



## Message from the President

Dear HCA Members,

Welcome to our newsletter -can you believe it is December already and Christmas is just around the corner? But before it gets here, just a few reflections on the last couple of months. We have been busy with our Strategic Review (see Tom Saar’s article) and I want to again acknowledge all of our members who continue to volunteer to make it as successful as possible. We also ran one of our most successful Leadership Programs ever – focusing on Digital Innovation and Leading Transformation. The feedback was terrific and we are already planning for next year.

We have had several informative Monday Clubs and other events. If you want to challenge your thinking, please make sure you get to a Monday Club lunch. Recent HCA speakers have included: Head of Foreign Affairs and Trade Frances Adamson, Harvard Vice Provost Mark Elliott, international curator Felicity Fenner and Deputy Police Commissioner Catherine Burn.

We also continue to offer members the opportunity to experience wonderful performances including: Takacs Quartet,



HCA President Justin Greiner, with Elizabeth Carr, AM, and Lisa George at the 2017 AGM

Musica Viva and a great NIDA event (see John Turner’s article). These are a great way to connect and I commend them to you.

Finally, a thank you to all members who joined the Prime Minister for an engaging evening to celebrate 60 years of connection, fellowship and philanthropy. It was our biggest event that we have run and it was a great sign of the energy and momentum that we enjoy as a Club. I look forward to seeing you at an upcoming event.

**Justin Greiner, HCA President**

*The Harvard Club of Australia wishes all a very happy and restful holiday season!*



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## Around Australia

### Queensland Chapter

Plans are afoot for The **HBS Global Networking Night** – 20 registrations so far and an expectation of another 10, so 30 in all. Even those who can’t make it are now more aware of the presence of an Alumni Club in Brisbane. I anticipate several attendees will be Executive Course attendees so we’ll spread the word on the likely creation of an associate membership class next year.

The **Thanksgiving Dinner** was held at the Brisbane Club and HCA President Justin Greiner attended with about 50 in attendance. It just happened to be the opening day of the Ashes tour and our dinner was right between the opening two days of the ‘Gabba test! What a combination! We also informally welcomed our new protégé Wolfensohn Scholar Selwyn Button to our fold. Other actions included my visit to the

HBS of London organisers of **“Community Partners.”** Although John Bello the organiser couldn’t meet me he’s offered to share their experiences with us. I have not yet had the detailed dialogue with him but will in the next couple of weeks I hope.

At the 60th anniversary event I met **Professor Warwick Anderson** (currently at the University of Sydney) who is going to be based at Harvard University as the 2018-19 Gough Whitlam and Malcolm

Fraser Chair of Australian Studies at Harvard – maybe some of you know of him. He was very keen to see how he could link the university and the Club and didn't appear to know many of the Club Council.

**Jon Lindsay**

## ACT Chapter

ACT Club members welcomed Vice Provost and Professor Mark Elliott to a lively discussion over drinks and canapés at the National Press Club on 30 August. There were plenty of questions regarding Harvard's future and the VP's views on the United States under President Trump.

### **Frances Adamson, Secretary of Department of Foreign Affairs and Trade, DFAT and Wolfensohn Scholar**

In appreciation of her Wolfensohn scholarship, the first woman to lead DFAT, Ms. Frances Adamson, spoke to members of the Club. She described how she joined the then Department of Foreign Affairs in 1985 (the Department was merged with the Department of Trade following the 1987 election) with a degree in economics and has been there since. Her career has seen her occupy roles in Taipei, Hong Kong and as Ambassador to China in addition to two stints in the High Commission in London. Ms. Adamson is also something of a rarity in that she has worked as a senior political adviser to both sides of federal politics.

Along with a description of power relationships in the region and the running of the department, she discussed how

DFAT has been asked to draft a foreign policy white paper – a comprehensive framework to guide Australia's inter-national engagement. Question time covered the role of values in foreign policy, the push and pull between the super powers; the durability of the international rules-based system; and the rise of various Asian economies including China and Vietnam.

**Jamie Snashall**

## Sydney Chapter

### **NIDA musical extravaganza**

As in the words of Noel Coward's song, *We went to a marvellous party / We couldn't have liked it more!* The occasion? A lavish musical, designed, staged and performed by graduating students of the National Institute of Dramatic Art in Sydney. They treated some 50 HCA members and their guests to a gala performance of "Hello Again" by New York playwright Michael John LaChiusa.

