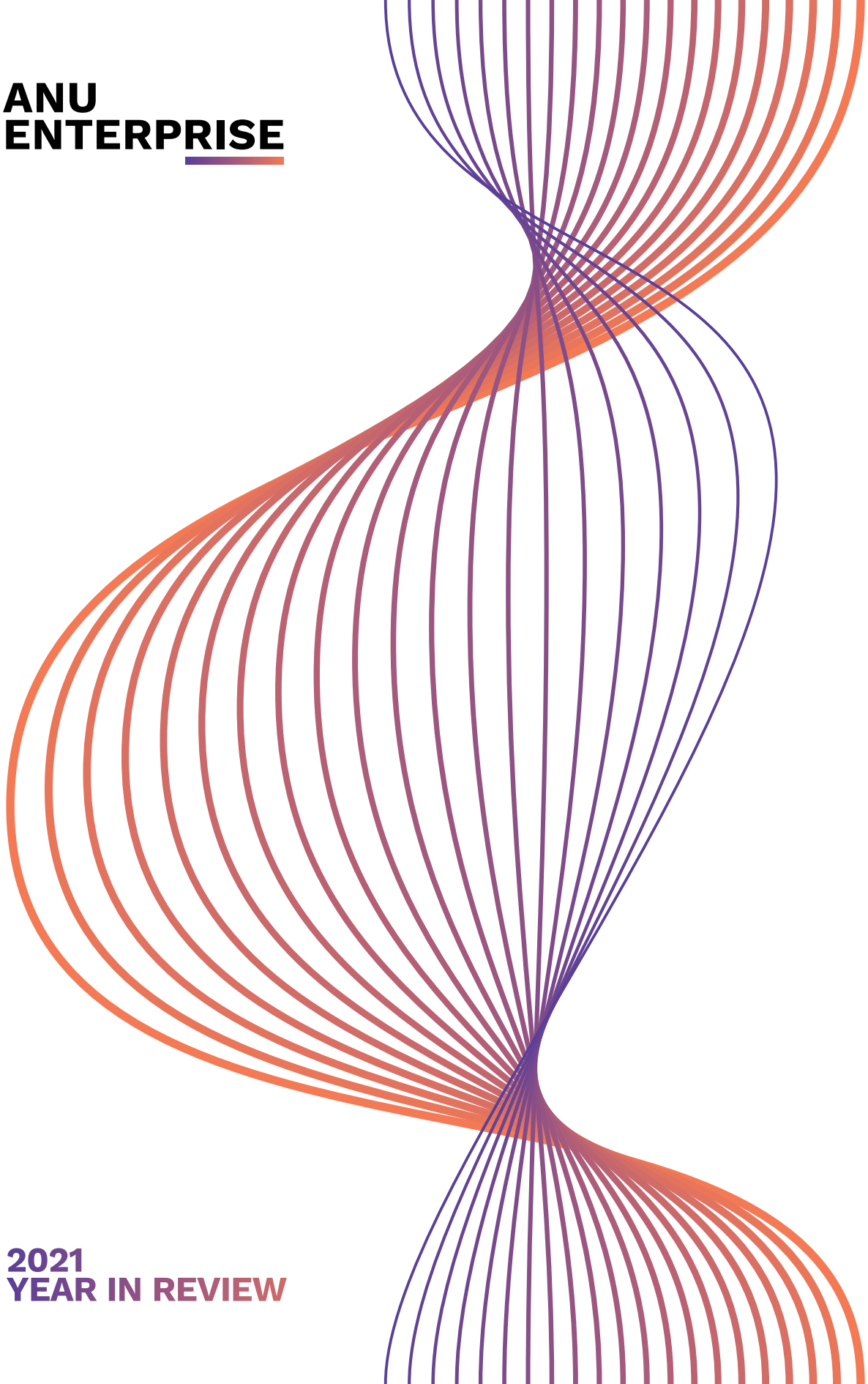


**ANU
ENTERPRISE**



**2021
YEAR IN REVIEW**



CONTENTS

2

Chair's Message

4

Executive Message

6

ANU Research & Innovation Message

12

Paid Outside Work Opportunities



24

International Projects

8

About ANU Enterprise



7

Year in Numbers

14

Engagement & Marketing

20

20

Providing Complex Project Management & Specialist Inputs

22

Stakeholder Spotlight
Prof Sean Smith

27

Complex Stakeholder Management

30

Social Research Centre Report

32

Key Contacts

10

Tender Opportunities

18

Project Management Services

CHAIR'S MESSAGE

2021 was another “unprecedented” year. Nevertheless, ANU Enterprise successfully pivoted again and implemented the learnings of remote working to deliver genuine value to the Australian National University.

It is pleasing to report that there has been enhanced engagement with schools and colleges and increased requests for services. This traction reflects the strong alignment between the company and the University regarding the role and value of a University engagement company.

There is a clear consensus that ANU Enterprise's performance should be measured not only by bottom-line financial results but also by a range of indicators and outputs which combine to demonstrate the overall value accruing to the University.

Constructive progress has been made with ANU Executive to establish a solid foundation for ANU Enterprise via initiatives ranging from financial sustainability to becoming part of ANU policy supporting consulting activities.

In terms of governance, it is both timely and impactful that aspects of our relationship with the University have been further strengthened this year with greater clarity, reflecting consistency with contemporary approaches.

Similarly, ANU Enterprise has worked constructively with its subsidiary, the Social Research Centre, to establish a fit-for-purpose governance framework and agree on expectations and performance measures. It was agreed that ANU Enterprise should have formal representation on the subsidiary Board, and I was appointed as a non-executive director.

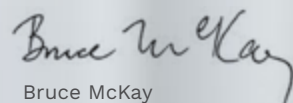
The divestment of Australian Scientific Instruments was delayed this year due to COVID-19 travel restrictions which have impacted the installation of the final SHRIMP in China. We anticipate that the subsidiary will be closed in 2023.

