



HARVARD CLUB
OF AUSTRALIA



SIR JAMES WOLFENSOHN PUBLIC SERVICE SCHOLARSHIP

RECOGNISING THE FIRST 25 SCHOLARS

NOVEMBER 2019

HARVARD CLUB OF AUSTRALIA

In 2012, the Harvard Club of Australia established the Sir James Wolfensohn Public Service Scholarship to enable senior Australian public servants to undertake an executive education program at the Harvard Kennedy School, the world's leading school of government and public policy.

The Wolfensohn Scholarship supports the development of good public policy and public sector administration in Australia. It is awarded to very senior, promising public servants who are expected to play a significant role in the design and implementation of public policy in Australia in the years ahead. It recognises the recipients' achievements in government and, we hope, helps to further motivate them to re-commit to public service.

The Wolfensohn Scholarship was established with the personal and financial support of Sir James Wolfensohn. Sir James is a Harvard alumni, having completed an MBA at Harvard Business School. On returning to Australia, he co-founded and served as President of the Harvard Club of Australia. To this day, he remains the Patron of the Harvard Club of Australia. Since it was established in 2012, the Wolfensohn Scholarship has been supported by Sir James' longstanding friend and former colleague, Zeke Solomon, and others.

Since 2012, we have received almost 200 applications from leading public servants across all areas of government policy and administration, and from the Commonwealth and all States and Territories. From the outset, it has been important to us that nominations are made by Department or Agency heads - reflecting our aspirations around seniority and the likely future impact of recipients. Many recipients have seen their careers accelerated following their studies at Harvard, often being promoted to Department or Agency heads.

Today, we recognise the award of our 25th Wolfensohn Scholarship. As you will see in the following pages, the recipients are outstanding people who have strongly supported good public policy and administration in Australia and have shown a commendable commitment to continuing to do so. The Wolfensohn Scholarship has emerged as one of the leading forms of recognition of accomplished, high potential public servants across Australia.

The Harvard Club is indebted to, and would like to thank, the many Department and Agency heads who nominated compelling applicants, the applicants themselves, the Harvard Club members and alumni who participated in the selection and interview process, and the financial supporters of the Scholarship.



Luke Woodward
MPA, 1997



Naomi Flutter
MPP, 1998



SIR JAMES WOLFENSOHN

Jim Wolfensohn was born in Sydney in 1933. He studied law at Sydney University, and earned an MBA at Harvard Business School, graduating in their class of 1959.

Sir James had a distinguished career in business and public service, initially as a lawyer then investment banker, in Australia and the United States. From 1995, he served as President of the World Bank. He is one of only three people to serve for two terms, remaining in office until 2005. During this time, he reportedly visited more than 120 countries and brought a particular focus to corruption in development finance. For his service to the World Bank, he is often cited as Australia's most distinguished international civil servant.

Sir James has long been heavily invested in the community, including in the arts and education, in Australia, the United States and elsewhere. He's been quoted saying, "if you have wealth, you have to share it". Over many decades, the initiatives that he and his family have supported through the Wolfensohn Family Foundation are unique and their support is often longstanding. Upon graduating from Harvard, Sir James returned home and co-founded the Harvard Club of Australia, with the purpose of helping more Australians study at the world leading university. More recently, since 2012 he has provided financial support each year to the Harvard Club of Australia for the Wolfensohn Scholarship.

Beyond his professional work, Sir James also excelled in other areas. He competed for Australia in fencing at the 1956 Melbourne Olympics. In his 40s, he learnt to play the cello, performing at Carnegie Hall in New York on the occasion of his 50th, 60th and 70th birthdays.

Sir James has received awards and honours from countries including Australia, France, Germany, Greece, Japan and many developing countries. Additional honours celebrate his humanitarian and development work, and philanthropy, and include the 2017 Carnegie Medal of Philanthropy and the US Institute of Advanced Studies 2020 Bamberger Medal.

Sir James always welcomes visits from Wolfensohn Scholarship recipients who are passing through New York. When asked why he has chosen to support the Wolfensohn Scholarship, Sir James said

"I have been in my giving mode to many American institutions and I am thrilled to have an Australian one, that leads to a group of people going back into top jobs in Australia and with some American training. My dream for it was in fact fulfilled, so I enjoy it very much."

A MESSAGE FROM THE KENNEDY SCHOOL



To the Harvard Club of Australia:

I would like to thank you for your support of the Sir James Wolfensohn Public Service Scholarship, which, since its establishment in 2012, has enabled 25 individuals to attend Executive Education programming at Harvard Kennedy School. Your generous commitment to leadership development within your government is truly commendable, and it means a great deal to all of us at the Kennedy School.

