

2018 Roberta Sykes Bursary Opportunities to Harvard

This document has been prepared by the Roberta Sykes Indigenous Education Foundation (RSIEF). It summarises some of the executive education programs available at Harvard.

*The RSIEF offers partial funding to support Indigenous Australians to undertake these programs **or** other programs offered by Harvard and other leading international business schools. In many cases, the candidate's employer is requested to contribute up to 50% of the costs.*

For more information, go to www.robertasykesfoundation.com/roberta-sykes-bursary or email scholarships@auroraproject.com.au

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Harvard Business School (HBS)

Performance Measurement for Effective Management of Nonprofit Organizations (PMNO)	
Link	https://www.exed.hbs.edu/programs/pmno/Pages/default.aspx
Duration	4 days US\$4,500
Program Dates	29 May – 1 June 2018 (<i>application deadline 26 February</i>)
Description	The PMNO program enables nonprofit leaders to address the challenging work of measuring the performance of nonprofit organizations. This three-day program focuses on the strategic use of organizational performance measurement to improve key areas of management concern, such as resource allocation, organizational learning, internal processes, and internal and external accountability. The program is designed for senior nonprofit executives and board members who are committed to implementing effective performance measurement and management in their organizations.
Selection Criteria	<p><i>Candidates</i></p> <ul style="list-style-type: none"> • Candidates must be senior nonprofit leaders responsible for implementing effective performance measurement and management in their organizations. • Candidates should have had at least one year of experience in their role by the start of the program. • Team participation (multiple representatives from one organization) is allowed in PMNO <p><i>Organizations</i></p> <ul style="list-style-type: none"> • Size: Have at least 5-6 full-time employees and an annual operating budget of at least \$1 million. • Stage: Have been fully operational for at least one year and be out of the start-up phase (please note: this can often take several years to accomplish). • Type: HBS will not consider applications from management support organizations or consulting firms. In a limited number of cases, representatives from industry/trade associations may be considered

Strategic Perspectives in Nonprofit Management

Link	https://www.exed.hbs.edu/programs/spnm/Pages/default.aspx
Duration	7 days US\$6,250
Program Dates	15 – 21 July 2018 (<i>application deadline 19 March</i>)
Description	In a time of shifting demands for services, changing operating environments, and mounting financial pressures, the skills of non-profit leaders are being put to the test. In this HBS Social Enterprise Initiative program, you'll explore proactive methods for anticipating the evolving requirements of non-profit leadership, gain a greater understanding of fiscal management and accountability, and identify the characteristics of high-performing non-profits.
Selection Criteria	<p><i>Candidates</i></p> <ul style="list-style-type: none"> • Candidates must be nonprofit CEOs or Executive Directors and responsible for shaping the direction, mission, policies and major programs of their organizations. • Candidates should have had at least one year of experience in their role by the start of the program. <p><i>Organizations</i></p> <ul style="list-style-type: none"> • Size: Have at least 5-6 full-time employees and an annual operating budget of at least \$1 million. • Stage: Have been fully operational for at least one year and be out of the start-up phase (please note: this can often take several years to accomplish).

Harvard Kennedy School (HKS)

Applying Behavioral Insights to the Design of Public Policy	
Link	https://www.hks.harvard.edu/educational-programs/executive-education/applying-behavioral-insights-design-public-policy
Duration	6 days US\$8,700
Program Dates	28 October – 2 November 2018 (<i>application deadline 14 August</i>)
Description	<p>Behavioral insights and public policy: Can the former be used to craft solutions for the latter?</p> <p>The program uses a unique combination of lectures, case studies, participant presentations, small-group workshops, experiential learning and robust class discussions to deliver the curriculum. Cutting-edge research from economics, psychology and other social sciences are presented, introducing concepts that can help inform policy development.</p> <p>Traditionally, many government policies are designed on the basis of how people should behave and an assumption that this behavioral is rational. Yet both individuals and organizations make many decisions that systematically depart from what is rational. The result? Policies that are ineffective or even backfire.</p> <p>But using insights gleaned from behavioral economics, psychology and other social sciences, the participant can craft better policies that have more successful outcomes.</p>
Eligibility	<p>Applying Behavioral Insights to the Design of Public Policy is designed for policymakers with a wide range of backgrounds, policy areas and responsibilities as well as those working alongside them.</p> <p>Recommended applicants include:</p> <ul style="list-style-type: none"> • Officials in national, state/provincial and local governments who wish to apply behavioral insights to public policy interventions • Representatives from foundations and nonprofit organizations who work on public policy issues and wish to increase the effectiveness of the projects they undertake, fund or evaluate

Creating Collaborative Solutions: Innovations in Governance

Link	https://exed.hks.harvard.edu/Programs/ccs/overview.aspx
Duration	6 days US\$9,100
Program Dates	20 - 26 October 2018 (<i>application deadline 3 August</i>)
Description	Creating Collaborative Solutions explores new methods of working across traditional jurisdictions and sectors to identify, understand, and address emerging social problems.
Selection Criteria	<p>Creating Collaborative Solutions is designed for leaders in the public, non-profit and private sectors who see their roles as reaching across these traditionally separate spheres to build new structures that can produce significant, valuable change. The most critical qualification for the course is a record of entrepreneurial activity and accomplishment in creating public value. The course will include participants from both the United States and abroad.</p> <p>Participants will include:</p> <ul style="list-style-type: none"> • Government officials who want to work across jurisdictions or sectors to build new governance capacity • Entrepreneurs who have set out to find solutions to public problems using private sector approaches • Leaders in the not-for-profit sector who are building new service delivery models and political organisations • Private sector leaders who see their corporate mission in a broader social context.