From a Board perspective, Dr Rosalind Dubs retired after eight years of valuable insight and outstanding service. We were pleased to welcome Ms Carol Lilley as independent non-executive director. Carol had been appointed Chair of ANU Enterprise Audit Committee in January 2021 and immediately demonstrated strong financial acumen, a strategic perspective, and a disciplined approach, making her an ideal candidate.

I want to commend and thank my fellow directors: Professor Rae Frances, Professor Veronica Taylor, Deputy Vice-Chancellor Professor Keith Nugent, David Henderson and Ros and Carol for their commitment, diligence, and contributions to the company and ANU.

During the year, I was delighted to announce that Anthony Pagès had been confirmed as Chief Executive Officer of ANU Enterprise. Anthony has been with the company since 2015 and has been instrumental in the strategic transformation of ANU Enterprise. I am impressed by the positive culture he and his leadership team continue to develop and thank the entire staff for their efforts and achievements during a challenging year. This Year in Review is testimony to their collective accomplishments.

Yours sincerely,



Bruce McKay



EXECUTIVE MESSAGE

In 2021, ANU Enterprise continued its transformation towards being the best University Engagement Company it can be for the ANU.

We experienced record activity levels for our services, delivered significant value to the ANU, re-positioned our balance sheet, repaid all borrowings, stabilised and realigned our business model and kept our collegiate positive culture alive while doing it.



Value Proposition to ANU

In 2021, ANU Enterprise continued to assist the ANU through its recovery from the impacts of the COVID pandemic. We witnessed increased need and traction for services dedicated to the generation and delivery of Industry and Government funded projects.

On the Business Development front, historical levels were achieved in terms of activity and number of academics engaging our services.

In Project Management, we not only experienced peaks in demands for our services but also an evolution of the type of the project management assistance required - moving towards more complex project management expertise application to strategic ANU projects.

In addition, feedback during the year has been very positive - from all parts of ANU and other relevant stakeholders. We maintained our Net Promoter Score well above industry average at +60 consistently throughout 2021.



Engagement and Impact

As a “for purpose” engagement company, ANU Enterprise has a core mission to maximise the impact of ANU on society. As part of this mission, effective engagement and communication around the company and the value it delivers to ANU and its stakeholders is essential.

2021 was our best year yet in terms of engagement and reach through our social media. We ran training workshops for more than 300 registered academics on various topics like ‘How to become a consultant’ or ‘How to write successful tenders’. Finally, our engagement expertise was recognised through being asked to design and coordinate the “Research Impact Communication/Stories framework” on behalf of the whole ANU Research and Innovation Portfolio.



Culture

We firmly believe that a positive company culture and a sense of safe workplace is what gives us the resilience and energy to keep pushing ourselves to deliver maximum value to the ANU community.

ANU Enterprise is proud of its organisational culture, which was tested as COVID-19 reduced the ability to have the team connect in person in a supportive office environment. However, we are pleased to report that the team embraced the challenge and managed to keep the ANU Enterprise culture well and truly alive despite the remote working configuration.



People

Our staff is what makes ANU Enterprise special.

2021 was a year of leadership transition at ANU Enterprise and the Company embraced the opportunity to respond and consolidate consistent with its values. We were fortunate to welcome some very skilled professionals to the team in both the Business Development and Project Management units.



Anthony Pagès
Chief Executive Officer



Frank Papa
Chief Operating Officer
and Company Secretary



Systems

2021 saw ANU Enterprise refine its administrative systems and processes to achieve better efficiency and responsiveness for our academic community. In particular, we successfully passed our payment processes and systems audits.



Forward looking

At the time of writing, 2022 is looking positive with some key projects restarting in the international space as well as Executive Education initiatives. 2022 will also see ANU Enterprise play a crucial role in the supporting Consulting and driving Paid Outside Work activities at ANU. Key to our approach will be the increased consultation and collaboration with the Colleges, Schools, and academics to ensure we deliver maximum value and support.

ANU RESEARCH & INNOVATION MESSAGE

Beyond COVID is opportunity

As the nation emerges into the new normal of living with COVID-19, the Australian National University's Research and Innovation Portfolio can begin to look ahead and step into the bold ambitions to be one of the world's leading research universities.

This year, the Research and Innovation Portfolio has consulted with key stakeholders to prepare its strong support for the University's vision through to 2025. At the heart of the plan is an investment in excellence, and to that end I couldn't be more proud to be steering the Research and Innovation Portfolio through this critical time.

The 2025 strategic plan objectives will see all facets of the portfolio work together to achieve the University's aims of strengthening our national mission, delivering an unrivalled student experience, and being a standard bearer for equity and inclusion. ANU Enterprise will take a significant role in this pathway by strengthening partnerships in the Asia Pacific and delivering impact from Category 2 and Category 3 research impact through project management and business development.

I see ANU Enterprise and the role of the ANU Business Engagement & Commercialisation Unit as critical and symbiotic. Both organisations have the full support of ANU in delivering impact and working together on creating further commercial opportunities for the University that are in the nation's interests.

My warmest congratulations to Anthony Pages on his recent appointment as the Chief Executive Officer of ANU Enterprise. Anthony's trusted leadership for many years in various roles at ANU Enterprise has positioned him as the perfect choice for the significant time of change that lies ahead. With project management, business development, and engagement all equally critical to ANU success during this next period, I'm confident we are in good hands to deliver on our aspirations to be the best engagement company of our kind in the world.

Engaging with our research potential

I am delighted to see more researchers utilising the depth of research support resources available at ANU Enterprise and the Business Engagement & Commercialisation team. Increasingly, more of our talented researchers are using ANU Enterprise for personal consultancy work and, in doing so, successfully capturing the full potential of their efforts.

I would also like to acknowledge the team at the Social Research Centre for their tireless pursuit of excellence and highly successful year they have enjoyed.

