Shaw
	Oct	HBS Global Networking Event	Brad Shaw / Mark Bell
	Nov	Thanksgiving Dinner	Mike Gould
Harvard promotion and Harvard visitors			
	Education	Book Prize.	Andrew Peach
	Health / Public Health		?
	All year round	Visitors as announced	Quick response team - who?

HCA PL POP – Young Members

1. Program Leader

- Shori Hijikata (College 2016)

2. Program contributors

- Deep Vaze (College 2016)

3. Proposed plan for 2020

- Monthly dinners with young members
- Quarterly dinner or drinks with other alumni club/s
- Dec/Jan: event with current students
- May/June: event with current students, recent alumni and incoming freshman

4. Desired impact and markers of success

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

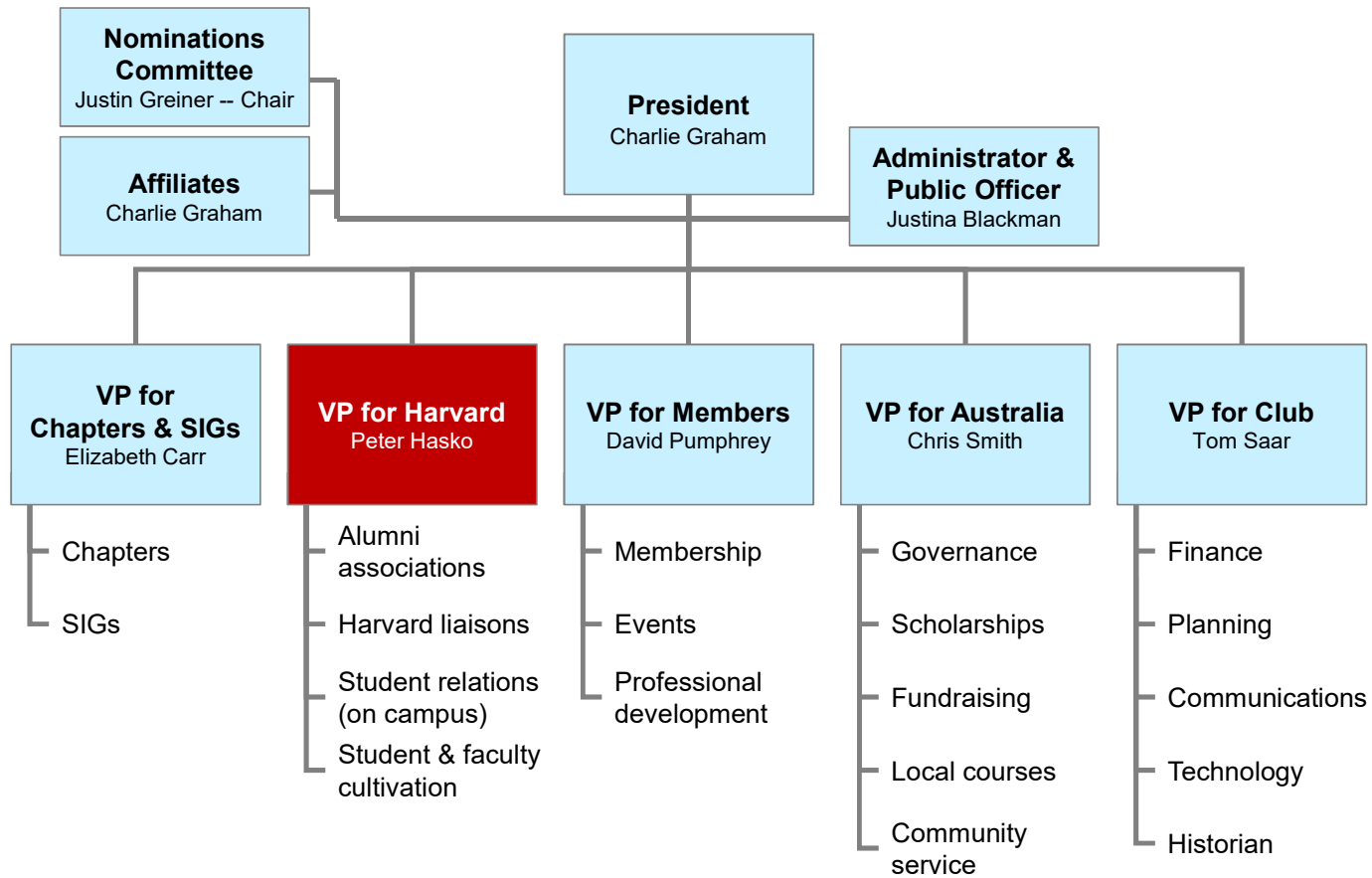
5. Issues for Mission then Board discussion

