

Strategic Vision
2030



About Us

Developing leaders for a better society

At the Australian Scholarships Foundation, we believe that when you develop the capabilities of leaders you also build the capacity of the sector. Investing in leadership and high-potential staff enables organisations to deliver on their mission.

The foundation's role is to facilitate and enable professional development opportunities and thought leadership in ways that increase the effectiveness of not-for-profit organisations.

We work with trusted, credible education partners to offer scholarships to executives, leaders, board directors and high-potential staff in the not-for-profit sector.

Our scholarships are available for short courses, training and development programs, certificate and degree courses, postgraduate diplomas, governance training and mentoring services. Disciplines covered include leadership, finance, accounting and risk management, strategic planning, project management, marketing and board governance.

We want to build individual capabilities to grow organisational ability, retain skilled staff and attract new talent.

We also support and facilitate independent quantitative research that establishes a significant evidence base and understanding of the key development needs of the not-for-profit sector.

We are supportive change-makers fostering leadership capabilities to strengthen the community's collective performance.





Environment

Demand is growing for a place where not-for-profit leaders can discover the learning and development they need.

Australia's not-for-profit sector is an important part of the national economy, contributing 4.8% of gross domestic product. It is hugely diverse and employs 1.38 million people, accounting for 11% of jobs. This mission-driven sector is critical to meeting fundamental societal needs and fostering social cohesion.

To deliver on their mission, purpose-driven organisations rely ultimately on their ethically motivated and highly dedicated staff, yet they often struggle to provide the professional development opportunities that will attract and retain the right people. The importance of this "human factor" was highlighted during the COVID-19 crisis, when not-for-profits delivered measurable value, mobilising rapidly to lessen the pandemic's financial and social costs and to support people in need.

Despite huge demand, however, there are very few training opportunities specifically designed for the sector. Recent landscape analysis by the Australian Scholarships Foundation identified that well-regarded education programs, degrees and postgraduate courses, along with governance training, are so costly that they are beyond the reach of many not-for-profit organisations and their staff.

Our recent research collaboration with McKinsey & Company, *Building from purpose: Unlocking the power of Australia's not-for-profit sector*, found the sector has always struggled with limited resources, particularly in relation to investing in organisational capabilities.

The research unearthed three capabilities requiring investment:

- **Growing talent** – creating the performance culture for people to grow.
- **Executing with excellence** – establishing operational discipline to enable mission execution.
- **System shaping** – shaping society through community connection and innovation.

“Leadership capacity can determine the success or the failure of a not-for-profit.”

- *Productivity Commission Report 2010.*

At the Australian Scholarships Foundation, we aim to ensure that not-for-profit leaders have access to the same professional development opportunities their private-sector counterparts enjoy.

We have been working closely with the tertiary sector and education providers to facilitate fee-free and partially subsidised scholarships for not-for-profit staff. Training and education that embrace diversity, inclusion and support for remote and regional communities are also a priority. Bringing together the expertise of industry, government, education partners and philanthropy has enabled the Australian Scholarships Foundation to facilitate training opportunities for women, Indigenous communities and people living with disability.

There is potential to do more. The Australian Scholarships Foundation is working actively with our education providers, partners and funders to grow talent, retain and attract staff, identify career pathways and reward best practice leadership.

We want to ensure that not-for-profit leaders have access to the same professional development opportunities their private-sector counterparts enjoy.



Our Vision

To support Australia's not-for-profit sector to deliver maximum social impact.



Our Mission

To enable professional development opportunities and thought leadership to increase the effectiveness of not-for-profit organisations.



Our Purpose

To develop leaders for a better society.



Our Strategic Plan

Our strategic plan is underpinned by four key themes.

01

Strengthen leadership capabilities

We facilitate talent growth and career pathways for high-potential leaders.

02

Become a hub for best practice leadership

We are recognised as the foremost organisation for leaders wishing to pursue career goals.

03

Effect systemic improvement

We connect and collaborate with leaders and organisations for positive change.

04

Build a sustainable organisation

We ensure the foundation has financial stability, effective systems and good governance.