In closing, this has been an incredible year for streamlining our research, sharpening the pencil on investment and impact, enabling a more commercial environment by reinvigorating policy, and by bringing together great demonstrations of impact through ventures such as the Optus Bushfire project and Samsara Eco's investment in our research talent and capability.

Next year is going to be even better.



Keith Nugent

Professor Keith Nugent
ANU Deputy Vice-Chancellor
(Research and Innovation)
Director – ANU Enterprise

YEAR IN NUMBERS

KPI	2019	2020	2021	Assessment
Tenders/bids co-ordinated and submitted on behalf of ANU (no ANU Enterprise Project Management or ongoing role) ^a	25 tenders	32 tenders	34 tenders	✓
	\$19M	\$99M	\$29M	
Tenders/bids won for ANU (no ANU Enterprise Project Management or ongoing role) ^b	9 tenders	11 tenders	15 tenders	✓
	\$ 7M	\$1.1M	\$4.9M*	
Value new contracts signed for ANU Enterprise (Project Management work) ^c	\$12M	\$2M	\$4.8M	✓
Total New Contract Value signed (ANU Enterprise and ANU excl. SRC contracts) ^d	\$19M	\$3.2M	\$9.7M	✓
HERDC funding received by ANU through ANU Enterprise Group activities (incl. SRC) ^e	\$4M	\$3.8M	\$3.7M	✓
Number of academics utilising the ANU Enterprise value proposition ^f	156	207	211	✓
Number of relevant opportunities flagged to ANU	80	110	148	✓
Business Development Support ^g	\$985,000	\$916,000	\$859,000	✓
Net promoter score ^h		59	68	✓

a. Where ANU Enterprise has been formally engaged to assist an ANU led tender or bid.
 b. Records when ANU tenders or bids win, regardless of whether contract funds have been received.
 * As of Dec 21, 9 tender outcomes pending worth \$20 M not yet announced
 c. Total value of contracts signed by ANU Enterprise Pty Ltd for Project Management work - all projects are ANU related
 d. Combined total (ANU Enterprise and ANU) based only on the contract value of new work won or secured (not delivered) during the year.
 e. HERDC funding that will be received by ANU, based on HERDC eligible work undertaken through ANU Enterprise and SRC, as reported and audited to ANU for the year. Based on 31 cents in the dollar from 2018 onwards.
 f. Numbers recorded only where ANU Enterprise has been formally engaged to undertake work for or on behalf of an academic.
 g. ANU Enterprise employed business development team - salary + oncosts.
 h. Net Promoter Score measures customer satisfaction. Figure from November 2022. The industry benchmark is 41. See [Page 14](#).

ABOUT ANU ENTERPRISE

We work behind the scenes to maximise the impact of ANU research on society.

We enable ANU researchers to generate and deliver consulting, contract research and executive education projects with industry and government, through providing Business Development and Project Management support services.

These services allow ANU researchers to focus on their area of expertise and the delivery of societal impact, with the assurance that project management will meet best-practice standards.

ANU 2025 STRATEGIC GOALS

ANU Enterprise supports the pillars of the ANU 2025 Strategic plan and the research impact goals through:

Multidisciplinary collaborations

Asia-Pacific community development and education partnerships

Researcher support in tenders, Professional services support, and project and stakeholder management

Innovation in service delivery.



LEFT TO RIGHT

Steph Morison - Business Development, Ellen Bussell - Project Management, Dr John Shellard - Business Development, Susan Blain - Engagement & Marketing, Marjo Van Den Nieuwenhuijzen - Corporate Services, Isabella Novak - Engagement & Marketing, Elouise O'Toole - Business Development, Jennifer Burgess - Project Management, Lucy Imeson - Business Development, Ghita Medrek - Business Development, Frank Papa - Executive, Anthony Pages - Executive, Lana Dung Phi - Project Management, Thutego Shubo - Project Management (Not pictured: Kylie Elliott - Corporate Services).

TENDER OPPORTUNITIES

Throughout 2021, ANU Enterprise Business Development team have worked on a wide range of tender opportunities issued by Industry and Government.

The following projects are examples of complex bids which included schools and colleges and external partners:



Bureau of Infrastructure and Transport Research Economics and the Economic Cost of Road Crashes in Australia

ANU Enterprise supported an multidisciplinary team from across four ANU Colleges (Health and Medicine, Arts and Social Sciences, Asia and the Pacific, and Business and Economics) to successfully respond to a Request for Proposal from the Bureau of Infrastructure and Transport Research Economics (BITRE). Led by **Prof Emily Lancsar** from the Research School of Population Health at the College of Health & Medicine. BITRE sought a partner to update its estimate of the economic cost of road crashes in Australia. This estimate informs road safety policy, road infrastructure investment decisions and is a factor in health care investment and other public policy processes.

The collaborative ANU proposal was successful and will provide significant value. It will also provide important insight to the last BITRE estimate (BITRE 2009) by including financial analysis to detail the financial burden of road crashes, who bears that burden and extending the economic analysis to address other key policy questions. The project is an excellent example of how researchers from across ANU can collaborate to apply their unique expertise to help solve the public sector's multidisciplinary challenges. ANU Enterprise was delighted to facilitate and help build cross-College collaboration and provide expertise in coordinating the bid.

ACADEMIC

Prof Emily Lancsar



Queensland Water Modelling Network Research, Development, and Innovation

ANU Enterprise was delighted to support ANU in responding to the Queensland Water Modelling Network's (QWMN) Research Development and Innovation Tender 2021, inviting applicants to provide innovative solutions to water modelling challenge statements. The QWMN is a Queensland Government initiative to improve the state's capacity to model the quantity and quality of its surface water and groundwater resources.

Dr Wendy Merritt and **Dr Joseph Guillaume** from the Fenner School of Environment & Society at ANU College of Science, in partnership with a team from the Northern Gulf Resource Management Group, successfully proposed a project to develop a learning-focused digital twin for the Gilbert River Agricultural Precinct.