- Leveraging the HCA network to establish connections with other alumni clubs for events

6. Budget and admin request

- \$ = N/A
- Admin = N/A

HCA ORGANISATION STRUCTURE



HCA PL POP – HBS Liaison

1. Program Leader

- Peter Hasko
- (Katherine Suttor - 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 1st 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 (self-funding via HBS contributions, \$300USD for info night and \$300USD for GNN)

HCA PL POP – Book Prize

1. Program Leader

- Deep Vaze

2. Program contributors

- Peter Hasko

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

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

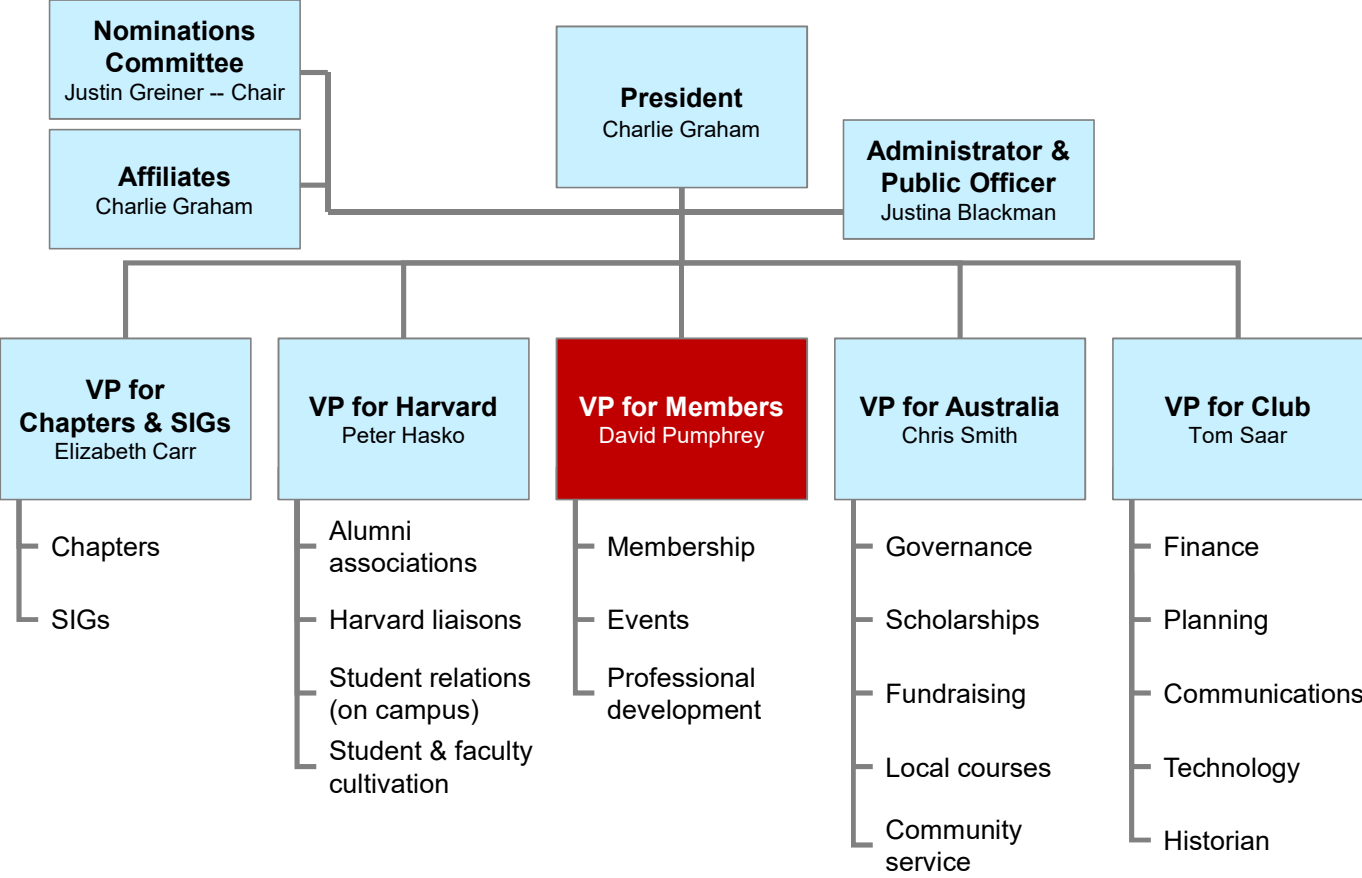
6. Budget and admin request

- Approximate budget = 25 schools x \$40 per book = \$1,000

5. Issues for Mission or Board discussion

- No material issues

HCA ORGANISATION STRUCTURE



HCA PL POP – HCA Dinner Club

1. Program Leader

- An Le

2. Program contributors

- Various volunteers to lead group dinners

3. Proposed plan for 2020

- 8 person small group dinners every other month throughout 2020
- Groups should span across different schools and years of graduation