A roadmap to build capabilities that ensure capacity

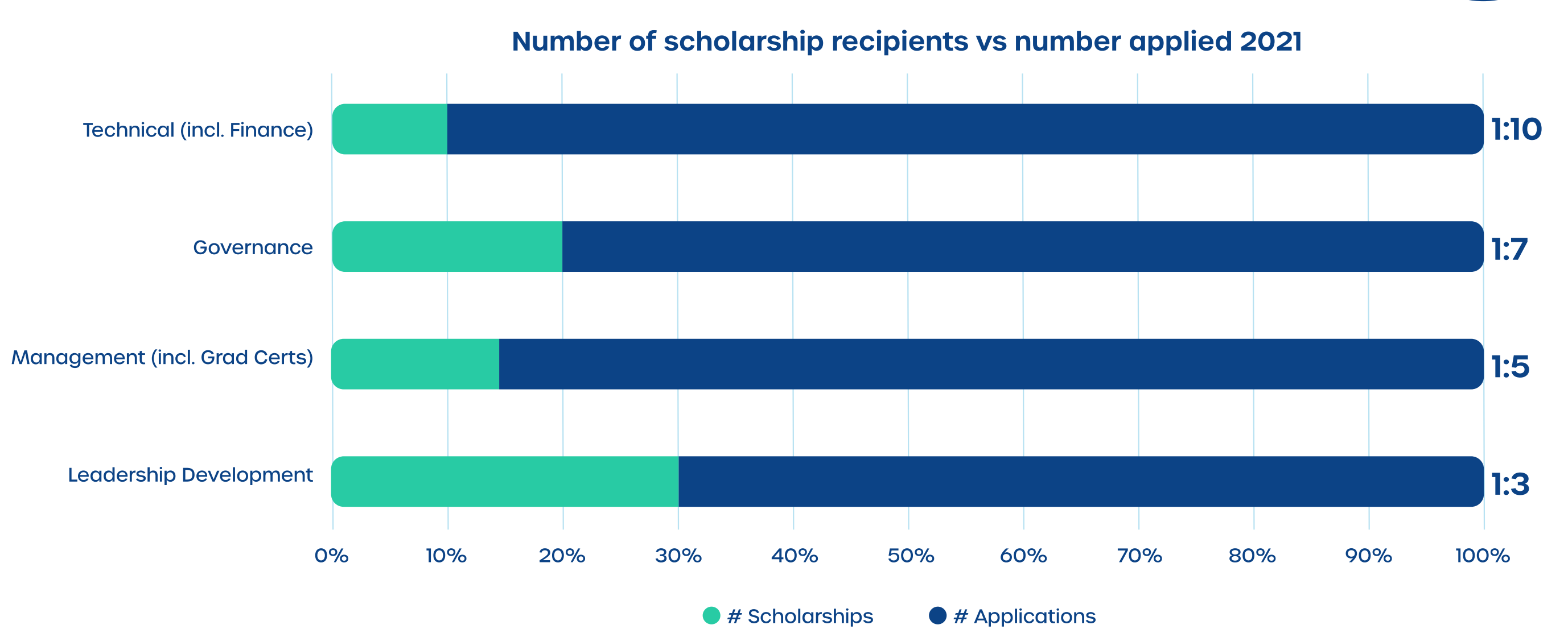
- Recognise the Australian Scholarships Foundation as the foremost organisation for leaders wishing to pursue a career in the sector.
- Build a broad alliance of education providers and not-for-profits specialising in leadership and learning and development.
- Offer more scholarships to meet the growing demand.
- Identify career pathways and provide guidance for high potential leaders.
- Create a portfolio of activities to support the current suite of scholarships.
- Organise sector awards to acknowledge best practice leadership.
- Host industry events to celebrate leadership, capabilities and scholarships.
- Emphasise collaborations to deliver greater impact.
- Publish research and share insights to foster united advocacy, vision and intent.

The need for subsidised learning and development has remained at or above 90% over six years of data tracking.

- 90% of recipients said they would not have had the opportunity to enrol in their training program without a scholarship.
- 84% of recipients stated that the new skills and knowledge obtained from their L&D have improved their capabilities at work.
- 97% of course recipients said the course content supported their professional development goals.
- 95% of NFP workers place a strong importance on the connection between employee engagement and professional L&D.
- 93% of ASF scholarship recipients reported they changed their behaviour to be consistent with the training they completed.