Our public leaders face complex challenges as they work to govern and shape policy in ways that help people be safer, freer, and more prosperous. It is for this reason that our public leaders and policymakers, at all levels and at all stages of their careers, must equip themselves with the best ideas, newest approaches, and most robust networks of thinkers and doers in order to excel in their work. Education is a lifelong commitment, and Executive Education is essential to what we do here at the Kennedy School. We are deeply grateful to the Harvard Club, particularly Naomi Flutter MPP1998 and Luke Woodward MPA1997, for ensuring that these programs are available to many people who can benefit from them.

Thank you for helping the Kennedy School have an even greater impact around the world. We look forward to welcoming the next 25 Wolfensohn Scholars to campus!

My best regards,

A handwritten signature in black ink that reads "Douglas W. Elmendorf". The signature is fluid and cursive, with the first name being the most prominent.

Douglas W. Elmendorf

Dean and Don K. Price Professor of Public Policy

Harvard Kennedy School



Dr Martin Parkinson AC

KEYNOTE ADDRESS

We are delighted to have Dr Parkinson provide the Keynote address for our inaugural Wolfensohn Scholarship Lunch. He is widely recognised as a committed and modern leader of Australia's public service, through his former roles as Secretary of the Commonwealth Departments' of Prime Minister and Cabinet, Treasury and Climate Change. Dr Parkinson has been a strong supporter of the Sir James Wolfensohn Scholarship consistently nominating promising public servants for the Scholarship, a number of whom have been awarded the Scholarship.

RECIPIENTS



Blair Comley PSM
Scholarship award -
2012



Martin Hoffman
Scholarship award -
2012



Gill Callister PSM
Scholarship award -
2013



Robert (Bob) Gee APM
Scholarship award -
2013



Dr Margot McCarthy
Scholarship award -
2013



Ben Rimmer
Scholarship award -
2014



Dr Steven Kennedy PSM
Scholarship award -
2014



Susan Middleditch
Scholarship award -
2014



Frances Adamson
Scholarship award -
2015



Michael Manthorpe PSM
Scholarship award -
2015



Katarina Carroll APM
Scholarship award -
2015



Simon Draper
Scholarship award -
2016



Marc Innes-Brown PSM
Scholarship award -
2016



Caroline Edwards
Scholarship award -
2017



Michael Outram APM
Scholarship award -
2017



Kym Peake
Scholarship award -
2017



Selwyn Button
Scholarship award -
2017



Richard Bolt PSM
Scholarship award -
2018



Rebecca McGarrity
Scholarship award -
2018



Damon Rees
Scholarship award -
2018



Darren Foster
Scholarship award -
2018



Anne Skewes
Scholarship award -
2019



Jason Ardler PSM
Scholarship award -
2019



Liz Hefren-Webb
Scholarship award -
2019



Meredith Clare Day Huntingford
Scholarship award -
2019

BLAIR COMLEY PSM

**What and when did the scholarship enable you to study at the Harvard Kennedy School?
What made it special?**

Leadership Decision-Making in 2016. Engaging with other students and a couple of fantastic sessions on negotiation that exposed me to a framework I use on a daily basis.

What were the highlights of your Kennedy School experience? Think inspiring professors, students from far flung places, pizza at Harvard Square, the Red Sox or Celtics, a dip in the Charles ...

The session with Dan Shapiro was an absolute highlight. Dinner with a group of fellow students including a very senior and inspiring leader from the US Air Force recounting stories of missions across Eastern Europe.

Our slightly audacious hope is that the Wolfensohn Scholarship helps make for a better world. Since returning from Harvard, in what fields have you worked? How are you helping to shape Australia, today?

I continued to lead the New South Wales public service on return before transitioning into strategy consulting spanning both public and private sectors. In the last two years I have provided strategic advice on sectors as diverse as energy, transport, water, the NDIS, defence industry, aged care and health policy. In addition to specific advisory roles, I continue to mentor a significant number of senior public sector leaders across Australia, particularly women, and speak regularly both publicly and in small group forums on leadership and the role of the public service and institutional strength in shaping Australia.



Blair Comley PSM
Director
Port Jackson Partners

MARTIN HOFFMAN

What and when did the scholarship enable you to study at the Harvard Kennedy School? What made it special?

I studied one of the flagship senior leadership courses in January 2014. It was taught by one of my favourite thinkers on the issue, Marty Linsky, author of Leadership on the Line.