The play was book-ended by expositions before, and chats with the artists after, both accompanied by drinks and lots of delicious finger food. The evening comprised a cornucopia of experiences. First up, was a spectacular display of the design and staging students' fabulous costumes, videos and models of stage-sets occupying the whole ground floor foyer. Next, the school's Head of Music, Andrew Ross, greeted us in a private reception room where he forearmed us enough to appreciate the robust theatre we were about to savour. Set in New York across the entirety of the

20th century, "Hello Again" explores a complex human desire – a desire for connection. To quote Director Tyran Parke, it portrays "a daisy chain of sexual experience . . . involving ten archetypal characters." An imaginative set put the lyrical seven-piece orchestra above and behind the action, while the frequent scene changes were often achieved just by clever manipulation of lighting, bright to dark.

Of the 56 graduating NIDA students this year, nearly one-third were directly involved as cast and crew in this production. As for the on-stage performers, are there enough superlatives? And the singing. . .! We learnt later that few had actually received any music training, let alone formal singing lessons. They were terrific – so professional, so universally competent. For us privileged visitors afterwards, the artists, having just spent two hours in character, trooped along to our reception for a drink and a chat. This made for instant double-take material. Changed into street clothes, the gritty Soldier now suddenly presented as an articulate young man you'd happily introduce to your daughter, while the ageing Seductress had mutated into a bright and beautiful charmer.

HCA members are indeed fortunate to enjoy access to such a strong centre of Australian live theatre talent. Our thanks to Club organiser Ted Blamey, to Suzie Ruse for admin support and to NIDA's Priscilla Hunt, Head of External Relations and the event's host, Andrew Ross.

**John Turner**



Ms. Adamson with HCA event host, Jamie Snashall



The NIDA cast and crew from Hello Again

# Program for Leaders

## Digital Innovation And Leading Transformation

The 20<sup>th</sup> Annual Program for Leaders is presented by Harvard Business School Professors. It focused on leadership in the digital age. General Eric Shinseki, former Chief of Staff for the US Army, was fond of telling his commanders “If you don’t like change, you’re going to like irrelevance even less.”

This year’s HCA Program for Leaders fronted into Shinseki’s warning squarely. “Digital Innovation and Leading Transformation” challenged participants to explore their imperative as leaders to keep their organisations and people relevant in the face of the profound economic and societal changes occurring with the rapid advancement of digital technology.

Over six days in late July, Professors Karim Lakani and Tsedal Neeley from the Harvard Business School led 81 Australia executives (including 9 HCA Club members) from over 30 leading government, not-for-profit and commercial organisations through the stimulating HBS classroom experience. Professors Lakani and Neeley delivered a seamless tag-teaming of the “what” and the “how” of realising digital innovation and transformation at scale and at pace.

Participants interrogated 13 HBS cases covering topics such as architectural-driven innovation, emergence of platform-based business models, harnessing artificial intelligence and analytics, leveraging the Internet of Things, driving system wide change, leading distributed and global teams, avoiding the folly of A when expecting B, and learning from the mastery of Martin Luther King’s prolific “I have a dream” speech to craft their own call to action.

The participant learning experience was further enriched through intimate “fireside chats” with key Australian leaders who shared their experiences and advice. Guest speakers included Paul Thomas, CEO Gateway Credit Union; Paul Hunyor, Regional Head BCG Digital Ventures (and HCA Club member); Jason Pellegrino, CEO Google Australia, and Brad Banducci, CEO Woolworths Group.

With the support of large teams from ANZ Bank, Qantas, Woolworths, Suncorp and the Department of Defence, the 2017 Program was able to raise a surplus of over \$150,000 which has been donated to the **Harvard Club of Australia Foundation** to fund scholarships and fellowships.

Next year’s Program for Leaders will build on the theme of digital transformation with a specific focus on managing talent in the digital age. Led by Professors Felix Oberholzer-Gee and Ethan Bernstein, “The Future of Work in the Digital Age: winning through talent, technology, & improved productivity” will be held in Victoria from 29 July – 3 August 2018.