The project combines multiple knowledge types using multi-scale spatial water-budget visualisations and addresses the QWMN challenge statement of 'Linking water models to innovative knowledge and information'.

By taking a landscape perspective of water storage options, the project aims to facilitate local engagement with water governance and kickstart meaningful conversations around information sharing and future investment requirements. An excellent example of a project won on behalf of ANU with a significant impact that involves collaboration across Government, industry groups, and the public.

ACADEMICS

Dr Wendy Merritt



Dr Joseph Guillaume



PAID OUTSIDE WORK OPPORTUNITIES

One way the University encourages its staff to develop and maintain professional standing in the community is through undertaking a limited amount of personal consultancy work or professional practice as Paid Outside Work.

ANU Enterprise is the recommended pathway to support Paid Outside Work for personal consultancies by ANU and we are lucky enough to work with some outstanding academics across the University on their Paid Outside Work.



Independent Review Into Commonwealth Parliamentary Workplaces

“ANU Enterprise were really helpful in supporting me to undertake an important Paid Outside Work project... ANU Enterprise explained the process and supported me to establish the contracting arrangements.”

The Australian Human Rights Commission (AHRC) approached **Dr Maria Maley** from the School of Politics and International Relations at the ANU College of Arts and Social Sciences. Maria is an expert in the Australian Government, public policy, and political advisory institutions. Maria contributed to AHRC's independent review into the workplace culture at Parliament House, which has been a

long-standing matter of intense public interest and constant media scrutiny.

ANU Enterprise helped Maria develop a successful proposal and refine the project scope to maximise outcome and impact within the constraints of a tight timeline.

ACADEMIC



Dr Maria Maley

Samsara Consultancy

ANU Enterprise was delighted to support **Prof Colin Jackson** from the Research School of Chemistry, ANU College of Science, with a consultancy project with Samsara Recycling.

In this project, Colin provides consultancy services as Samsara Recycling's Chief Science Officer. He is responsible for scientific and technological development. This includes keeping abreast of technological advances and industry trends, advising the CEO and Board in scientific matters, and making recommendations on future projects, such as new research opportunities or technological ventures. Colin is internationally recognised as an expert in protein evolution, engineering, and design, and has worked on enzymes that degrade synthetic chemicals for over a decade.

Colin is undertaking the work under the ANU Paid Outside Work policy, and ANU Enterprise assisted by providing contracting and project

management support for such an important project that demonstrates impactful and translational research in action.

Supermarket giant Woolworths began trialling Samsara's recycling technology in their packaging in September 2021, which is a great example of how these type of consultancies can lead to broader partnerships with industry.

ACADEMIC



Prof Colin Jackson

Entrepreneurs' Programme

“Our program is really hitting the mark and we are seeing incredible growth in those participating. Watching leaders opening up and learning so much from each other is fantastic to witness.”

A/Prof Anton Kriz from the Research School of Management at the ANU College of Business and Economics was approached by the Commonwealth Government's Department of Industry, Science, Energy and Resources to run the Entrepreneurs' Programme.

Anton developed an action learning program and modules for 50 small and medium enterprise CEOs in Canberra, Orange, Tamworth, and Port Macquarie.

The first part of the Programme required Anton to create an operation manual to assist in growing organisations' leadership and

capability. The second part of the Programme revolves around delivering ten collaborative sessions to the CEOs. Anton believes that guided facilitation, peer collaboration and reflection is key to helping leaders grow their organisations.

ANU Enterprise provided Anton with support in the development of the proposal, contract arrangements and negotiations, and project management support.

ACADEMIC



A/Prof Anton Kriz

ENGAGEMENT & MARKETING



Our Engagement & Marketing strategy in 2021 was to expand our footprint through impact with ANU.

One of the key factors in our engagement strategy being successfully realised is the excellent and consistent services we provide to ANU in Project Management and Business Development.

We define ANU Enterprise impact as a combination of compelling customer sentiment, excellent customer satisfaction, excellent project delivery, and winning tender coordination services.

COVID meant that in-person interactions with key stakeholders were infrequent during the year. We instead delivered online, refined our definition of impact and sought to understand the needs of ANU clients, Government and Industry partners, through continuous improvement.

Another year of growth in our engagement offering has resulted in more reportable impact indicators, which we are delighted to share in this report.

Highlights of the year have been collecting a record 135 pieces of customer feedback, refining our understanding of our customer experience, and increasing the number of new academics we work with through an event series.

We believe that the combination of these impacts will mean more pathways and awareness around Category 2 and Category 3 research funding opportunities.

During the year, the engagement team were invited to assist ANU in several communications projects, which paved the way for a closer relationship with our researchers, innovation institutions, and ANU Research & Innovation Portfolio members.

This year's Engagement Map provides a glimpse into research impact in action with agencies and the private sector alike.

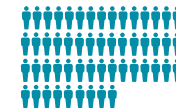
Engagement Map



Researchers
Number of ANU researchers ANU Enterprise worked with in 2021 by ANU college:

211 Total
122 researchers using ANU Enterprise for the first time.

ANU College of Health & Medicine



54

ANU College of Science



53

ANU College of Business & Economics



11

ANU College of Engineering & Computer Sciences



13

ANU College of Asia & the Pacific



47

ANU College of Arts & Social Sciences



29

ANU College of Law



2

ANU Central and Other



2

Industry & Government

Examples of organisations ANU Enterprise engaged with on behalf of ANU Researchers in 2021:



ENGAGEMENT & MARKETING (CONTINUED)

The Rise Newsletter: our window to the academic world

ANU Enterprise recorded over 1000 new subscribers to our mailing list since 2020, and we published four editions of The Rise.

We credit our subscriber growth in 2021 to four factors:

- The 2021 events program reached academics who had not previously used ANU Enterprise,
- We added more of the academics we work with during projects to our list,
- We enjoyed an increase in organic growth through website subscriptions; and
- We received referrals from academics recommending our services to other academics.

