

## **Role description for VP for Australia**

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**Role title:** VP for Australia (currently Chairman HCA Philanthropy P/L)

**Role covers:** All strategic initiatives focussed on increasing the range of Harvard Courses delivered in Australia, delivering scholarship initiatives, and growing funding available for scholarships and undertaking community service activities.

**Reports to:** President and Board of HCA Philanthropy P/L

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**How role ‘makes a difference’:** By increasing the funding available for scholarships, improving publicity, acquittal and increasing the number of people attending Harvard Courses delivered in Australia

### **Markers of success:**

- Annual funding available for scholarships from donations, endowment income and program profits.
  - Growth in the size of endowment capital at ANU, in HCAP and in HCA Foundation.
  - The number of programs taught by Harvard academics in Australia.
  - Acquittal reporting by scholarship winners and involvement by past winners in the future operation of each scholarship.
  - Introduction of new scholarships within capacity of the team and funding availability.
  - Event opportunities arising from visiting Harvard academics.
  - Smooth operation of all scholarship programs including succession plans.
  - Publicity mentions about HCA Philanthropic contributions.
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### **General VP responsibilities:**

- Set Club and Mission strategies
  - Jointly shape Club strategy with Board & Council
  - Develop annual plan-on-a-page for Mission
  - Coach PLs on their POPs
- Contribute to Club governance
  - Participate in Board and Council meetings
  - Sit on mini-Boards (eg HCAP)
- Develop Mission & Club leadership cadre
  - Attract a group of PLs to lead Mission’s programs
  - Cultivate a VP successor
  - Identify potential VP and PL candidates to Noms Com
- Nurture new ideas
  - Encourage generation of innovative new ideas
  - Support PLs in scoping, designing and gaining approval

- Help to promote new ideas to members, and overcome roadblocks
- Coordinate across Mission's programs
  - Chair Mission team meetings
  - Provide relevant coordinating mechanisms/guidelines across PLs
  - Keep PLs informed informally
  - Ensure PLs get info into Club's calendar and coms channels
  - Problem solve any budget issues
- Communicate formally and informally
  - Provide leadership presence at Club events
  - Represent Club to external parties
  - Communicate Club strategy at every opportunity
  - Spread good news stories
- Drive ongoing improvement
  - Review impact of Mission
  - Collaborate with PLs to codify Mission's processes and tools
- Help to build a bigger more active Club
  - Recruit new members to the Club
  - Encourage members to participate and contribute
- Foster desired Club culture
  - Role model Club values
  - Recognise contributions made by PLs and others
  - Nominate worthy members for Club awards

**Role-specific areas of responsibility:**

- Increase funding for scholarships.
  - Conduct annual campaigns for donations, segmented by Major donors (including corporates/charitable foundations), Club members generally, and specific purpose donations.
  - Improve investment returns within HCAP Board approved risk tolerance.
  - Optimise profitability of Program for Leaders by stimulating sales revenue, and managing operational cost according to expected demand, and required quality standards.
  - Cultivate more strategic partnerships
  - Maintain favourable tax treatment, and reporting of donations by members, to encourage contributors.
- Grow the size of the endowment available to fund scholarships in the future.
  - Conduct capital campaigns.
  - Persuade wealthy donors to make substantial donations either by bequest or by specific purpose donations (eg a "named" scholarship for a specific purpose.
  - Hold an annual event for benefactors to meet scholarship winners.
- Increase the number of programs taught in Australia by Harvard academics.
  - Identify opportunities to bring courses to Australia where a significant number of Australians are travelling to Cambridge to study, or there is a strong local felt need. (Notably in Education, Public Health, Government administration, and Business leadership).

Negotiate the delivery of Courses in Australia.  
Develop program delivery capability to support proposed growth.

- Increase publicity and improve acquittal reporting by scholarship recipients and improve involvement by past winners in the operation of scholarship programs.
    - Ensure acquittal reporting is a key focus area for all scholarship PL's
    - Review acquittal reports and metrics to track receipt of reports.
    - Provide publicity material to the Comms team.
    - Encourage Scholarship PL's to recruit past winners as contributors.
  
  - Provide event opportunities arising from visiting Harvard academics and scholarship winners.
    - Australia Harvard Fellows visiting Australia.
    - Professors teaching courses.
    - Dinners for members to meet delegates at Leadership and other courses taught in Australia.
    - Promote opportunities to hold events to meet scholarship winners.
    - Introduce and grow a Book Prize into schools where the Principal has attended a Harvard Course.
  
  - Smooth operation of all scholarship programs, including succession plans and regular review against objectives.
  
  - Introduction of new scholarships within capacity of the team and funding availability.
    - Identify opportunities for new scholarships and how they might be funded and managed.
    - Nurture the idea and recruit a PL and possible SIG
  
  - Pursue, in due course, community service activities
    - Investigate community partners idea
    - Other opportunities to use the skills of members and to engage them.
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### **Key relationships:**

- PLs within Mission:
  - Program Directors – P4L, NPW, and new initiatives.
  - PL's for each scholarship, and Indigenous program.
  - PL for Fundraising.
  - PL for Major Donors.
  - PL for Community partners
  
- Others within Club:
  - Other VP's especially For Club (Admin support).
  - Club Administrator for project support.

Chapter convenors (Regional events and activities).  
SIG leaders where linked to scholarships.

- Outside Club:  
Major individual and charitable donors.  
Major suppliers (eg venue providers).  
Scholarship partners (ANU, PEF, Aurora Foundation)

**Key decision rights:**

- Selection and deselection of PL's.
- Recommendation of future courses and scholarships.
- Recommendations regarding annual giving, and endowment management.
- Expenditure within approved budget on course expenditure, including retaining project staff.
- Expenditure within delegated limits for payment of staff.

**Support from Club admin:**

- Admin support for courses.
- Identification of talent for PL roles and project roles.
- Recruiting project management where required.
- Support for organising events with visiting academics.

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**Desirable characteristics (skills, experiences, contacts, mobility):**

- Empathic Leader who recognises the contribution of volunteers.
- Ability to delegate, and to encourage volunteers to deliver as promised.
- Sound leadership skills.
- Sound project management skills.
- Good financial management skills.
- Understanding of regulatory requirements relating to donors.
- Good at building relationships.
- Curiosity to learn about members and new things
- Strong social conscience.

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**Expected duration of appointment:**

- 3 years
- Elected at AGM
- Conversation with President triggered at 2-year point re succession, extension, rotation

**Time requirement (indicative):**

- 12 days per year to maintain staus quo (2.5 hours/wk for 10 months)
- Discretionary time of up to 20 days per year to grow the number of scholarships and courses.
- Seasonal pattern: none

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