Finally, on behalf of Jamie Snashall and myself, we wanted to express our deep appreciation to the Harvard Club of Australia for receiving Clive Gard Scholarships to attend this year’s Program for Leaders. Knowing the insatiable curiosity and vigour with which



Program for Leaders organiser Melinda Muth (on left) and attendees



Program for Leaders professors



Program for Leaders attendees

Clive engaged with the Club for so many years, it is truly humbling honour for us to be have been able to participate in such an unforgettable experience in Clive’s name. Thank you.

**Vimpi Juneja**



# Harvard Club Mentoring Program

The HCA Mentoring Program has been matchmaking mentors with mentees for the last three years. Whilst it has been primarily helping those recently returning from Harvard, we welcome everyone (as you will see below!). If you are interested please get in touch with the Program Co-ordinators Yu Zhang ([Yu.Zhang@allens.com.au](mailto:Yu.Zhang@allens.com.au)) and Susan Overall ([susanoverall@gmail.com](mailto:susanoverall@gmail.com)). Yu Zhang recently met and interviewed one of this year's mentees Christian Ciriano (CC) and his mentor David Pumphrey (DP). Their insights follow:

## **YZ: How did you hear about HCA's mentorship program.**

CC: When I moved to Australia in December 2015 I found the Harvard Club as a great way to create new acquaintances. The HCA Mentorship program was proposed to its members, and I decided to apply. Despite nearly 15 years of professional experience, I was convinced this program could bring me new insights... and I haven't been disappointed.

## **YZ: How did you find the initial briefing meeting held to start the mentoring process?**

CC: I was impressed to see all these successful people ready to give something back to the Harvard Community. I was hoping one day I could also mentor someone in search for answers.

DP: This first meeting was the mentor/mentee briefing at the beginning of the program when the purpose and desired outcomes of the program were outlined and discussed. It was impressive how much thought by the 'founders' had gone into developing the thinking behind the program. The structure had been well developed but it was stressed that each mentee would have their own needs and the mentors were free to adapt the program to those needs. It was clear from that meeting that the Club members very much wanted a mentoring program and would like to see it expand over time. So it was a positive and challenging meeting that set the stage well for the future of the program.

## **YZ: Tell us about the first meeting between the two of you.**

CC: I was extremely nervous. Having someone of David's background taking on his own time just for me was a real honour, I could not disappoint him. From the very first moment, I understood David was genuinely willing to help me answer some of my mid-career questions. Beyond his simplicity, he always did his best to make me comfortable through showing openness, humanism and professionalism.

DP: It was clear to me from the start that Christian and I would be able to develop a good relationship where we could talk freely and learn a lot from each other. So the first meeting was largely about getting to know each other and developing an agenda of what Christian wanted to discuss and how I could help him. Our confidence in each other quickly grew, so we covered a lot of territory in that first meeting. We agreed the 'homework' Christian should do before the next meeting – a personal 'SWOT' analysis and his career aspirations and immediate needs. For instance he recognized he needed to get his CPA qualification if he wanted to continue his career in this country – he has since got this qualification. We finished that first meeting with a clear agenda and a timetable.

## **YZ: What have you enjoyed about this program?**

CC: First of all, David is one of my most beautiful encounters of the last decade. I do hope we will never lose the contact.

Secondly, the program was not about someone giving an answer. David just asked me the right questions at the right moment. He also challenged some of my status quos. I have made important decisions for my career and this would probably not have happened without his support. I will always be grateful to him.

DP: Most importantly I have enjoyed Christian's company and the opportunity to help him with his decisions about the next phase in his career. He has always been prepared to discuss his thoughts and situation openly and honestly, and once we have agreed a course of action, he has got on with implementing it, i.e. getting his CPA qualification. He has been a good listener and has been very appreciative of the thoughts I have discussed with him. I have very much enjoyed his professional approach to our discussions, which at times have been difficult for him, as he debates his and his family's future in terms of his career and country of residence. Our discussions are far from over as he is now at the point that decisions on how, what, when and where are needed to be made. With his agreement I will continue to work with him to help him through this next phase. On the program as a whole – it is a great initiative and should be continued and expanded for the benefit of the Club. On a personal level – I am very happy to continue my involvement.

**Christian Ciriano**  
**David Pumphrey**

# The Monday Club

The Monday Club continues with its diverse program of speakers and very supportive audiences. The speakers and events are coordinated by conveners, Dr. Kirthana Sharma and Tempe Macgowan and supported by former convener, Richard Broinowski.