New Events for Academics

Our Engagement team led the creation of a new events program in 2021. The events program enabled us to reach a broader cross-section of the academic community.

The new program featured three events. Our first event, 'How to be a Consultant', served as an introduction to paid outside work and personal consultancies for ANU academics. The second event, delivered by our Business Development team, was 'Preparing competitive tenders for industry and government', which walked through finding category 2 and 3 funding along with tips and tricks to preparing a successful bid. Our Project Management team presented our final event - 'Managing projects with industry and government', which provided tips on running, administering, staffing, and budgeting for ANU projects.

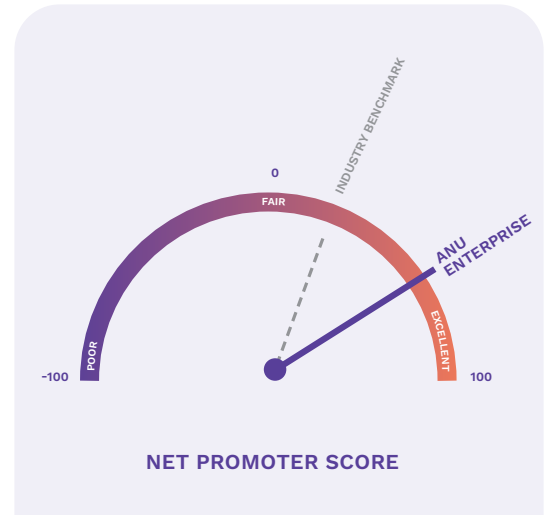
Our events attracted over 300 registrations. Due to ACT pandemic lockdowns, two of these events were converted to online, enabling academics and staff worldwide to participate.

Due to the success of our 2021 event program, there is strong support for our events program to continue in 2022.

In summary, ANU Enterprise is well placed to continue supporting the engagement and communications goals of the ANU Research and Innovation Portfolio in 2022.

Social footprint growth

Our social media footprint grew significantly this year, with ANU Enterprise achieving two milestones in follower growth and improvements on our 2020 results. It remains as important as ever for ANU Enterprise to actively engage with academia, industry and government on social media and amplify the impact of research in our community responsibly.




Increased customer satisfaction in 2021

Our Net Promoter Score is an external indicator of our value proposition to the University. The score indicates the University derived even more value from us in 2021, increasing our score from 59/100 (2020) to 68/100 (2021).

Our 2021 score is 21 points higher than the Australian industry benchmark. We added more moments in the customer journey to check our progress this year, providing nuanced feedback to our team at critical moments for the customer.

 **Over 1000**
new subscribers to our mailing list

 **3 Events**
Attracting 170 first time users and 315 registrations

 **108% Increase**
in LinkedIn Followers

 **89% Increase**
in Twitter Followers



PROJECT MANAGEMENT SERVICES

ANU Enterprise provides tailored Project Management services and advice to ANU academics and teams for anything from technical Project Management support and strategic guidance to project coordination services, at the request of ANU Colleges, Schools, and Institutes.

ANU Enterprise supported projects for ANU disciplines from engineering to international development. In 2021 we responded to requests for flexible and skilled project management personnel during the year, often at short notice.



Director of the ANU-Optus Bushfire initiative, Dr Marta Yebra, leading a new research project to help detect fires as soon as they ignite.

Photo credit: Jamie Kidston/Australian National University

ANU-Optus Bushfire Initiative

ANU Enterprise commenced a Project Management support service to the ANU Office of Business Engagement and Commercialisation (BEC) for the ANU-Optus Bushfire Initiative.

ANU Enterprise Project Management team worked with Director of the Initiative, **A/Prof Marta Yebra**, Deputy Director **Prof Rob Mahony**, ANU Office of Business Engagement and Commercialisation, Commercial Development Manager, **Georgia Kendall**, and Head of Strategic Research Initiatives **Dr Roslyn Prinsley**.

We were initially engaged in providing two days a week of secretariat support. After undertaking a gap analysis, Project Officer and Senior Project Management resources were deployed to provide project-specific services.

What does the ANU-Optus Bushfire Initiative mean for you and for ANU?

A/Prof Marta Yebra: Leading a project that can prevent catastrophic bushfires in the future means a lot to me and it is a great motivation for my day-to-day work. The project brings ANU another great opportunity to demonstrate the contribution that the Nation's University can make to the society and environment beyond the contribution to academic research by providing thought leadership and a national vision for a paradigm change in the way bushfires are managed in Australia.

How has ANU Enterprise's Project Management services support added value to your work?

A/Prof Marta Yebra: ANU Enterprise's Project Management services provided invaluable assistance at a time when project management activities and managing the partnership relations with Optus and other potential partners was starting to be overwhelming and making it difficult for me to concentrate on the science.

How does ANU Business Engagement and Commercialisation (BEC) work with our project management team?

Georgia Kendall, Commercial Development Manager: Over the past five months, we have worked seamlessly together to develop robust research projects for the life of the agreement with the partner.

Further, we have drawn together the expertise within our College and School community to ensure the submissions are in line with our ANU professional services frameworks.

Leveraging the know-how of the ANU Enterprise Project Management team enables the BEC Partnerships lead to focus on managing the strategic relationship opportunities with the industry partner and lead academics.

ACADEMICS AND PROFESSIONAL STAFF

A/Prof Marta Yebra



Prof Rob Mahony



Dr Roslyn Prinsley



Georgia Kendall



PROVIDING COMPLEX PROJECT MANAGEMENT & SPECIALIST INPUTS

Throughout 2021, ANU Enterprise managed a diverse portfolio of 70 projects.

ANU Enterprise provides skilled personnel with a range of expertise to provide ANU targeted specialist support across a range of project personnel deployments, complex projects, through to personal consultancies.

Project Management requires a set of core skills that can be adapted to suit the level of complexity and the scope requirements of each project. This includes project planning and scheduling, budget and resource management, contract management and negotiation, risk management, and stakeholder management.

