

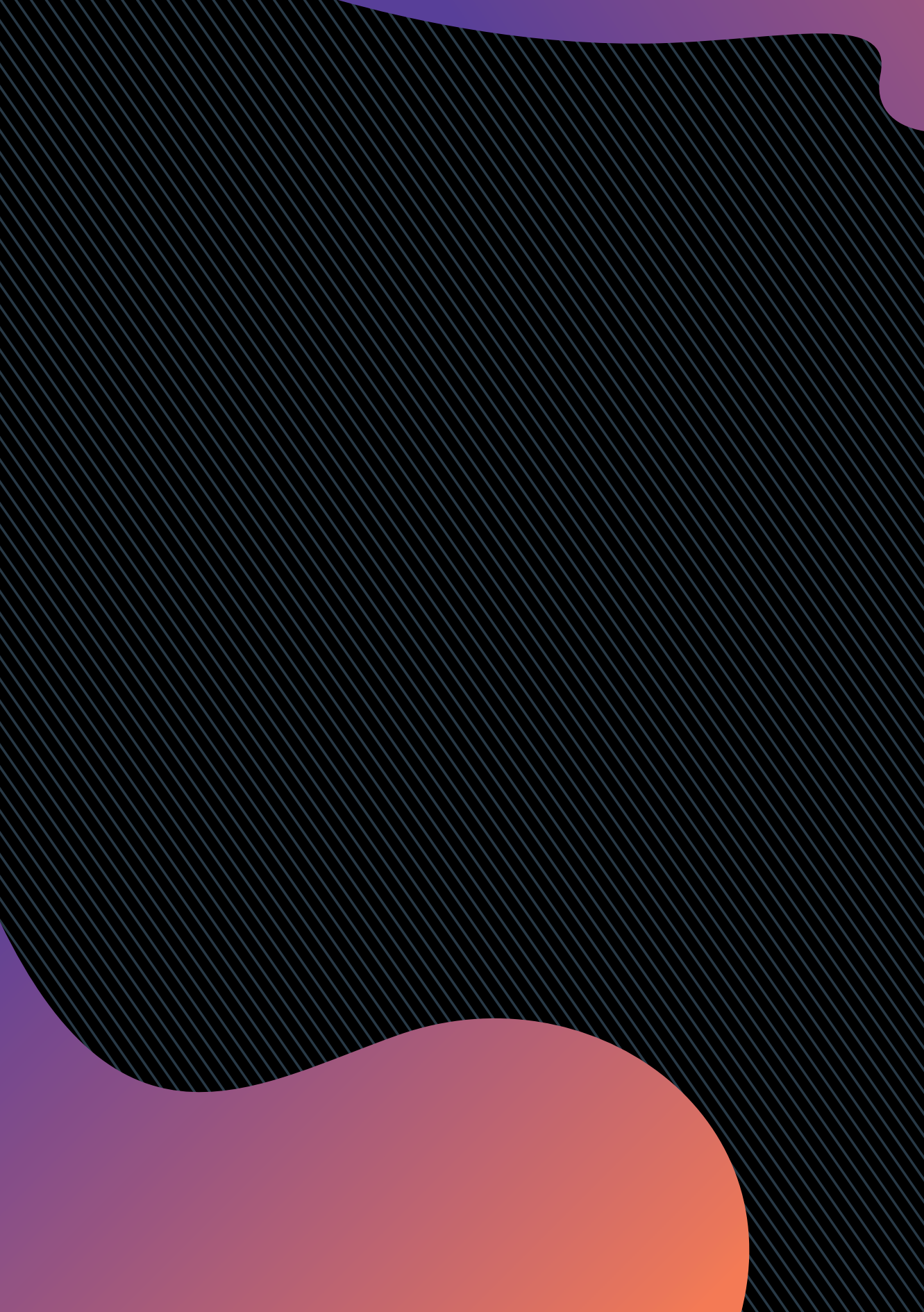
**ANU
ENTERPRISE**

2023

YEAR IN REVIEW



**Australian
National
University**



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LETTER FROM THE CEO

Since 1979, ANU Enterprise Pty Ltd has been the dedicated University Engagement Company of ANU.

Our goal, as a for-purpose Company, is to advance the impact of the research and expertise of ANU onto broader society. Through our agile corporate structure, we facilitate and assist ANU to win and deliver projects with Industry and Government. Our services allow for this to happen quickly and to the professional standard that has come to be expected from the University's commercial partners.

In addition to this, ANU Enterprise owns two for-profit subsidiaries, The Social Research Centre Pty Ltd and Australian Scientific Instruments Pty Ltd which you can read about further in our Year in Review.

Our current 3-year strategy aims at positioning ANU Enterprise as a true asset of ANU and recognised as best practice when it comes to University Engagement companies in Australia and New Zealand.

We strive to achieve this through continuous improvement of services, increasing the total value generated to ANU (as per the statement of performance expectation and scorecard set by ANU) and doing so in a financially sustainable manner.

I am very pleased to report that 2023 was our best year yet in terms of performance, having generated over \$38million of value to ANU (2022 was \$20million and 2023 target was \$17million) and delivered a positive financial result for ANU Enterprise both on a standalone and consolidated basis (the broader ANU Enterprise Group).

The customised Project Management solutions and Personal Consultancies services introduced last year have delivered beyond expectations in 2023 with strong traction and extremely positive feedback.

In 2023, working with ANU Deputy Vice-Chancellor (Academic) office, we launched a complementary new service dedicated to support Professional Learning experiences at ANU. This is already demonstrating traction and we aim to build on this momentum in 2024 to assist ANU interactions with Industry and Government on executive education, non-award short courses and overall learning experiences.

Concurrent to launching and enhancing our new services, our teams consistently received exceptional feedback throughout the year, achieving an improved Net Promoter Score of +73.

This feedback was secured across a cohort of over 300+ ANU stakeholders. We continue to be committed to engaging within our ANU community and have trained over 560 academics at various structured workshops this year.

This success is owned by the whole ANU Enterprise team and, as a CEO, it is an honour to not only work alongside such experts but also acknowledge their successes at every level of the organisation, from our corporate area, our project management office, through to our business development team.

Our Year in Review aims to provide a realistic snapshot of this, and we hope you enjoy reading it as much as we have enjoyed delivering the result.