## **Dr. Felicity Fenner - Public Art in the 21st Century**

Felicity is a curator, academic and arts administrator who has curated over 30 exhibitions of Australian and international art. In 2013 she was made the inaugural Director of UNSW Galleries in Sydney, where she oversees a dynamic program of international contemporary art. She is the Consultant Curator, Macquarie Group Collection, a founding member of the City of Sydney's Public Art Advisory Panel, and a Visual Arts Program Associate on the Perth International Arts Festival.

Amidst the controversy of removing confederate statues in Virginia, USA, Felicity spoke a full table at JB Were, about how to engage new art for the twenty-first century. In contrast to didactic monuments as were made in other eras, new models for public art include how to have agency over public places and to make new contributions. It is necessary to think differently. She gave some background about public art and how most pieces have a life span of 20 years. Developers are encouraged to contribute to the public domain.

Felicity gave engaging examples, from overseas and Australia, from her new book of how artists can lead a project and be catalysts for change. The Barbican Centre, edible gardens in the USA rather than lawns, Onkfield Road, Liverpool, UK, parking days, and the Perth Festival, were all examples that members could relate to. Q and A included questions about graffiti on property and engaging artists, the impact of social media and how to deal with sculptures from other eras and the representation of disputed values in sculpture. Felicity's response was that "sculpture should be personal; old and new sculptures can sit side by side with each other."

## **Catherine Burns, Deputy Police Commissioner, NSW Police Force**

Catherine Burns gave Monday Club members a frank account of issues and challenges currently faced by NSW Police. Terrorism, she said, was an old crime in Australia. The first recorded event occurred in Broken Hill in 1915. Recently, social violence with terrorist motives was categorised by the police into three recent phases: pre 11 September 2001, 2001 to 2014, (when Numan Haider stabbed two police officers), and from then until 2017. Catherine listed five recent terrorist attacks in Australia, and 13 successful disruption operations by police. At present, 74 are alleged terrorists on trial before Australian courts.

The tempo of arrests is increasing. There are unpredictable lone wolves, and an increasing number of youths radicalised by extremist Islamic publications. Police are being targeted and are now trained to counter random attacks. They are also selectively equipped with rifles as well as pistols. Ideally, much greater surveillance should be undertaken of those likely to attack the community, but the resources are simply unavailable.

Meanwhile, said Catherine, we should keep several things in mind:

- Over 70 % of terrorist attacks in the West are lone wolf attacks, and Islam is not the main driver of these.
- There is growing uncertainty in the international arena - including the advent of Trump, BREXIT, North Korea, Iran, and continual wars in the Middle East.
- Human movement across borders continues to be one of the world's most disruptive elements.

But Bill Gates has encouraged us to think beyond the trend lines. We have a longer life span, less warfare, fewer



*Deputy Police Commissioner Catherine Burns and HCA member Richard Broinowski*

diseases, more food, and better health. Extreme poverty continues, but it has been cut in half. Meanwhile the New South Wales Police continues to work with other police forces, both federal and state, and Australian intelligence agencies to keep Australians as safe as possible.

## **Richard Broinowski**

### **Tim Reed lunch**

Tim Reed (HBS MBA), CEO of MYOB, shared his experiences with HCA members in leading a large company through innovation and transformation. Tim provided a brief history of MYOB to set the scene and then focused on the importance of corporate culture in facilitating innovation. MYOB uses themed multi-year plans to align the full team behind the mission. Not only was the discussion open and insightful, but the culture learnings are useable for many members' businesses and organisations.

## **Charlie Graham**

# Update on HCA Strategic Review



HCA members participating in the HCA Strategy Review

The HCA Strategic Review has been running since Easter and is aiming to finish by year-end.

It has been an engaging process built around a series of seven evening workshops (5 down, 2 to go!), each attended by about 20 Councillors and key leaders, on top of 50+ interviews with a cross-section of members and stakeholders and an on-line survey of lapsed and/or inactive members.

A 3-part mission for the Club has been developed – Making a difference as a Harvard community in Australia... for Members, for Harvard and for Australia. In the last newsletter we shared some of the findings from the membership/event analysis and philanthropy impact review. Here are some further findings from the last couple workshops.

## **‘For Members’**

- Alums want a Club that creates camaraderie. If philanthropy is the ‘soul of the Club’ then camaraderie is the ‘heart of the Club’.
- People are energised by high quality events, spanning intellectual, cultural, celebratory, social. There is room to round out the annual calendar.
- Forming special interest groups (SIGs), like young grads or those interested in education or health, will help create a

Club with ‘something for everyone’.