- Opt-in only with a new survey to continue to bring in new interested members for every round

4. Desired impact and markers of success

- Cross generational / cross school relationships are created through social dinners
- Creating new connections that would be unlikely elsewhere
- Greater participation of alum in HCA with the dinner club as a gateway

5. Issues for Mission then Board discussion

- Requests for dinners in Brisbane and Melbourne, should we be coordinating for other geographies as well
- How often should the dinners be held?

6. Budget and admin request

- \$ = 0
- Admin = Every other month emails to send out the survey

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?

5. Issues for Mission then Board discussion

- Find a hackathon topic

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.

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 Gallery 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

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

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?

2. Program contributors

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

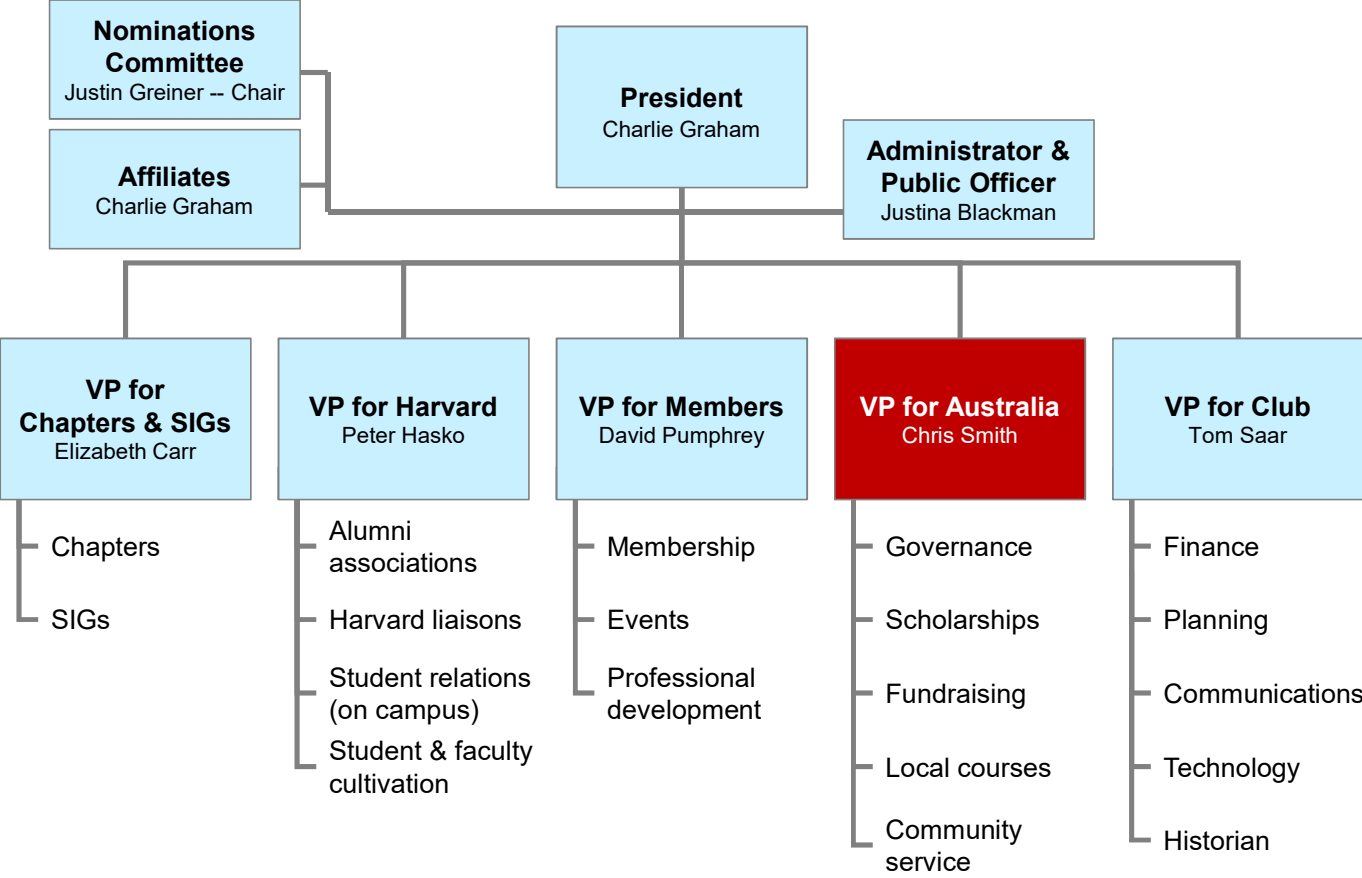
4. Desired impact and markers of success