Anthony Pages
Chief Executive Officer



YEAR IN NUMBERS 2023

This year, ANU Enterprise created

\$38 MILLION IN VALUE FOR AUSTRALIAN NATIONAL UNIVERSITY

	2021	2022	2023	Assessment
A Tenders/bids co-ordinated and submitted on behalf of ANU (no ANU Enterprise Project Management or ongoing role)	34 TENDERS \$29 _m	38 TENDERS \$25 _m	44 TENDERS \$29 _m	✓
A Tenders/bids won for ANU (no ANU Enterprise Project Management or ongoing role)	15 TENDERS \$4.9 _m	15 TENDERS \$6.6 _m	26 TENDERS \$24 _m	✓
C Total New Contract Value signed (ANU Enterprise and ANU excl. SRC contracts)	\$9.7 _m	\$16 _m	\$35 _m	✓
D HERDC funding received by ANU through ANU Enterprise Group activities (incl. SRC)	\$3.7 _m	\$4.3 _m	\$2.4 _m	✓
E Value new contracts signed for ANU Enterprise (Project Management work)	\$4.8 _m	\$6.8 _m	\$7.5 _m	✓
F Number of new academics utilising ANU Enterprise value proposition	122	158	160	✓
G Number of relevant opportunities flagged to ANU	148	124	156	✓
H Net Promoter Score	68	70	73	✓

A Where ANU Enterprise is formally engaged to assist an ANU led tender or bid

B When ANU tenders or bids win, regardless of whether contract funds are received

C Combined total (ANU Enterprise and ANU) based on the contract value of new work won or secured, not delivered, during the year

D HERDC funding to 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

E Contract value recorded where ANU Enterprise is formally engaged to undertake work for an academic

F Recorded where ANU Enterprise is formally engaged to undertake work for or on behalf of an academic

H Net Promoter Score measures client satisfaction. Industry benchmark in 2024 is 48

LETTER FROM THE CHAIR

I am pleased to report that as the University's engagement company, ANU Enterprise has delivered outstanding results in 2023, most notably in terms of value to Australian National University (ANU) of over \$38 million as measured by the total Value Statement Framework set by ANU Finance Committee and Council as a valid measure of performance.

This contribution significantly exceeded ANU-stated performance expectations and is a real credit to the entire team. It reflects excellent business development and project management service provision, increased engagement with ANU, positive alignment and feedback, and successful diversification in Professional Learning, Project Management Expertise and Paid Outside Work. It also confirms that the three-year strategy prepared by the Executive and endorsed by the Board, is being successfully implemented.

Financially, the company has delivered an operating surplus from its own activities, and on a consolidated basis, with a better than budgeted performance from our subsidiary The Social Research Centre (SRC).

Australian Scientific Instruments (ASI) successfully achieved the installation of the last "SHRIMP" instrument in China despite significant challenges, and we all heartily thank the ASI team for their 'mission impossible'. This means that ANU Enterprise support for ASI is now complete.

From a governance perspective, it has been valuable to establish Board Charters for both ANU Enterprise and SRC, consistent with Statements of Expectations which have clarified how ANU cascades accountability for performance of the Group, including subsidiaries.

ANU Enterprise Board has responded to challenges in both the internal and external environment and diligently stewarded the Group's activities and progress. I thank them for their commitment, knowledge and acumen and especially note the contribution and leadership of ANU Deputy Vice-Chancellor Research & Innovation, Keith Nugent during his five years on our Board.

To respond to the increased level of activity and delivered value, ANU Enterprise team has grown

while retaining its enthusiastic work environment and positive organisational culture.

Thank you, and congratulations to CEO Anthony Pages, supported by COO Frank Papa, the management, and the entire team for their achievements and excellent performance.

As ANU welcomes a new Vice Chancellor in 2024, while there will be inevitable change, ANU Enterprise is well-positioned to deliver an even more comprehensive range of services for the benefit of ANU and its impact on society.



Bruce McKay
Independent Chair and Director





NSW Local Land Services

Cool burning training at a travelling stock route at Wagga Wagga. See story on Page 26. Photo Credit: ANU

ANU ENTERPRISE SNAPSHOT

MISSION:

To assist ANU to generate external engagement and research impact via a corporate environment and support services that allow the development and management of commercial activities for the benefit of the University and society.

FAST FACTS

- University Engagement Company of ANU
- Wholly Owned Subsidiary and controlled entity of ANU
- Not for profit/for purpose
- Tax exempt charity
- Cannot pay dividends to ANU – must use any surplus to provide value to ANU
- Debt Free and profitable
- ANU sets Value Targets and Performance expectations

ANU ENTERPRISE SERVICES

- **Business Development**
 - ANU Tenders and Proposal Support (with or without ANUE Project Management)
 - Commonwealth Panel Management
- **Project Delivery**
 - Customised Project Management Solutions
 - Contract Management
- **Professional Learning & Executive Education Support**
- **Paid Outside Work and Personal Consultancies Support**

OTHER KEY HIGHLIGHTS

- Worked with over 700 ANU academics in past three years
- Net Promoter Score 73/100



GOVERNANCE

- **Governance:** ANU Council and Finance Committee
- **ANU Representative:** VC and DVCRI
- **Board:**
 - ✓ 3 independent directors including Chair
 - ✓ 3 ANU reps (DVCA+DVCRI+ Senior Academic)
 - ✓ ANU Enterprise Audit and Risk Committee
- **ANAO audited**
- **Reports:** ANU Council, Finance Committee and Audit and Risk Committee, 3 times a year

VALUE CREATED for ANU over last 3 years:

+\$60.7M new ANU contracts via tender support

+\$12.8M HERDC return to ANU

+116 tenders submitted

+56 tenders won

236 projects delivered



SUBSIDIARIES OF ANU ENTERPRISE

- **Social Research Centre Pty Ltd**
 - Purchased by ANU Enterprise in 2014
 - For profit company with over \$30million annual revenue
 - Generates HERDC for ANU and dividends for ANU Enterprise
 - Performance Expectations set by ANUE
- **Australian Scientific Instruments Pty Ltd**
 - Dormant company

ANU ENTERPRISE PRIORITIES

In 2023, ANU Enterprise continued its evolution towards being the best University Engagement Company it can be for ANU.

We experienced record activity levels for our services, delivered over \$38 million of value to ANU, achieved financial sustainability at both operating and group levels, improved our group governance frameworks, launched new services, and kept our collegiate positive culture alive while doing it.



VALUE PROPOSITION TO ANU

Whilst the Business Development Team was short staffed for much of year they still achieved historical levels of activity and success. The best result yet with the value of new contracts won in a single year culminating at \$35million.

We continued to experience traction with our Project Management and Consulting services and kickstarted a Professional Learning support service line.

We provided our services to 278 academics across every ANU college.

We achieved excellent feedback, improving on our Net Promoter Score with +73.



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 about the company and the value it delivers to ANU and its stakeholders, is essential.

2023 was our best year yet in terms of engagement and reach through our multiple engagement channels. We delivered training workshops for more than 385 registered academics on various topics such as ‘How to become a Consultant’ or ‘How to write successful tenders’.

Executive Team

Frank Papa - COO and CFO

Anthony Pagès - CEO



PEOPLE AND CULTURE

Our people are what makes ANU Enterprise unique.

Our team worked hard in 2023 to successfully maintain and protect our unique culture despite the challenges of scaling up. This was evidenced through the various surveys and check-ins done throughout the year. In addition, we were fortunate to welcome very skilled professionals in both the Business Development and Project Management teams. You can read about our people on our website.



SYSTEMS

2023 saw ANU Enterprise continue to review its administrative systems and processes to achieve better efficiency and responsiveness for our academic community. Of note was the formation of our Systems & Process Improvement Working Group. The working group identified and implemented a range of efficiencies that benefit many areas of our service delivery.

Internal Audit Reviews conducted during the year focussed on the key areas of Information Technology, Third Party Risk Management and Cyber Incident Response and Reporting. Whilst both reviews were successfully passed, they highlighted the ongoing investment required for the coming year.



FORWARD LOOKING

At the time of writing, 2024 is looking positive with a healthy front-log of projects and opportunities. ANU Enterprise will seek to improve the total value generated to ANU as well as support its strategic objectives.