Overall ratio of scholarship recipients to applications

1:5



Source: 2021 ASF Scholarship data N=398 recipients, 1,894 applications

2030 Strategic Goals

OBJECTIVES	INITIATIVES	OUTCOMES
<h2>1. Strengthen leadership capabilities</h2>		
Talent Growth	<ul style="list-style-type: none">• Increase the breadth of funded scholarships, focusing on value, diversity and inclusion• Develop an emerging leaders flagship program• Foster greater engagement with not-for-profit organisations• Encourage greater engagement with learning and development experts	<ul style="list-style-type: none">• More training opportunities are offered• More individuals are trained• Next generation of emerging leaders are given priority focus• Participants record high satisfaction with programs undertaken
<h2>2. Become a hub for best practice leadership</h2>		
Sector Leadership	<ul style="list-style-type: none">• Build an alliance of education providers and not-for-profits specialising in leadership, learning and development• Act as an aggregator and retailer that negotiates with providers on behalf of not-for-profits to deliver special rates to our sector• Hold networking events, forums, round tables, panel discussions	<ul style="list-style-type: none">• A portal is created for education providers offering expanded leadership training, including programs such as mentoring• Sector is stronger, more collaborative• Australian Scholarships Foundation is strengthened by receiving fees as an intermediary
Recognition of Best Practice Leadership	<ul style="list-style-type: none">• Introduce sector awards for NFP staff and organisations, celebrated at a key annual sector event• Encourage greater recognition of scholarship recipients	<ul style="list-style-type: none">• Australian Scholarships Foundation is recognised for its leadership in the sector• Revenue is developed through award entry fees, corporate sponsorship and ticket sales



3. Effect systemic improvement

Career Pathways	<ul style="list-style-type: none">• Become a portal for identifying career pathways• Create a portfolio of activities to support scholarships	<ul style="list-style-type: none">• Australian Scholarships Foundation is recognised as the foremost organisation for professional development pathways
Building a Leadership Community	<ul style="list-style-type: none">• Establish an alumni program to deepen engagement and keep the leadership journey alive	<ul style="list-style-type: none">• Alumni are engaged and become ambassadors for the foundation• Opportunities are established to collect and share data and analysis
Research	<ul style="list-style-type: none">• Continue working with partners to undertake major research and analysis• Convene a research advisory group to act as an editorial panel for research projects and papers	<ul style="list-style-type: none">• Australian Scholarships Foundation is recognised as a thought leader within the sector
Insights and Communications	<ul style="list-style-type: none">• Commission and publish short papers each quarter, highlighting key issues relevant to our mission• Disseminate and amplify research findings that resonate with the sector• Host round tables and forums around publications	<ul style="list-style-type: none">• A knowledge hub is established• Insights are shared to foster united advocacy, vision and intent

4. Build a sustainable organisation

Financial Sustainability	<ul style="list-style-type: none">• Leverage existing pipelines to develop commercial activities• Engage corporate sponsorship and government funding	<ul style="list-style-type: none">• New revenue streams are developed• Funding sources are diversified
Effective Systems	<ul style="list-style-type: none">• Ensure systems, capabilities and processes are industry best practice• Prioritise people and culture• Measure and report impact	<ul style="list-style-type: none">• Effective and efficient systems and processes are maintained• High performing, engaged staff uphold our values• Australian Scholarships Foundation's value to the sector is established
Stakeholder Management	<ul style="list-style-type: none">• Build deeper relationships• Establish advisory council across key stakeholder groups	<ul style="list-style-type: none">• More stakeholders are committed and engaged to support our mission• A pipeline for board appointments is created
Good Governance	<ul style="list-style-type: none">• Board diversity• Best practice leadership and governance	<ul style="list-style-type: none">• Board renewal is relevant to strategic objectives

Our Impact

The Australian Scholarships Foundation is committed to measuring the impact of our work, both to ensure we are making the difference we intend and to constantly improve our offerings for the sector.

**We have awarded
4,514 scholarships
since 2009 worth
\$13.9 million.**

95%

Employee engagement

of NFP workers place a strong importance on the connection between employee engagement and professional learning and development.

97%

Goals alignment

of course recipients advised the course content supported their professional development goals.