What were the highlights of your Kennedy School experience? Think inspiring professors, students from far flung places, pizza at Harvard Square, the Red Sox or Celtics, a dip in the Charles ...

One of the key metaphors in Leadership on the Line is walking out on to the ice of a frozen lake. It was January and the Charles was frozen solid. Walking over the bridge I remember thinking maybe I should give it a try! Also the very first class, at which Linsky stood silently at the front writing on the blackboard whatever the class said for 45 minutes and then left. Came back the next day and asked us what we thought had happened!

Our slightly audacious hope is that the Wolfensohn Scholarship helps make for a better world. Since returning from Harvard, in what fields have you worked? How are you helping to shape Australia, today?

The year after my scholarship course, I moved from the APS to NSW and was promoted to Secretary for the Department of Finance, Services & Innovation. From 2015 to 2019 I managed this diverse cluster of agencies with a particular focus on service delivery and digital government, including responsibility for Service NSW, recognised as a world leader in generating customer satisfaction with government services. On the 4th November 2019, I commenced as CEO of the National Disability Insurance Agency, which is delivering a radical reimagining of disability services centred around choice, control and funding by the person with disability.



Martin Hoffman
Chief Executive Officer
National Disability Insurance Agency

ROBERT (BOB) GEE APM

**What and when did the scholarship enable you to study at the Harvard Kennedy School?
What made it special?**

Senior Managers in Government – 2013

What were the highlights of your Kennedy School experience? Think inspiring professors, students from far flung places, pizza at Harvard Square, the Red Sox or Celtics, a dip in the Charles ...

Meeting new colleagues – providing a broad range of networked professionals that can support and advise each other.

Our slightly audacious hope is that the Wolfensohn Scholarship helps make for a better world. Since returning from Harvard, in what fields have you worked? How are you helping to shape Australia, today?

Since 2013, I have been the Deputy Commissioner, Queensland Police Service, the State Disaster Coordinator for Queensland and am currently the Director-General, Department of Youth Justice, for Queensland. I am privileged to be working across systems, sectors and different levels of government to build collaborative networks where power is shared to improve outcomes for individuals and communities in a diverse decentralised State.



Robert (Bob) Gee APM
Director-General
Queensland Department of Youth Justice

DR MARGOT MCCARTHY

**What and when did the scholarship enable you to study at the Harvard Kennedy School?
What made it special?**

Senior Managers in Government, July-Aug 2014. I loved being immersed in daily discussion, debate and problem-solving with fellow public servants from all over the world. The quality of teaching was above and beyond any previous educational experience.

What were the highlights of your Kennedy School experience? Think inspiring professors, students from far flung places, pizza at Harvard Square, the Red Sox or Celtics, a dip in the Charles ...

Professor Gary Orren's 'Persuasion: the Science and Art of Effective Influence' was a riveting master class in how to get your point across while remaining authentic. The example set by Muslim classmates cheerfully observing the Ramadan fast during an evening dinner cruise on Boston Harbour was humbling and inspiring.

Our slightly audacious hope is that the Wolfensohn Scholarship helps make for a better world. Since returning from Harvard, in what fields have you worked? How are you helping to shape Australia, today?

In 2015, after two decades in national security, I put up my hand to lead the Commonwealth's aged care program. The Royal Commission is a hard but welcome challenge to rethink policy, funding, regulation, leadership and culture to ensure the best possible care for all older Australians.



Dr Margot McCarthy
Deputy Secretary
Commonwealth Department of Health

BEN RIMMER

**What and when did the scholarship enable you to study at the Harvard Kennedy School?
What made it special?**

I did the Senior Managers in Government course in June/July 2014. It was fabulous to get four weeks away from my normal environment, surrounded by great learning and interesting classmates.

What were the highlights of your Kennedy School experience? Think inspiring professors, students from far flung places, pizza at Harvard Square, the Red Sox or Celtics, a dip in the Charles ...

Making new connections, Red Sox, going to the old Harvard gym, seeing the Boston Symphony play at Tanglewood – oh and some great professors!

Our slightly audacious hope is that the Wolfensohn Scholarship helps make for a better world. Since returning from Harvard, in what fields have you worked? How are you helping to shape Australia, today?

Six months after returning I left the Australian Public Service to become the CEO of the City of Melbourne. I finished there in December 2018 and have been consulting for ANZSOG, the University of Melbourne and others, as well as being a Senior Advisor to the Boston Consulting Group. In December this year I will take up responsibility for public and social housing within the Victorian Government. I Chair the Australian Youth Orchestra and have been part of Male Champions of Change. I'm committed to a continuing career leading and shaping the public purpose sector and helping to develop the next generation of talent.