- 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

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



HCA PL POP – HCA Philanthropy P/L entity governance

1. Program Leader

- Chris Smith

2. Program contributors

- Board: Melinda Muth, Justin Greiner, Charlie Graham, Jon Chambers, Kimberly Everett, Matt Loughnan
- Justina Blackman

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.
- Ongoing review of risks. Review D&O insurance.
- Transition accounting to Xero

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.

5. Issues for Mission then Board discussion

- Key person risk (CS) needs plan for mitigation.
- Longer run succession for Chair (CS).

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

HCA PL POP – Harvard Club of Australia Foundation

1. Program Leader

- Chris Smith

2. Program contributors

- Trustee Reps: Matt Loughnan, David Jones
- Advisory Panel:

3. Proposed plan for 2020

- Achieve greater than 7% return on funds invested through Perpetual Trustees.
- Meet regulatory compliance of greater than 5% distribution.
- Engage younger members through a twice yearly advisory group meeting.
- Explore prospect of establishing a DGR 1 entity to support Principals Program donors.

4. Desired impact and markers of success

- Maintain ability for individual members to make tax deductible donations to HCA Scholarship Programs.
- Engagement of younger members in Club Philanthropic initiatives.

5. Issues for Mission then Board discussion

- Do we explore the initial and ongoing cost/benefit of establishing a DGR 1 entity to support Principals Centre in Australia?
- X

6. Budget and admin request

- \$ = 5,000 for Legal costs to explore DGR1 if Principals Program is to occur regularly.
- Admin = Funded by Perpetual from \$15k fees paid by HCAF.

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.

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

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.

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.)

HCA PL POP – Fundraising

1. Program Leader

- Chris Smith (Pending recruiting a P/L)

2. Program contributors

- Jon Chambers for R.G. Menzies
- Luke Woodward for Wolfensohn

3. Proposed plan for 2020

- Recruit a member interested in grass roots fundraising for Scholarships (particularly R.G. Menzies and Wolfensohn)
- Continue reminding R.G. Menzies Scholars to make a donation before tax year end.
- Continue to remind members before tax year end of the opportunity to make tax deductible donations to HCA Foundation.
- Improve our contact program with R.G. Menzies Scholars – Impact statement in May 2020?
- Continue to acknowledge donors in Annual Report and to HBS Contributors Report.

5. Issues for Mission then Board discussion

- Find a P/L
- Initiating contact with Graduate Schools for Recognition of donations made in Australia

4. Desired impact and markers of success

- Supplementing HCA Foundation funding for Scholarship programs to reduce reliance on funding from Program for Leaders.
- A greater number of members making a donation
- Greater level of recognition of our impact encouraging members to donate.

6. Budget and admin request

- \$5,000 from HCAP funding
- 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)

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

2. Program contributors

- Selectors: Anita Kumar, Tony Massaro, Patrick Regan, Ben Sebel.

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

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

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?

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

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.

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

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)

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.