- There is an opportunity to do more on ongoing professional development. The mentoring program is a big hit, but members would like career assistance, master classes, etc.
- There is a huge appetite for more news/research from Harvard and meeting visiting professors.
- A new ‘associate’ member category would enable past attendees of local Harvard-taught courses to continue their affiliation with the Club.
- The on-line survey revealed that people think the annual dues are >\$100 whereas they are actually \$75. A \$100 annual due is reasonable.
- A membership card with special access privileges (airline lounge, health centre, reciprocal clubs, premium hotels) is of general interest.

## **‘For Harvard’**

- Harvard’s Vice Provost for International Affairs, Mark Elliott, joined a recent evening strategy workshop focussed on Harvard connections.
- There is a possibility of opening a small ‘Harvard office’ in Australia. Lots to do before such a thing, but Mark was warm to the idea.
- HCA can do a lot more to promote the interests of Harvard in Australia, such as holding applications seminars or sponsoring a high school Book Prize

- We can forge closer ties with students such as hosting an Australia Day campus event, offering Summer Internships, coordinating with the ANZ Student Club
- There is an opportunity to input more proactively to the activities surrounding the Chair of Australian Studies at Harvard.

## **‘For Australia’**

- HCA’s seven philanthropy programs are high impact, continuing the tradition of sending the best and brightest to Harvard and vice versa.
- But our contributions can be publicised (without boasting) more widely to Australia...and even to members!
- Harvard is supportive of HCA organising other local Harvard-taught courses, akin to the long-running Program for Leaders
- Peer clubs operate Harvard Community Partners to provide pro bono consulting and brainstorming to non-profits.
- We can do more to encourage Australians to enter the Harvard New Venture Competition.

Early next year there will be a structured process to engage all members on our future direction, new ideas and ways of getting involved. Stay tuned.

**By Tom Saar & Christopher Smith**

# 50th Anniversary of the R. G. Menzies Scholarship to Harvard University

The R. G. Menzies Scholarship recently celebrated its 50th anniversary as a part of the 60th celebration of the Harvard Club at Sydney's Westin Hotel, where our special guest Prime Minister Malcolm Turnbull spoke about its significance. In his speech, the Prime Minister was focused on the mindset needed to deploy effective philanthropy. As an example, he described how he established a scholarship at Sydney Grammar after he achieved success in business. The scholarship was only available to students from lower-income families. Mr Turnbull said he didn't believe wealthy students should be awarded scholarships no matter how impressive their academic achievements.

After his speech, Mr Turnbull was interviewed on stage by club councillor Aaron Patrick, who asked the prime minister to name the professional achievement he was most proud of. Mr Turnbull was initially reluctant to answer, but when pressed spoke about his pride as a young lawyer achieving the publication of the Spycatcher Diaries against the opposition of the Thatcher Government.

Mr Turnbull also emphasised that when running a country, one must remain calm, focused, concentrated on the moment at the time and, importantly, treat all people with respect.

During the celebration, HCA member Tempe McGowan (TM) took the opportunity to visit with Glenn Withers (GW), an early Menzies Scholar. Mr Withers is a Distinguished Professor of Economics at the ANU Research School of Economics and the Crawford School of Public Policy. As well as his ties to ANU within the areas of economics and economic history and through helping to establish the Crawford School, Glenn was awarded the RG Menzies Scholarship to complete a PhD in Business Economics within Harvard University's Graduate School of Arts and Sciences. A summary

of their conversation is provided below.

## **TM: Tell us a little about why the Scholarship has been so successful over the past five decades?**

GW: Australia has excellent universities and excellent students but knowledge always is further enhanced by exchange of ideas. For some young Aussies to mix it with their peers at other top world universities is win-win. Harvard happens to be commonly ranked as the world's top university, so it is especially attractive. But some valuable lessons one gains from being a Menzies Scholar at Harvard are that even the greatest professors are human and that even the best university is not necessarily all that far ahead of many others. It is worth a scholarship or two to learn that.

For my money, I learned that an ANU education is damn good and it is why, when I was offered ongoing appointment at Harvard, I still happily chose to head back to ANU where I had earlier spent time as a National Undergraduate Scholar.