ANU Enterprise works closely with **Dr Roger Haynes**, Technical Director of the Advanced Instrumentation Technology Centre (AITC) at the ANU Research School of Astronomy and Astrophysics to provide advice, support and Project Management personnel to meet varied project needs. Senior project management personnel work with **Prof Francois Rigaut** and **Prof Robert Sharp** the Principal Investigators on the MAVIS (Multi-conjugate-adaptive-optics

Assisted Visible Imager and Spectrograph) and GMTIFS (Giant Magellan Telescope Integral Spectrograph) projects. Both projects involve the design and development of instruments that advance research capabilities.

The project management skillset deployed for MAVIS is focused on complex stakeholder engagement and relationship management with international consortia in Europe and Australia. ANU is the lead institute for MAVIS, and Associate Professor Rigaut (Academic Lead) is supported by a Lead Project Manager to manage instrument design resources, financial management, and progress tracking and reporting against a complex schedule with multiple workstreams.

On the GMTIFS and On-Instrument Wavefront Sensor projects, Dr Sharp was supported by our Senior Project Manager through an intensive period of scoping and reviewing requirements. This phase focussed on scoping the work packages, establishing project planning documentation and understanding

existing systems, to pull together a comprehensive work breakdown structure with associated revenue streams and resourcing requirements.

Following the intensive mapping exercise, the Project Management team model will transition towards a delivery phase focussed on coordination, milestone management, resource and budget management, and adapting to support emerging and agreed priorities.

This is a skillset ANU Enterprise regularly deploys and is similarly engaged on the Knowledge Sector Initiative Project in Indonesia.

Since 2016, ANU Enterprise has supported **Prof Veronica Taylor** of RegNet through international stakeholder management across Indonesia, the USA, and Australia; management of a program of integrated multi-year subprojects, including all financial, milestone, risk and logistics management, and associated reporting requirements.

“ANU Enterprise is providing project delivery essential to two of our flagship projects, the MAVIS project for the European Southern Observatory and the GMTIFS project for the Giant Magellan Telescope. These are international collaborations and key parts of the Australian Astronomy Decadal Plan 2016–2025. ANU Enterprise is a core element of the AITC’s project management and program management plan for 2022 and beyond.”

Dr Roger Haynes,
AITC Technical Director

ACADEMICS

Dr Roger Haynes



Prof Francois Rigaut



Prof Robert Sharp



Prof Veronica Taylor



STAKEHOLDER SPOTLIGHT



Prof Sean Smith

Director
National Computational
Infrastructure



“The expertise from ANU Enterprise is valuable to NCI.”

Can you tell us about the National Computational Infrastructure (NCI) and your strategic objectives?

Sean: NCI develops a collaborative national High-Performance Computing and Data (HPCD) solution across many science and application domains and leverages government investment to accelerate innovation with the consequent growth of Australia's economy and the high-tech job market. NCI supports over one thousand active ANU researchers with world-leading research environments and world-class high throughput computation, massive storage, high-speed network, high-quality infrastructures, customer services, user support and dedicated training resources. In addition, we offer the ANU Merit Allocation Scheme (ANUMAS), led by the ANU Research Services Division, the ANUMAS Committee Chair, and NCI on an annual basis, to further support ANU research groups and individual researchers.

What types of projects has ANU Enterprise supported you on?

Sean: ANU Enterprise has supported NCI through management support across several projects that would have been very difficult to manage internally at NCI. They have provided project management for the genomics consultancy with Arthur D Little and are assisting with the management of the tender process for the next phase of that business scoping work. They helped us with managing contract processes (negotiation and finalising details together with ANU legal) at a time when our long-time business manager had moved to a new role outside ANU, and we had no ability to otherwise cover that part of our operations. Finally, they mediated a consultancy work by **Prof Simon Easteal** for NCI, which otherwise would have been very difficult because of Simon's recent departure from ANU.

What would you say is the most valuable thing working with ANU Enterprise has provided you this year?

Sean: ANU Enterprise provided flexible, professional project management for NCI across a number of projects that, for various reasons, were difficult to manage internally. I particularly appreciated the level-headed professionalism of our ANU Enterprise colleagues and enjoyed working with them and gradually building professional rapport with them.

ANU Enterprise also provides insightful and professional consultation to help shape up our contract with Intersect Australia with specific terms and conditions to not only maximise the value that we could benefit from the contract, but also prevent potential risk factors which could lead to unpleasant relationships due to ambiguity or even the failure of the partnership.

What advice would you give to others across ANU who are leading strategic initiatives?

Sean: Most important is to be aware of what ANU Enterprise can offer and how the organisation can assist.

The expertise from ANU Enterprise is valuable to NCI. For example, within the contract with Intersect Australia, they provided professional advice and helped phrasing privacy, insurance, and business-sensitive statements. Those skillsets and expertise are unique and critical to us. During the contract negotiation process, ANU Enterprise acts as the third-party observer and mitigator, which helps make our conversation easier and can help ease our situation. I appreciated ANU Enterprise's role in this process.

INTERNATIONAL PROJECTS

In 2021, ANU Enterprise managed numerous projects in the Asia-Pacific region featuring facilitation of collaborative cross-cultural teams, project management cognisant of the global risk environment, engagement and management of local subcontractors, and procurement and financial management in local currencies.

Papua New Guinea: DFAT Morobe School Gardens Project

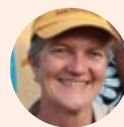
DFAT approached ANU Enterprise to bring holistic program management and facilitate ANU academic expertise to deliver a pilot for improved student nutrition and education outcomes in Morobe Province, Papua New Guinea (PNG).

ANU Enterprise facilitated and managed the inputs of a team of 15, including ANU academics **Hon Prof Robyn Alders**, Development Policy Centre and **Dr Graham Walker**, Australian National Centre for the Public Awareness of Science (CPAS), nine local subcontractors based in PNG, and specialists throughout Australia and New Zealand. ANU Enterprise also facilitated a recruitment process to identify local specialists and led the team to carry-out key deliverables including the building and sustainable maintenance of garden and poultry infrastructure at 29 schools.