Australian Scholarships Foundation recipients 2019-2020

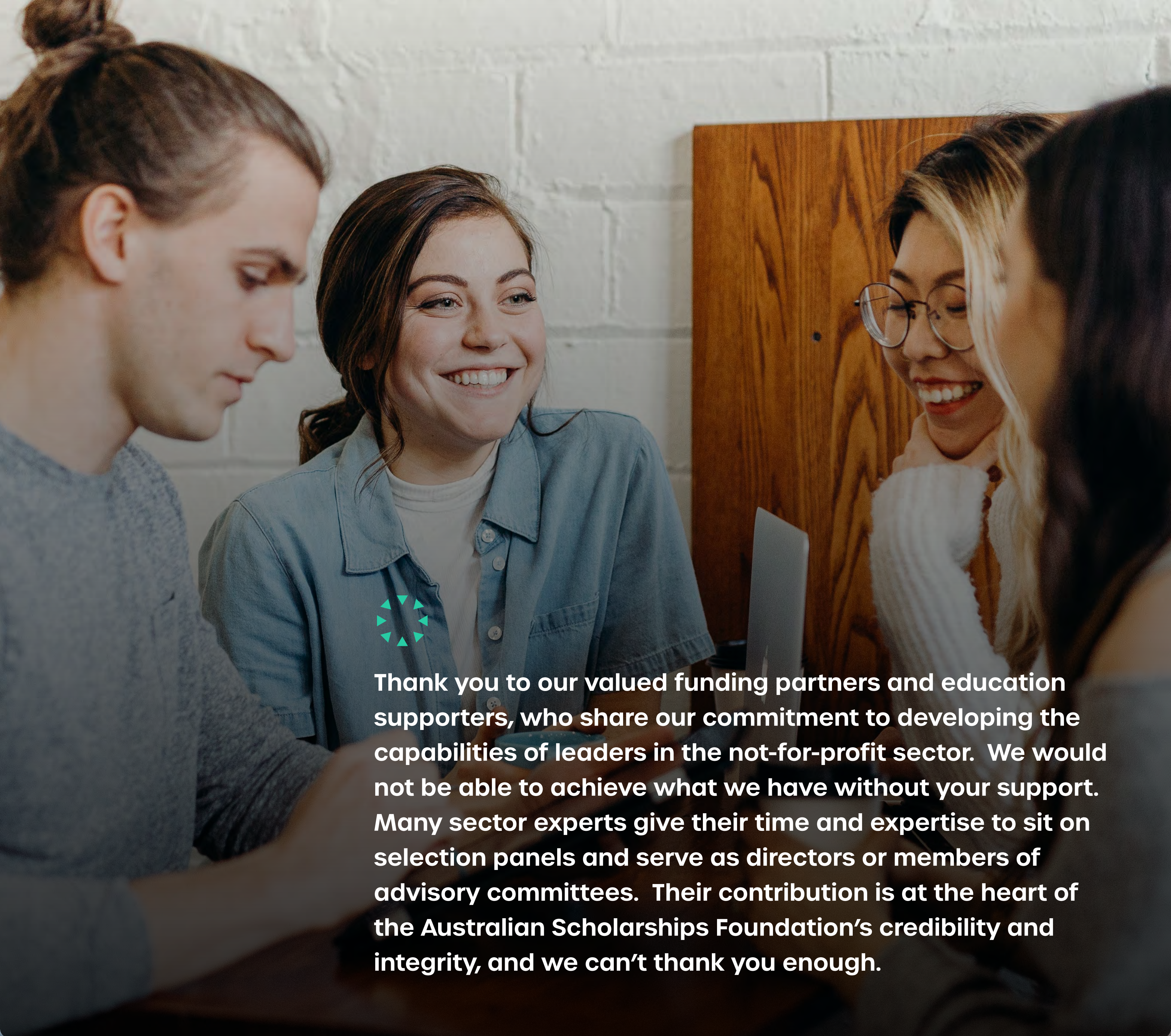
- Greater access to learning and development opportunities for leaders and emerging leaders.
- Clear pathways for leadership and professional development opportunities identified.
- Education sector galvanized to support offering affordable not-for-profit courses.
- Best practice leadership rewarded and recognised.
- A commitment to supporting training that offers diversity, inclusion and delivery to community regional organisations.
- Organisations understand the value of learning and development to drive growth strategies and retain employees.
- Sector strengthened through greater leadership capabilities.
- Supports a greater investment by organisations in learning and development.
- Assists organisations in developing a compelling employee value proposition focusing on attraction, engagement and retention of employees.
- Connect and collaborate with the leaders and organisations for positive change.



Kristen Pyrz-Brown is a Board Director at GSCORE

Governance Foundation for NFP Directors – AICD (2021)

“As a young female in regional Australia, the opportunity to access this course through a scholarship has made a huge difference to my practice. My community involvement spans 4 NFP Boards, so the course was incredibly useful and insightful. I would not have sought out the chance to complete the course had it not been for the Australian Scholarships Foundation’s assistance.”



Thank you to our valued funding partners and education supporters, who share our commitment to developing the capabilities of leaders in the not-for-profit sector. We would not be able to achieve what we have without your support. Many sector experts give their time and expertise to sit on selection panels and serve as directors or members of advisory committees. Their contribution is at the heart of the Australian Scholarships Foundation’s credibility and integrity, and we can’t thank you enough.

Our funding partners



Our education partners





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scholarships.org.au