Ben Rimmer

Deputy Secretary and Director of Housing

Victorian Department of Health and Human Services

DR STEVEN KENNEDY PSM

What would you hope to achieve?

I want to achieve great outcomes for all Australians. I can only achieve great outcomes for current and future generations through a highly performing Treasury department and public service. The public service is one of Australia's great institutions and it is a privilege to lead a department such as Treasury with motivated and ethical public servants. At Treasury we can contribute strongly to all dimensions of the national interest, with a focus on economic outcomes, as well as build confidence in Australia's democratic institutions.

What motivates you around public policy?

I am motivated by finding great outcomes for fellow Australians. I enjoy working with similarly motivated people to solve the important policy problems. It is an honour to serve governments in any capacity as a public servant. I thrive by contributing to great public institutions.



Dr Steven Kennedy PSM
Secretary
Commonwealth Treasury

SUSAN MIDDLEDITCH

**What and when did the scholarship enable you to study at the Harvard Kennedy School?
What made it special?**

Winning this scholarship was a total surprise and a huge honour. It enabled me to study Driving Government Performance. Throughout my career, I have driven efficiency and effectiveness in government organisations and to spend time formally studying and considering aspects of government performance was hugely beneficial.

What were the highlights of your Kennedy School experience? Think inspiring professors, students from far flung places, pizza at Harvard Square, the Red Sox or Celtics, a dip in the Charles ...

The highlights of my Kennedy School experience were – early morning runs around Harvard including up and down the steps on Harvard Stadium; the Faculty Chair – Bob Behn – such a knowledgeable, down to earth and pragmatic professor with those career experiences that make government real; summer in Boston!

Our slightly audacious hope is that the Wolfensohn Scholarship helps make for a better world. Since returning from Harvard, in what fields have you worked? How are you helping to shape Australia, today?

Since returning from Harvard, I have worked in the Department of Premier and Cabinet in Victoria, and I'm now at Victoria Police. I am helping to shape Australia through influencing and designing police services for the future – community based, efficient and proactive. My key priority is ensuring Victoria Police's future financial sustainability in ensuring the Victorian community is safe.



Susan Middleditch
Deputy Secretary, Corporate and Regulatory Services
Victoria Police

FRANCES ADAMSON

**What and when did the scholarship enable you to study at the Harvard Kennedy School?
What made it special?**

Fortuitously, the opportunity to throw myself into the Senior Managers in Government program came immediately before I took up my appointment as DFAT Secretary in August 2016. The program was highly relevant and I was able to think deeply about what I needed and how I would apply what I learned.

What were the highlights of your Kennedy School experience? Think inspiring professors, students from far flung places, pizza at Harvard Square, the Red Sox or Celtics, a dip in the Charles ...

There was much that was inspiring: Harvard professors, the SMG support staff and the Kennedy School's learning environment; my SMG cohort's work ethic, the diversity of their experiences and their willingness to share them; the Isabella Stewart Gardner Museum in Boston and finally Harvard's place in the world.

Our slightly audacious hope is that the Wolfensohn Scholarship helps make for a better world. Since returning from Harvard, in what fields have you worked? How are you helping to shape Australia, today?

As DFAT Secretary, I lead an organisation committed to providing high-quality foreign, trade and development policy advice to the Australian government and delivering programs and services at home and overseas in Australia's national interest. In a rapidly changing world, the quality of our ideas, our ability to implement them and to learn as we go matters, so too our partnerships with business, academia, cultural institutions and NGOs. This is a consequential time for Australia. I have often reflected on what I learned at the Kennedy School and the value of the Wolfensohn Scholarship in preparing me for the challenges and opportunities of the past three years and those to come.



Frances Adamson

Secretary

Commonwealth Department of Foreign Affairs and Trade

MICHAEL MANTHORPE PSM

**What and when did the scholarship enable you to study at the Harvard Kennedy School?
What made it special?**

I did the Senior Executive Fellows Program in January/February 2016

**What were the highlights of your Kennedy School experience? Think inspiring professors,
students from far flung places, pizza at Harvard Square, the Red Sox or Celtics, a dip in the
Charles ...**

Highlights included Professors Dan Fenn, Roger Porter, Garry Orren; seeing the Charles River freeze; seeing the Bruins; and gaining new insights into American culture, history, society. It was a rich and multi-faceted experience, an immersion in learning and thinking.