The project has garnered support from the PNG National Government and the Australian High Commission, leading to a proposed extension into 2022.

ACADEMICS

Hon Prof Robyn Alders



Dr Graham Walker

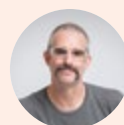


Photo Credit: Melissa Poang

“The School Gardens Project is a fantastic opportunity to combine science communication with tangible development outcomes in PNG.”

Dr Graham Walker

DFAT funded Morabe School Gardens managed by ANU Enterprise.

“The project leverages CPAS’s strengths in engagement, research and international capacity building in exciting and novel ways and achieves our mission of science communication for the public good.

Juggling project admin, contracts, finances and funder liaison with research and engagement is always a struggle, so having ANU Enterprise’s support on the former has been a real blessing.

The ANU Enterprise team have been able to streamline many aspects, and – critically – coordinate the large multi-institution interdisciplinary team working on the School Gardens Project. Their deep understanding of the international context we’re operating in has also been priceless.”

Dr Graham Walker,
Australian National Centre for the Public
Awareness of Science

INTERNATIONAL PROJECTS (CONTINUED)

Indonesia: World Bank Group Artisanal Small-Scale Mining Project

ANU Enterprise provided project management services for the team working alongside **Prof Kuntala Lahiri-Dutt**, Crawford School of Public Policy; **Dr Sara Beavis**, Fenner School of Environment and Society; **Assoc Prof Aparna Lal**, Research School of Population Health; and **Dr Bernadetta Devi**, who were engaged to consult the World Bank on *COVID-19 Emergency Response for ASM Communities - A View on the Gendered Impacts of the Pandemic in Indonesia*.

This transdisciplinary project interrogates the compounding effects that arise when long-term mercury use and exposure is overlain by the shock of a global pandemic in artisanal small-scale mining communities of Indonesia. The project generates guidelines for a gender-inclusive emergency response.

ANU Enterprise provided relationship and communications management with World Bank in Indonesia and Washington DC, managed project scope, monitoring and evaluation, and subcontracted Indonesian national advisors.

“I believe this project will make significant contributions to policy development relevant to artisanal small-scale mining with the empowerment of women within those communities a measurable outcome.

The broad international experience and expertise in project management by ANU Enterprise has been exemplary and critical for supporting the research team. This has been particularly evident in their nuanced understanding of terms of negotiation and clarity of direction. By taking on the role of project management in international meetings, ANU Enterprise provided invaluable facilitation and guidance based on best practice. Their high degree of professionalism allows the researchers to focus on their work at hand, eased by the realisation that the cogs are forever moving smoothly in the management side of things.”

Dr Sara Beavis,
Fenner School of Environment and Society

ACADEMICS

Prof Kuntala Lahiri-Dutt



A/Prof Aparna Lal



Dr Sara Beavis



Dr Bernadetta Devi



PROJECT MANAGEMENT CAPABILITY

COMPLEX STAKEHOLDER MANAGEMENT

During 2021, the Project Management team navigated the complex and diverse needs of funding bodies such as the World Bank, DFAT and other federal, state, and local government entities to deliver high-quality projects with ANU experts at the forefront.

ANU Enterprise excels at building and supporting cross-disciplinary teams by bringing together experts from different ANU Colleges, Schools, and Institutes to deliver government and industry projects.

Tailored Project Management for Industry & Government

ANU Enterprise has extensive experience navigating government and industry systems, vocabulary, legislation, processes, and procedures.

Our Project Management team excels at building trust with government and industry clients, defining clear roles, responsibilities, and governance structures, and designing and delivering communications plans that keep all stakeholders happy and moving forward together.

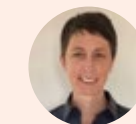
In 2021, ANU Enterprise supported **Prof Jane Simpson**, **Dr Susy Macqueen**, **Denise Angelo** (PhD Candidate), **Dr Catherine Hudson** and other specialists to evaluate the EAL/D Hub project for the Queensland Department of Education.

Our team provided Gateway Review expertise to advise the academic team in shaping the workplan to meet client needs and negotiated an expansion in scope, resources and budget to respond to the needs of both the Queensland Government and ANU.

ACADEMICS



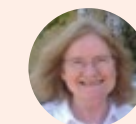
Prof Jane Simpson



Dr Susy Macqueen



Denise Angelo



Dr Catherine Hudson

Bringing Together a Multi-Disciplinary Team

ANU Enterprise was engaged to manage an Australian Government funded project for a multi-disciplinary academic team to support the Government of Myanmar in developing a 10-year strategic plan for higher education, research, and innovation.

Honorary Associate Professor Charlotte Galloway, School of Art & Design; **Professor Veronica Taylor**, School of Regulation and Global Governance; **Dr AJ Mitchell**, Department of Nuclear Physics in the Research School of Physics; and Associate Professor **Jonathan Liljeblad** of ANU College of Law, provided integrated expertise to deliver the scope of services.

ANU Enterprise provided project management expertise to support project delivery, stakeholder negotiation and scope management. The ever-changing global social

and political landscape means that ANU Enterprise maintains vigilance to adapt our support to emerging needs.

In February 2021, the Myanmar military seized control of the Government, and with it, project priorities shifted to complex stakeholder management.

ANU Enterprise worked closely with the academic team and Cardno Emerging Markets to facilitate forums to assess the next steps, collate and record deliverables, and represent the interests of the academic team to support the completion of the project. The academic team preserved the value of their work by developing a blueprint for higher education to record what could be possible in Myanmar in the future.

“The academic team preserved the value of their work by developing a blueprint for higher education to record what could be possible in Myanmar in the future.”