TEAM PAGE 2023





AUSTRALIAN SCIENTIFIC INSTRUMENTS CLOSING REPORT

TURNING DISCOVERY INTO SUCCESS: THE ASI STORY

This year, ANU Enterprise subsidiary, Australian Scientific Instruments (ASI), completed its product line divestment strategy, that commenced in 2018.

Over the last 26 years, ASI has manufactured and sold over 16 SHRIMPS, (Sensitive High Resolution Ion Microprobe), from its facility in Fyshwick, Canberra.

The microprobe equipment contains geochronology technology developed by ANU Research School of Earth Sciences. Through ASI, Australian National University has enabled technology developed in the late 1970s to have a global impact.

The world-wide technology reach is significant, with machines installed in Japan (3), Australia (3), China (3), Russia, Poland, Spain, South Korea, Brazil, USA, and Canada.

Turning technology discovery into success has been an exciting journey.

ASI completed the transfer and transition of the RESolution, Alphachron and RESOchron product lines to Applied Spectra Inc. in August 2019.

The focus for 2020 was the finalisation of the SHRIMP product line following the exclusive licencing arrangement with the Dunyi (Beijing) Technology Development Co (DTDC).

A Research Collaboration Arrangement was also entered into between Australian National University (ANU) and DTDC, ensuring the University continues to receive royalties for its geochronology technology.

The final SHRIMP instrument, shipped in December 2019, was due for installation at the Shandong Institute of Geological Sciences, with completion by mid-2020. COVID delayed the installation completion for over three years. In May 2023, the installation team travelled to Shandong and completed the installation of the last Australian ASI-manufactured SHRIMP instrument.

The 2023 completion of the SHRIMP product line divestment strategy has secured the best possible outcome for customers, agents, our team, our shareholder, and the research reputation of ANU.

The Board of ANU Enterprise and ASI wish to take this opportunity to express their thanks and gratitude to the 2023 installation team for their resolve in standing by and completing what was described as a “mission impossible” task after a three-year hiatus.

The Boards would also like to thank all those involved with ASI over the many decades that have contributed to its success.

ASI ceased operations effective 31 December, 2023.

Photo: The last ASI SHRIMP was delivered and installed in Shandong.
Photo Credit: ANU



ANU RESEARCH & INNOVATION MESSAGE

It has been a successful year for research and innovation at The Australian National University (ANU), with our talented researchers honoured through awards and accolades that underscore our dedication to excellence and innovation.

Highlights include the extension of ANU support for the Agrifood Innovation Institute (AFII) formerly (CEAT), ensuring its continued partnership for a further five years. The MAVIS project, iLAUNCH, the Moon to Mars initiative, and the Trailblazer hub, have all marked significant milestones in Australia's space research endeavours.

As well, securing \$10million to establish two Australian Research Council (ARC) Industrial Transformation Training Centres (ITTC) in the fields of nuclear and radiation science, and plant biosecurity was a huge win. These investments will bolster our research and development efforts, allowing us to stay at the forefront of technological advancements.

As I step down from the role of Deputy Vice Chancellor (Research and Innovation), I would like to express my gratitude to the ANU Enterprise Board for their support and instrumental role in providing the resources that have seamlessly integrated ANU Enterprise services into the everyday fabric of our Research and Innovation Portfolio on campus. It has truly become a purpose-driven initiative.

During my time in the role, I am pleased to have articulated clear research targets for the university and contributed to supporting ANU to adapt to the modern patterns of research funding. In helping to diversify research income, we ensure the excellent ideas at ANU are translated effectively.

I have also seen ANU Enterprise grow to be what is now agreed to be a best-practice university engagement company in Australia.

It's wonderful to see the company engaged in projects and research that hold national significance. In 2023, ANU Enterprise achieved an unprecedented level of value creation for ANU, surpassing all previous records. As the year ended, ANU Enterprise not only exceeded the previous year's \$17 million in value generation for ANU but delivered \$38 million – an exceptional accomplishment.

A successful events program has also enhanced ANU Enterprise's collaboration across campus with ANU Events, NECTAR, research offices, Schools, Colleges and CLT.

I'd like to shine a light on the achievements made in collaborating with industry and government, underscoring the pivotal role played by ANU Enterprise in research and innovation.

My sincere appreciation extends to my colleagues, including fellow board members representing ANU, and our dedicated independent non-executive directors.

I am pleased to see ANU Enterprise go from strength-to-strength and anticipate another year of growth, innovation, and shared success.



Prof. Keith Nugent
Australian National University
Deputy Vice-Chancellor (Research & Innovation)

ENGAGEMENT & MARKETING



WE ENGAGED WITH



STRATEGIC IMPACT

In 2023, ANU Enterprise Engagement and Marketing initiatives continued to drive purposeful interactions with key stakeholders. Notably, demand for our project management services reached unprecedented levels, while our consultancy, professional learning, and business development services experienced a robust 34% increase in the number of projects compared to 2022. This year's Engagement Map is three times larger than last year, highlighting a comprehensive snapshot sample of the industry and government organisations we've engaged with on behalf of Australian National University.

ENGAGEMENT PERFORMANCE

The year showcased significant achievements, including an enhanced Net Promoter Score in client feedback, a substantial growth of 200 more academics attending our events, and a notable boost in social media engagement. This elevated participation spanned the University, its schools and colleges, academics, professional staff, as well as clients and customers across diverse social media platforms.

We engaged with 278 academics in 2023, an increase of 11%.