**Our slightly audacious hope is that the Wolfensohn Scholarship helps make for a better world.
Since returning from Harvard, in what fields have you worked? How are you helping to shape
Australia, today?**

The greatest learning for me was about myself; I found new self-confidence, new energy, and a belief that I could take some sort of “next step” that I hadn’t previously envisaged. This came to pass in 2017 when I became the Commonwealth Ombudsman, from which vantage point I play an oversight and CEO role with responsibilities across almost the entire Australian Public Service, plus the Defence Force, law enforcement, immigration detention, ACT Government bodies, and a host of other roles. The Harvard exposure helped round me out for this role, and more to come I hope



Michael Manthorpe PSM
Commonwealth Ombudsman
Office of the Commonwealth Ombudsman

KATARINA CARROLL APM

What and when did the scholarship enable you to study at the Harvard Kennedy School? What made it special?

I attended Harvard Kennedy School of Government in 2015 and completed the 3 week Senior Managers in Government program. The senior managers were from some 20 countries and the peer learning was incredible. Whilst many of the issues confronting governments in those countries were similar to ours, many of the issues were also very different. It was incredible to learn from others but also offer my own insights into the discussions for others to learn from my leadership experiences.

What were the highlights of your Kennedy School experience? Think inspiring professors, students from far flung places, pizza at Harvard Square, the Red Sox or Celtics, a dip in the Charles ...

Every aspect of the Kennedy School experience was exciting. It was the whole package that made it so special. Meeting amazing professors who I had been learning from in books, to meet them in person – wow. Mark Moore being just one. The real life case studies on crisis leadership, the science involved in negotiation and the list goes on. But just as exciting were the extracurricular activities, the Red Sox at Fenway Park, the Kennedy museum, river cruise and so on. These activities enabled us to get to know each other, establish links and networks worldwide and to continue our learning.

Our slightly audacious hope is that the Wolfensohn Scholarship helps make for a better world. Since returning from Harvard, in what fields have you worked? How are you helping to shape Australia, today?

Wolfensohn definitely helps make a better world. The peer learning through examining real life wicked policy problems has certainly extended and challenged my thinking and I have applied many of the learnings in my leadership roles both as the Commissioner of Queensland Fire and Emergency Services and the Queensland Police Service. As a senior public servant in Australia it is important to be exposed to policy challenges across the world and to always learn from others. Those learnings will better inform my decision making and place my organisation, my State and my Country in a better position when facing any future challenges.



Katarina Carroll APM
Commissioner
Queensland Police Service

MARC INNES-BROWN PSM

What and when did the scholarship enable you to study at the Harvard Kennedy School? What made it special?

I undertook the Senior Executives in National and International Security Course in late 2016. It was particularly useful as it enabled me to examine major international security issues, share views and learn from other participants who had a vast range of relevant experience. It gave me new tools and perspectives to do my work in the Australian Government.

What were the highlights of your Kennedy School experience? Think inspiring professors, students from far flung places, pizza at Harvard Square, the Red Sox or Celtics, a dip in the Charles ...

The highlight was being exposed to so many high quality presenters with vast high-level experience on major international issues, and having the opportunity to spend time with such a talented international cohort of participants. It was a truly enriching experience.

Our slightly audacious hope is that the Wolfensohn Scholarship helps make for a better world. Since returning from Harvard, in what fields have you worked? How are you helping to shape Australia, today?

Since the course I have helped manage Australia's relationships with the Middle East and Africa and most recently I am working as Australia's Ambassador to Turkey, Azerbaijan and Georgia based in Ankara. The key focus of these roles has been seeking to advance Australia's prosperity through enhancing trade and investment linkages, as well as helping to strengthen Australia's security. In particular, a major part of my current role is strengthening counter-terrorism cooperation with a key partner country in order to keep Australians and others safe.



Marc Innes-Brown PSM

Ambassador to Turkey, Azerbaijan and Georgia

Commonwealth Department of Foreign Affairs and Trade

KYM PEAKE

What and when did the scholarship enable you to study at the Harvard Kennedy School? What made it special?

I participated in HKS' Behavioural Insights and Public Policy course in 2017. Insights from inspiring lecturers and generous and talented peers continue to enrich our application of behavioural science in public health and social care.

What were the highlights of your Kennedy School experience? Think inspiring professors, students from far flung places, pizza at Harvard Square, the Red Sox or Celtics, a dip in the Charles ...

Leading a large public organisation is an honour, but also a marathon. Immersing myself in an academy dedicated to public value was stimulating and re-energising. Every day brought thought-provoking conversations with outstanding people from around the world. A deeper understanding of behavioural science has made me a more empathetic leader.