Emerging Leaders

Link	https://exed.hks.harvard.edu/Programs/el/overview.aspx
Duration	6 days US\$8,500 - \$8,700
Program Dates	24 – 29 June 2018 (<i>application deadline 6 April</i>) 4 – 9 November 2018 (<i>application deadline 3 August</i>)
Description	Emerging Leaders brings together an international cohort of rising professionals and renowned Harvard faculty for an empowering and energizing week of learning. Through a cutting-edge pedagogy, including a one-day simulation, this program will develop and expand the capacity of the next generation of leaders. You will gain the skills and strategic frameworks necessary to capitalize on opportunities and overcome obstacles, returning home inspired to implement your vision of a democratic society.
Selection Criteria	Suited for rising political leaders, policy makers, government managers, military officers, and professionals from non-profit organizations, public interest groups, and the corporate sector who have: <ul style="list-style-type: none"> • 5-15 years of experience • Fluency in written and spoken English.

Leadership for the 21st Century: Chaos, Conflict and Courage

Link	https://exed.hks.harvard.edu/Programs/l21/overview.aspx
Duration	6 days US\$8,700
Program Dates	16 – 21 September 2018 (<i>application deadline 29 June</i>)
Description	<p>Leadership for the 21st Century delves into why we lead the way we do. The program offers a personal, stimulating, and challenging week that invites you to learn how to act courageously and skilfully when exercising leadership.</p> <p>The program is different from the average leadership development programs that focus primarily on building a distinct set of skills and tactics. It does more by pushing you to reflect on your deepest assumptions and most strongly held values, and encouraging you to consider how your values and beliefs may have limited you in the past. It challenges you to look beyond formulating quick technical solutions that act as band-aids to deeper organizational challenges, and instead asks you to examine yourself and the competing commitments and loyalties in your organization or community.</p>
Selection Criteria	<p>The program is intended for senior executives in government, business, and non-profit organizations who wish to understand better the personal aspects of leadership and to improve their capacity to lead. Because the participants' own experiences are critical to the learning process, it will be a class that is professionally and geographically diverse.</p> <p>Recommended applicants include:</p> <ul style="list-style-type: none"> • Senior public officials at the national, state and local level • Corporate executives, including C-level, vice president and director • Nonprofit and NGO leaders

Leading Successful Programs: Using Evidence to Assess Effectiveness

Link	https://exed.hks.harvard.edu/Programs/ue/overview.aspx
Duration	6 days US\$8,500
Program Dates	29 April – 4 May 2018 (<i>application deadline 2 February</i>)
Description	<p>Leading Successful Programs: Using Evidence to Assess Effectiveness, one of the newest Executive Education programs at Harvard Kennedy School, addresses the challenges that managers face in identifying useful strategies for assessing and improving program effectiveness. The program will help managers become better commissioners and consumers of the evidence they need to make better decisions for their organization.</p> <p>The program will explore:</p> <ul style="list-style-type: none"> • What are the big questions managers need to ask about the effectiveness of programs in their organization? • How should managers decide what evidence needs to be gathered? • What kinds of evaluations and other forms of assessment need to be conducted? • Since evaluations can be expensive and time consuming, how should managers make decisions about which programs to evaluate? • What are the key methods to evaluate the impact of a program and when should each of them be used? • What role do randomized experiments play in evaluating the impact of a program? • What data should be collected and when? • Does it all have to be numbers? How can managers make sense of mixed method evaluations and integrate quantitative and qualitative information to design and implement better programs?
Selection Criteria	<p>Leading Successful Social Programs is designed for leaders within organizations that either manage social programs or fund programs designed to improve the well-being of people and communities. Ideal participants have varying levels of experience analyzing data, and they include senior-level managers, program directors, grant makers, chief operating officers, or budget directors of:</p> <ul style="list-style-type: none"> • Government agencies at the federal, state/province, county, or city level • Nonprofits/NGOs • Private companies interested in corporate social responsibility • Foundations and their grantees • Multilateral institutions and international aid agencies • Development banks

Mastering Negotiation

Mastering Negotiation	
Link	https://www.hks.harvard.edu/educational-programs/executive-education/mastering-negotiation
Duration	6 days US\$8,500
Program Dates	8 – 13 April 2018 (<i>application deadline 29 January</i>)
Description	<p>Mastering Negotiation: Building Agreements Across Boundaries is a one-week program that goes beyond other negotiation workshops to address the challenges of negotiating across cultures, organizations and sectors.</p> <p>Led by Harvard faculty with decades of experience, this program, using the case study method, explores how to achieve consensus among a variety of stakeholders in order to create sustainable solutions. You will examine the effects of social and organizational culture on negotiation while also developing the adaptive skills you need to translate your effectiveness to other settings.</p>
Eligibility	<p>Mastering Negotiation is designed for senior leaders across sectors seeking to advance their negotiation skills.</p> <p>Recommended applicants include:</p> <ul style="list-style-type: none"> • Senior public officials at the national, state and local level • Corporate executives, including C-level, vice president and director • Nonprofit and NGO leaders <p>The program is intended for people who have some practice in negotiation in a professional context, or who have taken a negotiation course in the past.</p>

Women and Power: Leadership in a New World

Link	https://exed.hks.harvard.edu/Programs/wp/overview.aspx
Duration	6 days US\$8,500
Program Dates	29 April – 4 May 2018 (<i>application deadline 9 February</i>)
Description	Women and Power focuses on helping women in senior positions develop effective leadership strategies, with an emphasis on creating successful alliances and enduring partnerships. The program is an intense, interactive experience designed to help women advance to positions of influence and use them well.
Eligibility	Women and Power is designed for senior executive women from the public, non-profit and private sectors. Appropriate positions include corporate presidents, vice presidents, board chairs and C-level officers, non-profit board members, senior officers in civil service and senior elected and appointed public officials.