NUMBER OF PROJECTS



CLIENT-CENTRIC APPROACH

ANU Enterprise prioritised the collection of valuable client feedback, amassing



STRATEGIC INITIATIVES

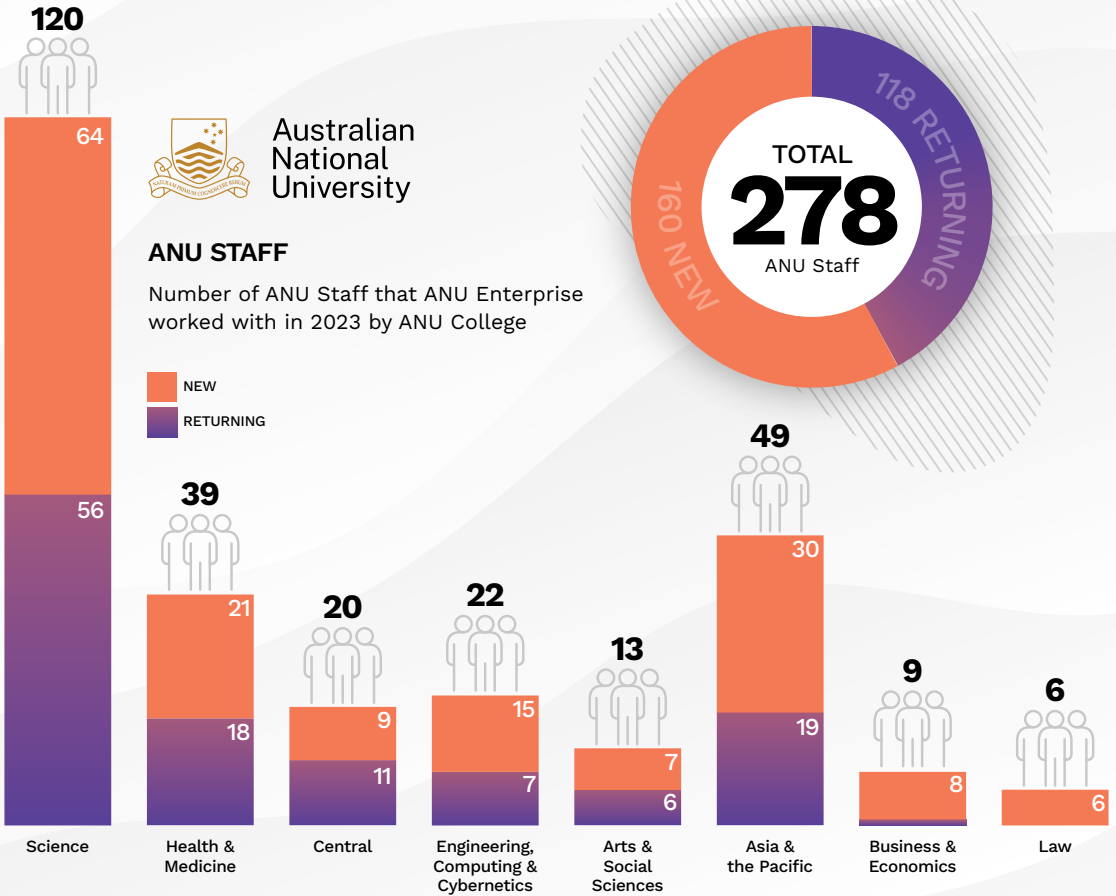
A pivotal aspect of our external engagement strategy involved the establishment of the "University Engagement Companies Network" (UEC Network). This network is designed to facilitate collaboration, knowledge exchange, and best practices among University Engagement Companies within the Asia-Pacific region. Aligned with ANU strategic objectives, the UEC Network will commence in-person meetings and events next year and will contribute to important knowledge exchange between the commercial units of each University. ANU Enterprise proudly forged UEC Network affiliations with esteemed institutions such as the University of Newcastle, University of Auckland, and University of Queensland. Encouragingly, other universities expressed a keen interest in joining our network activities to foster knowledge sharing, best practice experiences and collaborations that deliver maximum impact in 2024.

INCREASED SOCIAL MEDIA ENGAGEMENT IN 2023



ENGAGEMENT & MARKETING

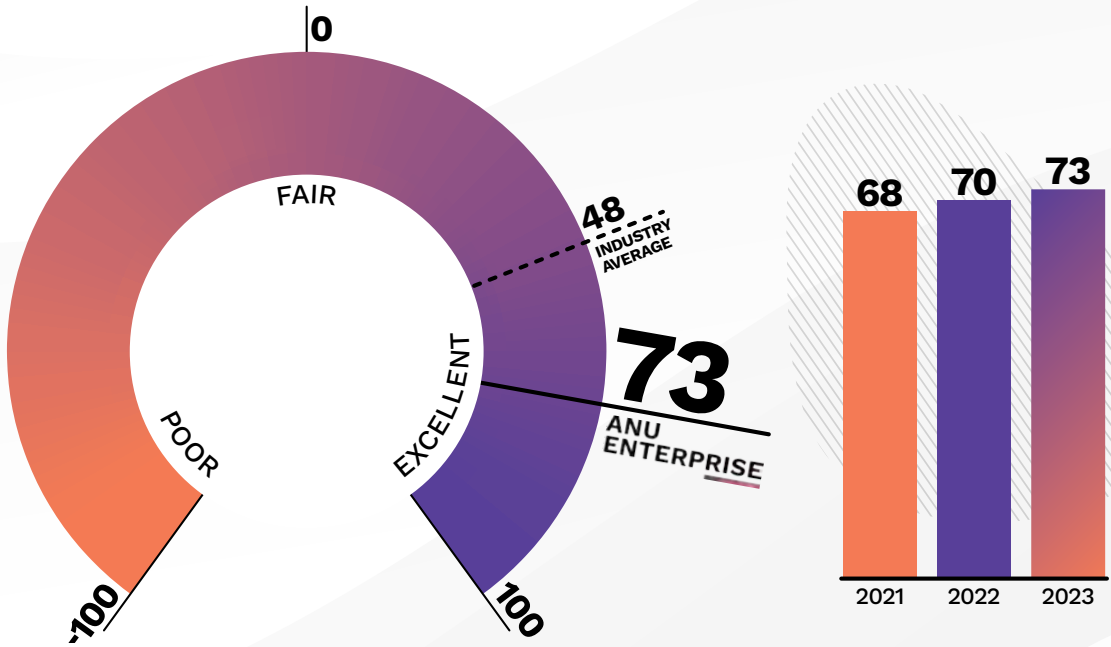
ENGAGEMENT MAP



A sample of organisations ANU Enterprise engages with on behalf of ANU researchers.



ENGAGEMENT & MARKETING



NET PROMOTER SCORE

The Net Promoter Score (NPS) succinctly shows our ongoing success in meeting client expectations.

In 2023 our NPS of 73/100 on a scale ranging from -100 to +100 exemplifies our commitment to delivering exceptional value and satisfaction to our stakeholders. The industry average for NPS is 48/100.

For the past three years client sentiment has improved, with our Net Promoter Score at 68/100 in 2021; 70/100 in 2022; and 73/100 in 2023. This impressive trend in client satisfaction is underpinned by our quality service standards – our commitment to being prompt, tailored, best practice, and innovative.

With over 300 stakeholders invited to provide survey feedback in 2023 our survey response rate was well about the industry average at 33%.

In summary, ANU Enterprise Engagement and Marketing endeavours in 2023 not only met but exceeded expectations, positioning us as a leader in fostering impactful collaborations, best practice, and driving positive change within the academic and professional community.

ENGAGEMENT & MARKETING

EVENTS

For three consecutive years, our online professional development events have been instrumental in fostering engagement within the University research community.

In 2023, we experienced increased event registration with over 560 academics and professional staff enrolling in our events.

Project Management, Business Development, and Personal Consultancy content continued to resonate. A peak in registrations this year for our Personal Consultancies event showed how keen the academic staff are to develop relationships with Industry and Government and explore other funding opportunities.

We extend gratitude for the invaluable support received in amplifying our event messages throughout the year, particularly from our colleagues in the Research and Innovation Portfolio, the Network for Early-Career Teachers, Academics, Professional Staff, ANU Events, On-Campus, the team at ANU Centre for Learning and Teaching, and from Schools and Colleges.

As we look ahead to 2024, we are excited to announce the expansion of our event program to include a fourth event focused on Professional Learning, further enriching the offerings and engagement opportunities for the academic community.



In summary, 2023 was a great year for engagement, where ANU Enterprise and our wonderful team, continued to engage in a way that met the needs of Australian National University.

CLIENT SPOTLIGHT

INTERVIEW PROFESSOR CAITLIN BYRT

When Rio Tinto called on innovators to find a solution to remove target resources from mining-impacted water resources, Australian National University, Prof. Caitlin Byrt, Group Leader in the Division of Plant Science at ANU Research School of Biology, answered the call.