Our slightly audacious hope is that the Wolfensohn Scholarship helps make for a better world. Since returning from Harvard, in what fields have you worked? How are you helping to shape Australia, today?

I continue to lead a government department committed to improving the health and wellbeing of all Victorians. We work to reduce inequality, improve the value of our services, empower consumers to be partners in their own care, develop the next generation of system managers and practice leaders, and influence our workplaces and communities to be kinder and more inclusive.



Kym Peake

Secretary

Victorian Department of Health and Human Services

MICHAEL OUTRAM APM

**What and when did the scholarship enable you to study at the Harvard Kennedy School?
What made it special?**

I studied Leadership in Crises in April 2018. It was special because of the academic staff who delivered the course, and the involvement of high quality representatives who were involved in various crises.

What were the highlights of your Kennedy School experience? Think inspiring professors, students from far flung places, pizza at Harvard Square, the Red Sox or Celtics, a dip in the Charles ...

My highlights were hearing from Joe Pfeifer, who was a first responder at 9/11, and from the first senior fire officer at the Pentagon. Being able to extrapolate from their experiences to our own situation, albeit in a different country and context, was highly relevant for future planning.

Our slightly audacious hope is that the Wolfensohn Scholarship helps make for a better world. Since returning from Harvard, in what fields have you worked? How are you helping to shape Australia, today?

I am in the throes of creating an Australian Border Force that is equipped to deal with future crises and incidents. As part of Australia's national security architecture, being able to operate across organisational boundaries and to dock in with other agencies during crises will be very important.



Michael Outram APM

Deputy Commissioner, Operations

Commonwealth Department of Immigration and Border Protection

SELWYN BUTTON

What and when did the scholarship enable you to study at the Harvard Kennedy School? What made it special?

October 2017 – participated in 2 x Executive Education Programs at HKS: Creating Collaborative Solutions; and Applying Behavioural Insights into Public Policy Design.

Being able to develop a deeper understanding of ‘Public Value’ and how this can interface with better public policy design to change behaviours was invaluable.

What were the highlights of your Kennedy School experience? Think inspiring professors, students from far flung places, pizza at Harvard Square, the Red Sox or Celtics, a dip in the Charles ...

Learning from great public policy leaders, Professor Mark Moore and co-author of the original ‘Nudge Theory’, Professor Cass Sunstein. Also getting to watch the ‘Head of the Charles’ race and attending a Celtics game where they played San Antonio, and seeing 2 Australians playing, Aaron Baynes and Patty Mills.

Our slightly audacious hope is that the Wolfensohn Scholarship helps make for a better world. Since returning from Harvard, in what fields have you worked? How are you helping to shape Australia, today?

Since returning from HKS, I initially continued in the role of Assistant Director-General, State Schools – Indigenous Education, and was able to apply my new learnings to enhance policy and programs supporting Indigenous students. Including the continuing work to close the gap in Year 12 outcomes across Queensland public schools, and developing policy approaches to improving attendance rates for Indigenous students in remote communities, with a focus on behavioural changes for family and community to become more involved.

I have since commenced in the role as Registrar, Office of the Registrar of Indigenous Corporations from December 2018, and can use my renewed focus using the legislative framework for all corporations to change behaviours and approaches towards corporate governance compliance, whilst also ensuring staff understand their role and value that can have for broader community benefit working with corporations.



Selwyn Button

Registrar

Office of the Registrar of Indigenous Corporations

RICHARD BOLT PSM

What and when did the scholarship enable you to study at the Harvard Kennedy School? What made it special?

I propose to explore collaborative solutions to two complex challenges: how to transition to a zero-carbon energy system in a partisan political environment, and how a university can optimise its teaching and research impact in the risky world of capped government funding and intense competition for international students.

What were the highlights of your Kennedy School experience? Think inspiring professors, students from far flung places, pizza at Harvard Square, the Red Sox or Celtics, a dip in the Charles ...

I'm looking forward to learning from students from other countries and the thought leadership of Mark Moore. It's a golden opportunity to question my approaches from a distance that provides perspective and a setting that provides contrast. A bonus will be to get to know Boston better.

Our slightly audacious hope is that the Wolfensohn Scholarship helps make for a better world. Since returning from Harvard, in what fields have you worked? How are you helping to shape Australia, today?

Swinburne must continue to adapt to higher expectations and greater funding risks. As technology pervades our lives and industries, universities have an increasingly important role to ensure that technology is applied to our social and economic benefit. My time at Harvard will influence Swinburne's strategies to that end.