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

HCA PL POP – Program for Leaders and Non Profit Workshop 2020

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

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

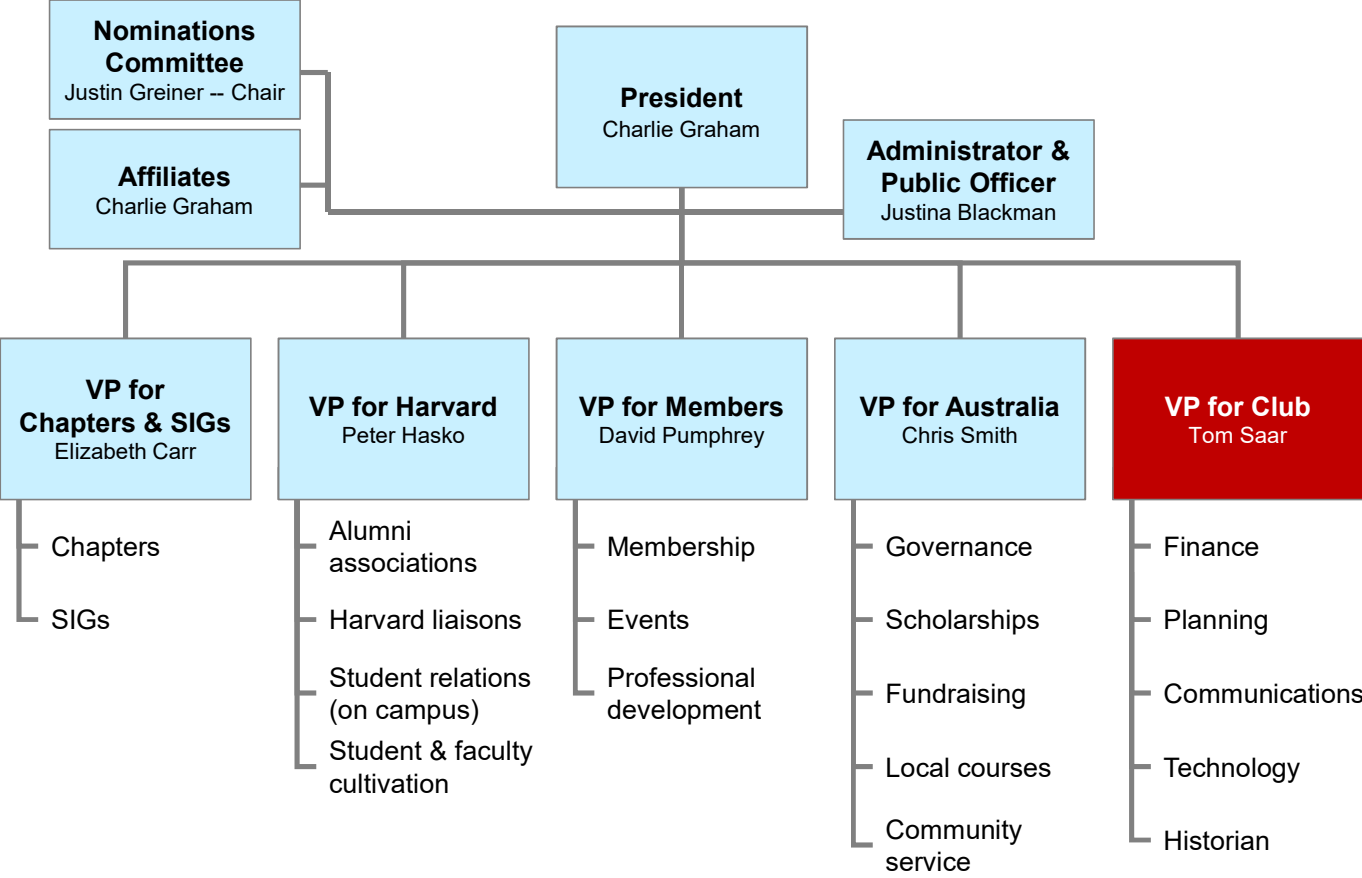
4. Desired impact and markers of success

- 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

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



HCA PL POP – Finance

1. Program Leader

- Matthew Loughnan

2. Program contributors

- Justina Blackman
- Tom Saar
- Chris Smith
- VPs & PLs

3. Proposed plan for 2020

- Quarterly budget v actuals update with commentary on variance
- Prepare budget for 2020
- Work on PoPs with PL to incorporate into 2020 budget
- Assist in current membership/CRM management and technology upgrade
- Support any database remediation required by Justina
- Ensure club in appropriately registered with ACNC

4. Desired impact and markers of success

- Maintain buffer of ~\$100K
- Finance reports presented with explanation of variances
- Alignment of budget of POPs with overall club budget
- Put in place risk mitigants for budget and expenditure plans
- Good governance of HCAP

5. Issues for Mission then Board discussion

- Approval of overall budget
- Budget for potential CRM replacement/Magnet

6. Budget and admin request

- Admin = Club manager, book keeper, Perpetual, Auditor

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