BRIEFLY DESCRIBE THE PROJECT YOU WORK ON WITH ANU ENTERPRISE?

Our biology research team work on engineering selective membrane mechanisms for two main applications. One application is agricultural crop improvement, and the other is advancing precision membrane separation technologies. The purpose of the separation technology application is to enable harvesting of target valuable resource like metals, minerals and nutrients, from liquid wastes.

One of the challenges we have faced in developing this technology is narrowing in on applications that could be the first proof-of-concept industrial use. There are many possible applications, harvesting nutrients from aquacultural or urban waste, harvesting metals from mine tailings, but in each case working directly with industry users to optimise the technology for their separation application, is important to ensure that the technology is fit for purpose.

TELL US MORE ABOUT THE PROJECT. HOW DID IT START AND WHICH TEAMS AT ANU ENTERPRISE DID YOU WORK WITH?

Following chatting with a fellow ANU start-up founder, Shannon Notley, at a Canberra Innovation (CBRIN) function in 2022, he very kindly introduced us to an industry contact in his network who informed us about a global innovation challenge relevant to what we were working on. Rio Tinto had called on innovators to find a solution to remove target resources from mining-impacted water (MIW) resources.

With support from ANU Enterprise Business Development team, we were able to put together a package of information for submission to the MIW challenge that efficiently communicated what we were working on, and how it could be applied to the challenge. We affectionately referred to Stephanie Morison, ANU Enterprise Business Development Manager, as the funding whisperer due to her talent in business development support for successful funding applications.

We are now implementing the three-year MIW challenge project. My ANU Enterprise Project Manager, Alice Marzano, is helping us with project management services such as keeping on top of risk management, tracking progress against milestones, budget management, reporting and communications management.

HOW DOES ANU ENTERPRISE SUPPORT YOU TO REACH YOUR OBJECTIVES?


The support from ANU Enterprise helps us prioritise our time on the research and development activities, such as optimising the methods we use, designing and conducting experiments and analysing data.

Our training and background is in science and innovation, and bringing this together with expertise in project management from ANU Enterprise enables productivity and efficiency in our operations.

WHAT IMPACT DO YOU AIM TO ACHIEVE?

The impact that we aim to achieve with this project is the creation of systems that can distinguish and separate a range of different target high value metals from complex mixtures in liquid wastes. The value of the precious metals trapped in mining wastes can only be realised if the metals are separated from each other and from other unwanted molecules present in the waste.

The approach we have taken is to learn how nature achieves this type of separation. Our background is in plant membrane biology. We study the function of the molecular mechanisms in plant cell membranes that enable them to differentiate between different metal, mineral and nutrient ions and selectively transport target molecules between different cellular compartments.

A woman with short brown hair, wearing safety glasses and a white lab coat over a dark blue t-shirt, is smiling at the camera. She is standing in a laboratory setting, with her right hand resting on a white lab bench. On the bench, there are several petri dishes and a small piece of aluminum foil. The background is slightly blurred, showing laboratory equipment. The image is framed by a large, curved graphic element in shades of purple and pink on the left side.

Our team determine which mechanisms plants use to identify and separate different elements and we adapt those mechanisms to optimise their function for use in separation technologies.

In the long term we hope to be able to deliver technological innovations that support industry to turn their waste into value. Turning waste into value benefits the triple bottom line, it creates value, protects the environment, builds new employment opportunities, improves efficiency, and helps us to transition towards a sustainable circular green economy.

Prof. Caitlin Byrt
Photo Credit: ANU

BUSINESS DEVELOPMENT CAPABILITY

COMPLEX OPPORTUNITY DEVELOPMENT

Complex opportunity development requires a strategic and comprehensive approach to navigate increasingly complex opportunities, working with Government and Industry. This includes opportunity identification and assessment, coordinating interdisciplinary approaches, market research, competitive analysis, stakeholder and partner engagement & management, legal and financial considerations, and understanding the strategic intent of engaging with the opportunity. Complex opportunity development is a dynamic and ongoing process.

ANU Enterprise was able to support ANU Academics to engage in several complex opportunities both internationally and in Australia. Some great successes include the Grains Research & Development Corporation (GRDC) and the German Development Corporation. ANU Enterprise support included working with ANU teams to develop competitive and comprehensive proposals, budgets and pricing, internal and external stakeholder management and communications, rescoping, contract negotiation, and execution.

INCREASING INTRINSIC HEAT TOLERANCE OF WHEAT THROUGH IMPROVED GENETICS REFERENCE

Partners: University of Sydney, University of Western Australia, University of New England, InterGrain, International Maize and Wheat Improvement Center, University of Essex (UK), University of Lancaster (UK).

This project will address heat stress impact on wheat yield challenges facing Australian farmers and grain growers and will deliver outcomes across the 4 years of the project duration. The total project value is \$1.9million.

"ANU Enterprise has provided a seamless connectivity to opportunities within the RDC domain. You make it incredibly easy for us to develop proposals that are compliant within the requirements of the Grains Research & Development Corporation, and you give us an opportunity to grow income for the University and to expand the impact of the University's research into the industry domain".

Prof. Owen Atkin

Vice-Chancellor's Entrepreneurial Professor
Research School of Biology

CAMBODIA STUDY TOUR IN AUSTRALIA

ANU Enterprise assisted ANU to respond to a request issued by German Development Corporation (GIZ), to provide a study tour for senior Cambodian public servants to learn about the Australian social protection and health system. This study tour served as a way of learning practical experience from the Australian mature social insurance supervisory and regulatory institutions and about the complaint resolution and beneficiary protection system, which are beneficial for the newly created Cambodia Social Security Regulator. The initiative is co-funded by Department of Foreign Affairs and Trade (DFAT) and GIZ.

ANU Enterprise co-ordinated the development of the complex proposal, responding to the request for tender. ANU Enterprise engaged relevant experts across the University, which resulted in a multi-disciplinary offering, including academics from ANU Colleges of Asia and the Pacific, Social Sciences, and Law. ANU Enterprise assisted the academic experts to design a comprehensive program, including the addition of a Khmer expert to assist participants with any cultural and linguistic gaps.

ANU Enterprise led stakeholder management including communications and organising site visits with relevant government departments such as DFAT, Department of Health and Aged Care, and Canberra Community Law as well as relevant site visits, such as Parliament House and the Australian War Memorial, as part of the program designed to enhance the learning experience for the participants. ANU Enterprise together with ANU won the tender and delivered the short course with positive feedback from participants, DFAT and GIZ.

BUSINESS DEVELOPMENT CAPABILITY TENDER SERVICES

Tenders are a mechanism often used by Government and Industry to establish a cohort of pre-qualified suppliers to deliver services. ANU Enterprise Business Development Service provide tender co-ordination services to the University.

The following bids are examples of our tender service assistance to the University in 2023.

THE ASEAN-AUSTRALIA DEFENCE POSTGRADUATE SCHOLARSHIP PROGRAM

DEPARTMENT OF DEFENCE

The ASEAN-Australia Defence program sponsors up to twelve (12) Defence officials per year, up to eleven from participating ASEAN countries and one from Australia, to complete a master's degree in Australia.