Arguably, there is no greater global challenge than enabling an energy transformation to underpin the world's economies and societies while mitigating climate change. Having played a key role in developing energy policies and decarbonisation strategies, my Harvard studies will refresh my contribution to this imperative.



Richard Bolt PSM

Vice President Strategy & Innovation

Swinburne University of Technology

Former head of various Victorian Government departments

REBECCA MCGARRITY

What and when did the scholarship enable you to study at the Harvard Kennedy School? What made it special?

I attended Driving Government Performance in October 2018. I loved learning in a global environment, sharing real experiences and enjoying the collegiate approach to problem solving. Everyone's experiences were unique, but our leadership journey was the common denominator - all of us striving for better outcomes.

What were the highlights of your Kennedy School experience? Think inspiring professors, students from far flung places, pizza at Harvard Square, the Red Sox or Celtics, a dip in the Charles ...

Malcolm Sparrow, exploring the Harvard Yard, attending a Red Sox with my colleagues, great comradery in the classroom which has continued via WhatsApp! A true global experience with people eager to learn, share and help each other. I was also fortunate to meet Sir James this year and hear about his reflections.

Our slightly audacious hope is that the Wolfensohn Scholarship helps make for a better world. Since returning from Harvard, in what fields have you worked? How are you helping to shape Australia, today?

At the time of my study, I was working in Social Policy and was predominantly working on state-wide social reforms including domestic and family violence, anti-cyberbullying and youth justice. I am now acting Deputy Director-General, Policy Division and my role now includes providing advice on a range of matters, including economic and environmental resources policy. Even with this change, I still have people at the centre of my focus, ensuring policy outcomes are improving the lives and experiences of all Queenslanders, but especially the vulnerable and people most in need.



Rebecca McGarrity

Acting Deputy Director-General, Policy Division

Queensland Department of the Premier and Cabinet

DAMON REES

**What and when did the scholarship enable you to study at the Harvard Kennedy School?
What made it special?**

Senior Managers in Government, 2019

What were the highlights of your Kennedy School experience? Think inspiring professors, students from far flung places, pizza at Harvard Square, the Red Sox or Celtics, a dip in the Charles ...

To have three weeks to immerse myself in one of the most diverse, experienced and wonderful groups of faculty and fellow learners you could ever wish for was truly a privilege. The perspective gained from each and every lecture, meal and discussion reveals angles and ideas you hadn't considered, refines your understanding of things you think you know, and reminds and recommits you to the things we've learned but lost along the way.

Our slightly audacious hope is that the Wolfensohn Scholarship helps make for a better world. Since returning from Harvard, in what fields have you worked? How are you helping to shape Australia, today?

Through my role with Service NSW, we are striving to reset the bar for the experience that people and businesses can have with the Government. My hope is that through creating an experience of Government that is deeply engaged with communities, empathetic, accessible and committed to superb customer experience, we can lift the overall standard of public service and trust in Government to deliver better outcomes for the communities we live in and serve.



Damon Rees
CEO
Service NSW

DARREN FOSTER

What and when did the scholarship enable you to study at the Harvard Kennedy School? What made it special?

I studied the Senior Managers in Government program at HKS in 2019. It came at the perfect time for me – after two years of frenzied work in a new role it gave me an opportunity to review and reflect, drawing on the combined wisdom of 50 colleagues from around the globe.

What were the highlights of your Kennedy School experience? Think inspiring professors, students from far flung places, pizza at Harvard Square, the Red Sox or Celtics, a dip in the Charles ...

You really get to know people when you're evacuated from the hotel in the early hours of the morning – twice! Very grateful to the Boston Fire Department! All of the students on the program had great stories to tell – both personal and professional – and they helped make the program and our down time rich, interesting and real.

Our slightly audacious hope is that the Wolfensohn Scholarship helps make for a better world. Since returning from Harvard, in what fields have you worked? How are you helping to shape Australia, today?

I went to the Kennedy School with one question in mind – how do I sustain a public sector reform program for several years in an uncertain authorising environment? Spending time at HKS with other public sector leaders and outstanding presenters allowed me to hear about the challenges they have faced and overcome and apply those insights to my own circumstances to “make my own luck”. What I didn't expect was the degree to which public servants face very similar challenges all around the globe. We have developed a great bond that will last for our professional lives and permeate our national boundaries.



Darren Foster

Director General

Western Australian Department of Premier and Cabinet

ANNE SKEWES

**What and when did the scholarship enable you to study at the Harvard Kennedy School?
What made it special?**

Attending course in early 2020 – HKS Leadership for the 21st Century: Chaos, Conflict and Courage.