## **TM: Over the years, the scholarship has been awarded to notable ANU people including Hilary Charlesworth, Kim Rubenstein and Simon Grant. Tell us about the opportunities that the RG Menzies Scholarship opens up?**

I like to joke that the Menzies Scholarship is really just a more exclusive Rhodes Scholarship. It does not splash around offers across every state and territory in the Commonwealth. But, as the success of great scholars such as Professors Charlesworth and Grant at ANU shows, it would actually be great to have many more such scholarships on offer. Universities are at their best when relishing that exchange of ideas, and for as many as can benefit from that.

In Australia itself, the international student presence is excellent, and it is good to see the universities further moving to facilitate Australian students

learning overseas and to be even more assiduously pursuing global research collaboration and internationalisation of curricula. "Third Wave" international education is a real foundation for progress. Those who established the Menzies Scholarship saw this early on.

## **TM: You were awarded the RG Menzies Scholarship in 1970. Tell us about how the Scholarship assisted your career?**

GW: Entry to Harvard is pretty rigorous, but once there students are encouraged to roam freely. In my case I started taking graduate courses in the Business School followed by the Economics Department and then supplemented that by Law and Philosophy. I became a Resident Fellow in an undergraduate college, a Research Fellow of the Center for International Affairs, a Teaching Fellow in Economics and a Lecturer in the Kennedy School. The result was a confirmation of my inclination to be a "jack of all trades." For some scholars, specialisation is best. But for others restlessness can be productive.

So I have moved in and out of universities ranging from Cambridge to Shanghai, worked in government including as head of the Economic Planning Advisory Commission during the Hawke and Keating years, advised overseas governments ranging from Bhutan to Britain, and worked for business and community groups. Even while a Menzies Scholar so far back, I did work from afar for the ACTU on the Equal Pay cases of the time and for the Whitlam Government on ending conscription, the subject of my PHD thesis. The Harvard way allows you to skill up to pursue what motivates you. For a university first-in-family whose initial job was as newspaper boy, this is a nice outcome.

## **TM: And lastly, how do you think the Menzies Scholarship will help tomorrow's leaders, 50 years from now?**



GW: Life's journey is a process of continuous learning. But that learning can be enhanced and entrenched by a sustained period of deep exposure to leading thinkers, and through the time and freedom to explore this. The Menzies Scholarship does allow this and can provide a firm foundation for the future learning.

William F. Buckley once remarked that he would rather be governed by the first one hundred names in the Boston telephone directory than the whole faculty of Harvard university. But Menzies Scholars are a varied lot. Many become business leaders, architects, government officials, surgeons, union and community leaders and more. To my observation, as an adviser to the Hawke Government designing the immigration points system, the preponderance of Rhodes Scholars in the Hawke Government was a key part of the explanation for the extraordinary advances in policy settings in Australia at that time. So just imagine if future Cabinets could have Menzies Scholars instead, alongside ANU graduates of course.

Postscript: Professor Withers speaks further about 50 years of the Menzies Scholarship and what he'd cook former Soviet statesman Mikhail Gorbachev if he came for dinner in the following article from ANU Spaces at the following link: <https://alumniandfriends.anu.edu.au/page.redirect?target=http%3a%2f%2fwww.anu.edu.au%2fnews%2fall-news%2fanu-spaces-%e2%80%93-glenn-withers&srcid=54473&srcid=1&erid=13854897&trid=9114cc8b-9622-456c-af4c-1a0bdebd346b>



*Professor Withers, The Prime Minister of Australia Malcolm Turnbull and ANU Vice-Chancellor Professor Brian Schmidt*



*HCA Councillor Kimberly Everett, The Honourable Malcolm Turnbull and Comedian Rodney Marks*



*HCAV attendees at the celebration*



*Previous R. G. Menzies Scholarship recipients*

## Applications now open – 2018 RG Menzies Scholarship to Harvard

The 2018 round of R.G. Menzies Scholarship to Harvard (for the autumn term of the US academic year) opened on Friday, the 3rd of November and will close Thursday 9 February 2018. The selection committee, chaired by ANU Professor of Law Kim Rubenstein, looks to qualities of intellect, leadership and vision. Recipients must be accepted to a post-graduate program of at least one year duration. More information, for those who are interested in applying, can be found at <http://www.harvardclub.org.au/menzies-scholarship>.