The contract for this program is five years, with an option of five one-year extensions. ANU Enterprise supported the lead academic Dr Greg Raymond from ANU Coral Bell School, the incumbent supplier, to submit a response to this competitive tender process.

This educational program collaborated cross campus including with The University Library, Accommodation, Insurance, Legal, Centre for Learning and Teaching, ANU College of Asia & the Pacific the Strategic Defence Studies Centre. This resulted in a 75-page proposal and a budget of \$8.7million over five years.

"I could not have asked for a better collaborator in preparing this important tender. It was also a significant relief to be able to focus on the statement of work, knowing that compliance and legal aspects would be handled by ANU Enterprise."

Dr Greg Raymond
Coral Bell School
College of Asia and the Pacific

WORKSHOP PROGRAM ON THE GEOPOLITICS OF INTERNATIONAL STANDARDS SETTING.

ANU Enterprise supported **Dr Darren Lim**, ANU College of Asia & the Pacific for his tender response to DISR to design and deliver two workshops to support effective participation

in international standard setting by Australian representatives under the CSIRO Learning and Development Panel.

The workshop programs focussed on the geopolitics of international standards setting.

ANU Enterprise worked with Dr Lim to review his proposal and budget and simultaneously with the College and Research School to obtain the appropriate delegate approval.

The tender was successful, and Dr Lim was awarded the work order.

THE PROVISION OF IBS COATINGS OF BEAM-SPLITTER SUBSTRATES FOR ADVANCED LIGO PLUS – RESEARCH SCHOOL OF PHYSICS

ANU Enterprise provided business development support to ANU Research School of Physics, and College of Science to bid for and win a competitive tender. The important collaboration between ANU and University of Glasgow is to develop a large-scale international commercial project to provide coatings of three beam-splitter substrates for the Advanced Laser Interferometer Gravitational Wave Observatory (LIGO) Plus project.

University of Glasgow engaged ANU to develop the double-sided ion-beam sputtered (IBS) coating and three free-issue fused silica beam-splitter substrates complying to LIGO's Big Beam Splitter specifications. IBS coated beam-splitters are required to upgrade the Advanced LIGO gravitational wave detectors in the USA. The finished beam-splitters are core optics of these detectors, and their performance is key to detector performance.

ANU Enterprise Project Management team also supported the ANU academic team, led by **Prof. Steve Madden** and **Dr Johannes Eichholz**, in providing stakeholder management, risk and financial management and project coordination, as well assisting with the relocation of highly sensitive scientific equipment to the new ANU Physics clean room.

PERSONAL CONSULTANCIES

Australian National University (ANU) encourages academics to develop and maintain professional standing in the community through undertaking a limited amount of personal consultancy work per year (52 days a year as per the ANU Enterprise Agreement), under ANU Paid Outside Work policy.

This enables staff to disseminate and apply their expertise beyond academia.

ANU Enterprise is endorsed by the University to support ANU academics in contracting with Industry and Government. Our services include advice on costing and pricing, supplying professional insurance, developing project scope, negotiating contract terms, contract and relationship management plus invoicing and payments.

DESKTOP REVIEW OF TECHNICAL REPORT INTO ROPER RIVER

Associate Prof. Barry Croke, from ANU College of Science, was approached by CSIRO Environmental Business Unit to provide a desktop review of a technical report relating to the Roper River (Northern Territory) Catchment Water Resource Assessment of the river model calibration and simulation. The Roper River Water Resource Assessment will provide a comprehensive and integrated evaluation of the feasibility, economic viability and sustainability of water and agricultural development in the Roper River catchment.

The Roper River Water Resource Assessment is an initiative of the Australian Government. The Roper River is a large, perennial flowing river in the northeast of the Northern Territory. Associate Prof. Croke has collaborated over many years with CSIRO.

ANU Enterprise Consulting services assisted with preparing a quote, negotiating the contract, insurance, and project payments.



THE FUTURE OF ELECTRICITY VIETNAM INITIATIVE

Emeritus Prof. Ken Baldwin from ANU Research School of Physics was approached by Adam Smith International (ASI) to provide briefings and discussion papers on The Future of Electricity – Vietnam (FE-V) initiative. FE-V Phase One was launched on 5th June by the Australian Government with support from the Central Economic Committee (CEC) of the Vietnamese Politburo, with the aim of deepening links between both countries' energy and climate institutions and focussed on enhancing the Energy Transition through electricity generation, fuels, grids, markets, and consumption.

FE-V is one of the flagship initiatives for bilateral cooperation between Australia and Vietnam under the new Comprehensive Strategic Economic Partnership signed by the Prime Ministers of both countries and forges new partnerships and channels for collaboration between two regional neighbours.

FE-V is led by the Australian Government and the CEC; and implemented by Australia's Partnerships for Infrastructure (P4I) program and AMPERES, with the Australian National University, the CSIRO, Monash Energy Institute, the Asia Foundation, and Ernst Young as Australian industry partners.

Emeritus Prof. Baldwin is leading the FE-V Generations theme, reviewing lessons from Australia's experience in energy transition and leveraging this to provide tailored, strategic advice to Vietnamese Party and Government stakeholders to help accelerate the transition to renewables in Vietnam in pursuit of their commitments to net zero by 2050.

ANU Enterprise assisted with ASI contract negotiations, insurance cover and project finance support.

Emeritus Prof. Baldwin was the Founding Director, ANU Grand Challenge: Zero-Carbon Energy for the Asia-Pacific, and the inaugural Director, ANU Energy Change Institute (now incorporated into ANU Institute for Climate Energy & Disaster Solutions).

CLIMATE CHANGE WORKSHOP FACILITATION

Dr Rebecca Colvin of the Crawford School of Public Policy, ANU College of Asia and the Pacific, was engaged by the Climate Change Authority to facilitate a workshop at the Climate Adaptation 2023 Conference in Adelaide in July.

The conference is Australia's preeminent event focused exclusively on climate vulnerability, impacts and adaptation and is regarded as an opportunity to share knowledge and experience, to network and strengthen the growing community of adaptation practice and research in Australia.

The session focused on indicators for monitoring and evaluating progress on climate adaptation, and how to benchmark or baseline adaptation progress. Dr Colvin worked with the Climate Change Authority to prepare the workshop plan, facilitate the in-person workshop, and prepare a workshop summary report.

ANU Enterprise supported Dr Colvin by assisting in preparing a quote, insurance cover and facilitating payment.



Dr Rebecca Colvin
Crawford School of Public Policy
College of Asia and the Pacific
Photo Credit: ANU

COMPLEX CONSORTIA MANAGEMENT

BUILDING INSTRUMENTS FOR ONE OF THE WORLD'S MOST SCIENTIFICALLY PRODUCTIVE GROUND-BASED TELESCOPES

ANU Enterprise has expertise in assisting with delivering a wide range of complex projects and programs. Our tailored services involve representing The Australian National University (ANU) and teams of academics and specialist staff, to deliver professional research and development projects with international consortia and other critical stakeholders. Our complex project management is geared towards building the brand of ANU by providing strong relationship management skills, and the frameworks to deliver complex projects that are multi-year and multi-phased with a range of stakeholders in government and industry.