Our slightly audacious hope is that the Wolfensohn Scholarship helps make for a better world. Since returning from Harvard, in what fields have you worked? How are you helping to shape Australia, today?

My immediate and longer-term career goal is to build and evolve an effective and authentic leadership capability with the resilience to adapt to the increasing complexity of public institutions, in times of change and uncertainty. Leadership in public enterprise, when the policy parameters are unclear, the political climate unsettled and public value expectations are high means evolving a leadership capability that is agile, responsive, adaptable and emphatic. My career expectation is to leverage the value and benefits of the HKS Leadership for the 21 Century: Chaos, Conflict and Courage program to deepen my leadership skills in preparation for a Chief Executive role in a government enterprise.



Anne Skewes

Deputy Secretary

NSW Department of Planning, Industry and Environment

JASON ARDLER PSM

What and when did the scholarship enable you to study at the Harvard Kennedy School? What made it special?

Leadership in the 21st Century in February 2020. I nominated this program as an opportunity to reflect on my role as an agent of change, and to learn new skills and frameworks for tackling wicked problems and mobilising diverse stakeholders towards a common purpose.

What were the highlights of your Kennedy School experience? Think inspiring professors, students from far flung places, pizza at Harvard Square, the Red Sox or Celtics, a dip in the Charles ...

Working with, and being challenged by, peers from around the world, sharing experiences, ideas and cultures. Time away to reflect on what I do and why. First time to North America, first northern hemisphere winter, the Cheers bar (showing my age), and hopefully, a Boston Bruins game.

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I currently lead Aboriginal affairs strategy and reform for the NSW Government. In contrast to the top down interventions that characterise usual approaches to Aboriginal affairs, I am driving changes in policy and practice that genuinely place Aboriginal communities at the heart of decision making about their own affairs.

My reforms reject the dominant narrative of the Aboriginal problem governments need to fix, and instead focus on what's possible. The emphasis is on improving community wellbeing and reducing reliance on government through: genuine partnership enabled by good governance and regional agreement making, culture and language revitalisation, and community based economic development.



Jason Ardler PSM

Deputy Secretary and Head of Aboriginal Affairs NSW
NSW Department of Premier and Cabinet

LIZ HEFREN-WEBB

What and when did the scholarship enable you to study at the Harvard Kennedy School? What made it special?

I haven't yet undertaken my course. I am attending the Senior Leaders in Government course in July-August 2020. I look forward to being inspired by the atmosphere, the professors, and the other participants.

What were the highlights of your Kennedy School experience? Think inspiring professors, students from far flung places, pizza at Harvard Square, the Red Sox or Celtics, a dip in the Charles ...

Because I haven't gone yet, I can only anticipate that I will enjoy pizza in Harvard Square, but perhaps not a dip in a river.

Our slightly audacious hope is that the Wolfensohn Scholarship helps make for a better world. Since returning from Harvard, in what fields have you worked? How are you helping to shape Australia, today?

My current role involves leadership on some areas that require long-term solutions, including domestic violence. I am hopeful that my Harvard experience will give me more and better tools to bring to bear on complex policy issues, as well as practical insights into how others have gone about tackling similar issues. I'll report back!



Liz Hefren-Webb
Deputy Secretary, Families and Communities
Commonwealth Department of Social Services

MEREDITH CLARE DAY HUNTINGFORD

What and when did the scholarship enable you to study at the Harvard Kennedy School? What made it special?

Will be completing Mastering Negotiation in May 2020. Opportunity to go beyond basic negotiation skillset and develop this facet of leadership which is aligned to the Judicial College of Australia elements of judicial excellence for judges as managers of court process.

What were the highlights of your Kennedy School experience? Think inspiring professors, students from far flung places, pizza at Harvard Square, the Red Sox or Celtics, a dip in the Charles ...

I am particularly looking forward engaging with inspiring faculty, especially Ms Hong whose work includes consideration of how gender and status differences impact outcomes and how low power parties may influence others through negotiation. I also eagerly anticipate learning from the diverse student body who will undertake this course.

Our slightly audacious hope is that the Wolfensohn Scholarship helps make for a better world. Since returning from Harvard, in what fields have you worked? How are you helping to shape Australia, today?

Managing the court process requires adapting capability and experience to novel settings on a day to day basis. Consensus building skills are a key element of facilitating resolution, an essential skill for judicial officers in order to narrow issues, promote efficient court processes and enhance access to justice.



Meredith Clare Day Huntingford
Judge
Northern Territory Local Court



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