ACADEMICS



Dr Charlotte Galloway



Prof Veronica Taylor



Dr AJ Mitchell



A/Prof Jonathan Liljeblad

Building a Team of Supporting Stakeholders

ANU Enterprise provides managing and subcontracting services, supporting teams with providers such as interpreters, editors, designers, or experts from other institutions internationally and around Australia, remotely or in-person.

In supporting RegNet Visiting Fellow **Dr Gordon Peake**, to undertake an evaluation of a World Bank-funded development initiative in Papua New Guinea, ANU Enterprise subcontracted and managed the inputs of a diverse team including academics from the Divine Word University in Madang, PNG, field specialist expertise, and a professional editor.

ACADEMIC

Dr Gordon Peake



THE SOCIAL RESEARCH CENTRE

“The Smith Family has engaged the Social Research Centre to work with them to better understand the post school pathways of young people experiencing disadvantage. SRC has conducted high quality quantitative and qualitative data collection which is contributing to The Smith Family’s programmatic and advocacy work.”



The Social Research Centre’s mission is to inform decision-making and advance the understanding of society through world-class, ethically and culturally sound approaches to social research and evaluation.

The Social Research Centre embraces clients’ research and evaluation challenges by working collaboratively to design robust solutions through social scientific inquiry, pragmatism and empathy. The number of opportunities in the market was consistent with 2020 (138) with 133 research proposals submitted in 2021.

A strong reputation as one of Australia’s most trusted evidence partner for social research and evaluation has enabled continuous growth with a greater proportion of successful winning bids in 2021 (66%) compared to 2020 (58%). In 2021, 219 projects were conducted, similar to 2020 (220 projects), however overall revenue grew by 23% due to the increased scope and

size of the projects this year. Increasing our revenue is beneficial for supporting more professional opportunities for our staff, contributing to more social impact, and producing an estimated total value proposition for ANU at \$4.2 million including \$3.5 million HERDC revenue for 2021.

Federal and state government clients account for almost 80% of our contract values but are half of our projects. On the other hand, not-for-profits and academic clients account for most of the remaining 20% revenue for the same number of projects. Our top ten clients account for 75% of revenue.

The education research portfolio (45%) continues to grow with the newly awarded longitudinal research for the Post School Destination Study in partnership with the Centre for Social Research Methods at ANU to commence in 2022. Health research, including mental health and substance abuse topics

account for 20% of our business. Expertise in a range of topics including domestic violence, equity, social cohesion, migration, as well as technology and media use (20%) continue to grow. Understanding community attitudes, including through Life in Australia™ measuring a wide range of topics, accounts for the last 15%.

SRC continued investment into improving research methods in 2021. Examples include: ground-breaking statistical innovation in the weighting methodology to increase value-for-money for our clients by reducing total survey error; trialing and implementing SMS push-to-web recruitment for our probability panel Life in Australia™ to significantly reduce costs per recruit and improve age profile of the panel; introduction of the longitudinal panel weights in response to ANU CSRSM research requirements; and Small Area Estimation (SAE) to build a forecasting model for the Mapping Social Cohesion research program in partnership with the Scanlon Foundation Research Institute.



Call Centre: Remote Call Centre model had a peak of **372 interviewers** working from home across Australia conducting **198,432 interviews** across **104 projects**.



Data & Visualisation: Built and managed **21 bespoke** study portals and dashboards for our clients’ research needs



Quantitative research: In 2021 there were **58,374 surveys** completed with Life in Australia™ participants.

The Australian Communications and Media Authority (ACMA) has also approved the application for an Integrated Public Number Database (IPND)¹ trial which, if successful, will enable more efficient collection of health data from respondents in participating states and territories. Address-based sampling (A-BS) expanded our probability panel Life in Australia™ to approximately 7,500 participants.

The SRC is committed to diversity and inclusion and has joined the Diversity Council Australia, formed a formal partnership with First Peoples Recruitment, engaged Career Trackers and enlisted WISE to place people with disabilities in the Call Centre. In 2022 we aim to expand our social impact by scaling through sustainable growth.

1 — IPND is a voice industry-wide database, contains all active phone numbers and their associated addresses.

ANU Enterprise General Enquiries

consulting@anenterprise.com.au
+61 2 6125 6101

Executive



Anthony Pagès
Chief Executive Officer
anthony.pages@anenterprise.com.au
+61 2 6125 0984



Frank Papa
Chief Operating Officer
and Company Secretary
frank.papa@anenterprise.com.au
+61 2 6125 0612

Business Development



Elouise O'Toole
Head of Business Development
elouise.otoole@anenterprise.com.au
+61 2 6125 0944



Dr John Shellard
Senior Business Development Manager
john.shellard@anenterprise.com.au
+61 2 6125 1808



Steph Morison
Senior Business Development Manager
steph.morison@anenterprise.com.au
+61 2 6125 9170

Project Management



Ellen Bussell
Head of Project Management
ellen.bussell@anenterprise.com.au
+61 2 6125 0989

Engagement & Marketing



Susan Blain
Head of Engagement & Marketing
susan.blain@anenterprise.com.au
+61 2 6125 0942

ANU Enterprise Board

Bruce McKay – Independent Chair and Director

Carol Lilley – Independent Director

David Henderson – Independent Director

Prof Keith Nugent – Director

ANU Deputy Vice Chancellor
(Research and Innovation)

Prof Raelene Frances – Director

Dean of ANU College of Arts and Social Sciences
and Professor of History

Prof Veronica Taylor – Director

Professor of Law and Regulation at ANU School of
Regulation and Global Governance (RegNet)



Australian
National
University

ANU Research & Innovation

Prof Keith Nugent

Deputy Vice-Chancellor (Research & Innovation)

dvc.research@anu.edu.au

**ANU Office of Business Engagement &
Commercialisation (BEC)**

innovation@anu.edu.au

Watch our video here to learn
more about ANU Enterprise.



ANU Enterprise Pty Ltd is a
wholly owned subsidiary of the
Australian National University.

ABN: 31 008 548 650

2/121 Marcus Clarke St,
Canberra ACT 2601