Throughout 2022 and 2023, ANU Enterprise was requested to assist ANU by being appointed Consortia Project Lead for the European Southern Observatory (ESO) \$60million Multi-conjugate-adaptive-optics Assisted Visible Imager and Spectrograph (MAVIS) Project. MAVIS is an unprecedented ground-based instrument, which will provide a unique facility to the astrophysics community to answer a series of questions including stellar evolution, star formation, and weather monitoring on planets, and their moons, within our solar system. It will be installed on ESO's Very Large Telescope (VLT) Unit Telescope 4 in Chile.

As Consortia Project Lead, ANU Enterprise supports the Advanced Instrumentation Technology Centre within ANU Research School of Astronomy and Astrophysics to lead the Astralis group in the delivery of MAVIS. Project support is focused on implementing governance; consortia and client relationship management; and guiding the delivery of complex project, risk, and design and development processes.

"We are very happy with ANU Enterprise Project support service. We have six project Managers who work with the AITC, and they all have very good skills, relevant knowledge/experience and work very effectively with our project teams, greatly improving the effectiveness and viability of our project and business."

Dr Roger Haynes

Technical Manager

ANU Research School of Astronomy & Astrophysics.

The Consortia Lead ANU **Prof. Francois Rigaut** said the project team size is over 100 academics and specialist staff from 5 countries, 17 of whom are from ANU.

In March 2023, the MAVIS Consortium completed the instrument's Preliminary Design Review phase and moved to the Final Design phase, scheduled to conclude in December 2024. After the Final Design Review, MAVIS will be manufactured and assembled.

MAVIS is a collaboration lead by ANU between the Astralis Consortium nodes at the Advanced Instrumentation Technology Centre (AITC), and Macquarie University Australian Astronomical Optics (AAO) and the National Institute of Astrophysics (INAF) Italy, the Laboratoire d'Astrophysique de Marseille (LAM) in France and the European Southern Observatory (ESO).



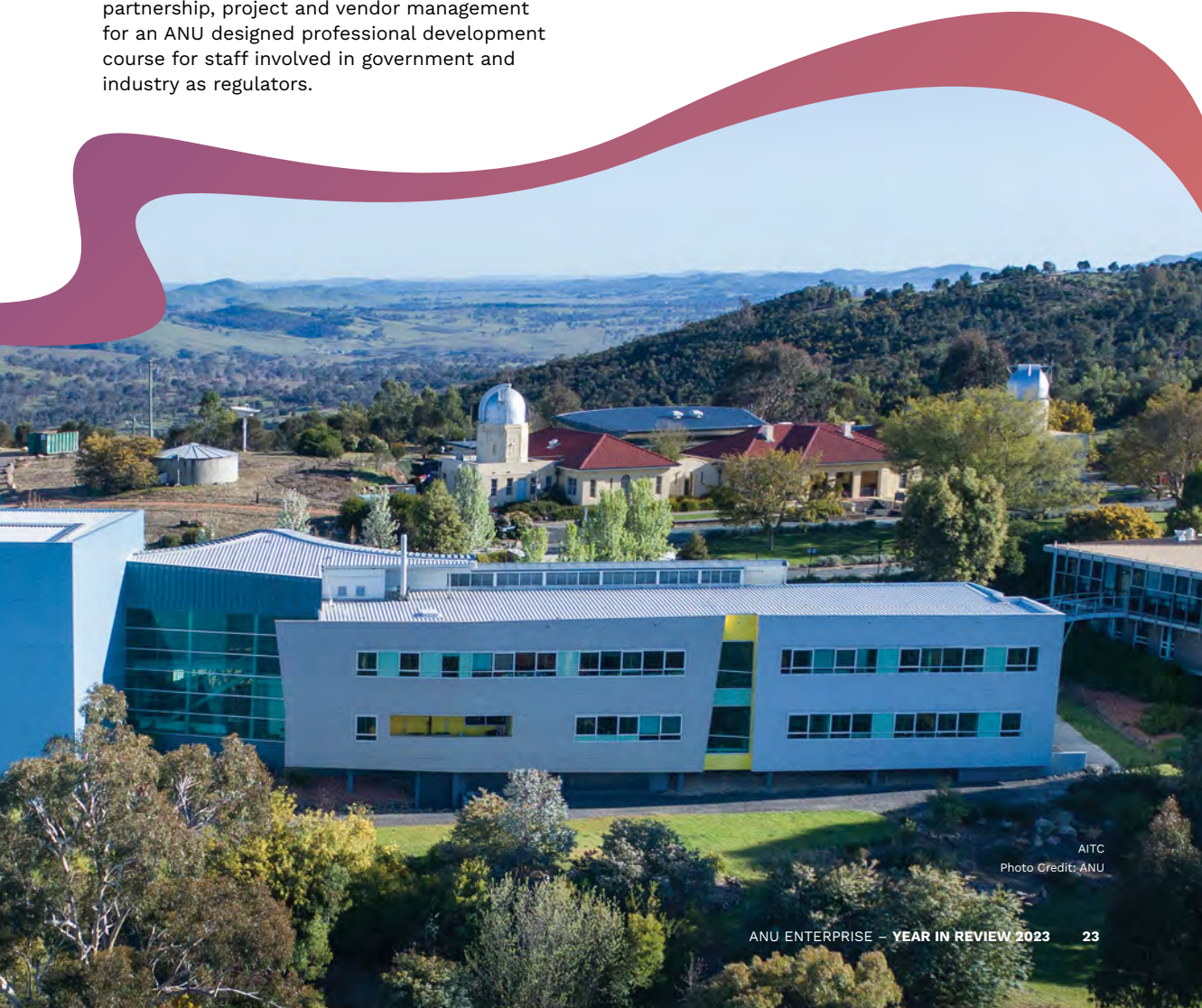
INAUGURAL NATIONAL PROFESSIONAL REGULATOR FOUNDATION COURSE

Diverse approaches are required to successfully manage complex consortia. In 2023, capabilities in governance, relationship management, and program management were employed to facilitate the establishment of a partnership. In this particular instance, the focus was on aiding the development of a new professional development online course for a community of practice.

The National Regulators Community of Practice (NRCoP), under the auspices of ANZSOG, in collaboration with Australian National University (ANU) School of Regulation and Global Governance (RegNet), engaged ANU Enterprise to deliver partnership, project and vendor management for an ANU designed professional development course for staff involved in government and industry as regulators.

RegNet is a world-class academic centre renowned for its pioneering research and education on regulation and governance. Key stakeholders on the project include **Prof. Veronica Taylor** and **Prof. Kate Henne**, Director of RegNet.

ANU Enterprise provides RegNet with governance support, program management, and program engagement. The online course for 650 regulation professionals commenced in February 2023 and is scheduled to finish in December 2025. In addition to partnership management, the ANU Enterprise team also assisted with the implementation of online learning modules, course enrolments and participant support; as well as managing financial reporting obligations to stakeholders including detailed budgeting, forecasts, variance analyses and modelling scenarios for the project.



AITC
Photo Credit: ANU

PROJECT CAPABILITY

INTERNATIONAL

ANU Enterprise specialises in managing international projects, connecting Industry and Government with academic expertise in delivering impact.

WE STRIVE TO EXCEL IN FOSTERING COLLABORATION, ENSURING TIMELY DELIVERABLES, NAVIGATING DIVERSE REGULATORY LANDSCAPES, AND FOSTERING COMPLEX STAKEHOLDER ENGAGEMENT.

With a proven track record, we bring collective expertise that blends innovation with strategic partnership cultivation for successful project execution on behalf of Australian National University.

ADVANCED LIGO PLUS: THE NEXT STEP IN GRAVITATIONAL WAVE ASTRONOMY

IBS coated beam-splitters are required to upgrade the Advanced LIGO gravitational wave detectors in the USA. The finished beam-splitters are “core” optics of these detectors, and their performance is key to detector performance.

THE UNIVERSITY OF GLASGOW PARTNERED WITH AUSTRALIAN NATIONAL UNIVERSITY IN A JOINT UK-US PROJECT TO UPGRADE THE GRAVITATIONAL WAVE DETECTORS BY INSTALLING NEW BEAM-SPLITTERS AND OTHER COMPONENTS. THE PROJECT IS CALLED ADVANCED LIGO PLUS.

Through ANU Research School of Physics, ANU Enterprise assists the Research School in project managing their contractual obligations for the provision of coatings and delivery of test results, compliant with the requisite engineering specification and similar industry standard methods. Mapping the gravitational-wave sky will provide an understanding of the universe in a way that electromagnetic observations cannot.

PACIFIC ATTITUDES SURVEY VANUATU

The Pacific Attitudes Survey (PAS), conducted in Vanuatu, produces large-scale quantitative data on popular political attitudes to democracy, governance and social change that can be used to support research and policy activities across the region. The project has a strong capacity-building and policy impact focus, with a view to addressing data poverty issues in the Pacific.

The PAS Vanuatu team was led by ANU, working in partnership with Swinburne University of Technology, University of the South Pacific and the National University of Vanuatu. The project is a partnership between the Department of Foreign Affairs and Trade through the Pacific Research Program, The Asia Foundation, and Australian National University.

ANU Department of Pacific Affairs engaged ANU Enterprise to subcontract seventeen Vanuatu-based members of the PAS Vanuatu team, as consultants for the purposes of facilitating and managing payment of their allowances, honorarium, and travel allowances.

THE PAS VANUATU TEAM OF 17 ENUMERATORS SUCCESSFULLY COMPLETED THE PACIFIC ATTITUDES SURVEY ACROSS VANUATU'S EIGHT PROVINCES.

AUSTRALIA AWARDS SHORT COURSE (AASC)

The National Security College, ANU College of Asia and the Pacific, was successful (through ANU Enterprise) in being awarded a contract for the design and delivery of an AASC in Strategic Analysis and Analytical writing for 17 Vietnam Government Officials.

The in-Australia component of this AASC was provided for participants from the external relations committees of the Vietnamese and Laotian governments, alongside representatives from Australia's Department of Foreign Affairs and Trade (DFAT).

Participants completed the introductory course in strategic analysis and analytical writing delivered by ANU Academic, **Russ Swinnerton** in Hanoi in October 2023.

THE AIM OF THIS COURSE WAS TO DEVELOP PARTICIPANTS WHO CAN ANALYSE COMPLEX STRATEGIC PROBLEMS, AND THEN COMMUNICATE IN WRITING AND ORALLY THEIR JUDGMENTS, FORECASTS AND POLICY RECOMMENDATIONS.

ANU Enterprise, as the party contracted by Tetra Tech International Development (who manage Aus4Skills on behalf of the Australian Government), was engaged to assist the National Security College in delivery of the course in addition to providing financial management, VIP support, simultaneous translation services, site visits across the ACT, logistics management in relation to visa and insurance requirements, and general support to participants and academics.

PROJECT CAPABILITY

WORKING WITH GOVERNMENT

The provision of project management services to federal, state, and local government is central to ANU Enterprise services.

Our project management capability ensures efficient planning, regulatory compliance, risk management, stakeholder engagement, and resource management in Category 2 research projects. These services guarantee that research aligns with national and regional priorities, while adhering to government regulations and principles including Value for Money.

Our team utilise and adapt Project Management approaches and methodologies including Prince2, Project Management Body of Knowledge, and Agile practices.

FIRST NATIONS COOL BURNING ON TRAVELLING STOCK RESERVES

NSW Local Land Services working with Resilience NSW, approached a consortium of stakeholders, including Australian National University and three Local Aboriginal Land Councils (Wagga Wagga, Young, Onerwal), to create a collaborative community pilot project to implement and then monitor the reintroduction of cool burning by First Nations peoples as a management tool in grassy woodlands on Travelling Stock Reserves in rural NSW. The project aimed to reduce bushfire risk and improve biodiversity on travelling stock reserves (TSRs), and importantly to benefit First Nations peoples by providing more opportunities to connect to and care for Country, as well as economic and social benefits.

During 2023, a series of 30 cool burns led by local First Nations practitioners took place on box-gum grassy woodland sites on vast stock routes across the Riverina and South-East regions in NSW. Researchers at ANU monitored these sites before and after fire to investigate the ecological responses of plants, fuel loads and soils.

Australian National University (ANU) Lead Researcher **Dr Elle Bowd**, Fenner School of Environment and Society, ANU College of Science, said the project aimed to “create an interface between western science, land managers and First Nations traditional knowledge on how to best manage long-unburnt box-gum grassy woodlands in TSRs, and importantly, would help to support the re-emergence of First Nations burning in south-eastern Australia”.

ANU Enterprise collaborated with Dr Bowd in the capacity of Head Contractor and Principal Scientist, as well as **Distinguished Prof. David Lindenmayer**, ARC Laureate Fellow, Fenner School of Environment and Society, ANU College of Science. Our services included rendering project management expertise to a consortium of community stakeholders, comprising the Australian National University, NSW Local Land Services, and Local Aboriginal Land Councils. In addition to business development support for a successful tender response ANU Enterprise provided project planning and evaluations in alignment with government funding parameters, contract administration, monitoring and control of project milestones, management of subcontractors, logistics, and the nurturing of our ongoing relationship with NSW Local Land Services.

“Importantly, the project provides many opportunities for First Nations peoples, including sponsored training in fire safety and management, and employment as burning practitioners, building future community capacity in this important space.”

Dr Bowd

The findings from this project will help guide ongoing management decisions on TSRs and help to support and inform the future use of cool burning by First Nations Peoples as a management tool in box gum grassy woodlands.

The research project sponsored 45 Aboriginal peoples to obtain nationally-accredited training: Cert II in Public Safety - Fire Fighting Operations across the project regions, building community capacity in future burning programs, and generating employment opportunities. Many of these trainees were then employed as burning practitioners on the project, burning Country for the first time under guidance by an experienced practitioner.

"TSRs are historic parcels of land, and we want to make sure we're managing them in a way that strikes the balance between biodiversity conservation, livestock production, Indigenous conservation, recreation and community priorities."

"We believe cool burning can be a valuable management tool which can impact not only the Riverina and South-East regions, but more broadly across New South Wales."

Ray Willis

Riverina Local Land Services
General Manager and State Director for TSRs

The project partnered with three NSW local Aboriginal Land Councils who led cool burning on their respective Countries (Ngunnawal and Wiradjuri), providing employment and training opportunities. After the cool burns, a direct-seeding experiment was conducted by ANU with an aim to restore and enhance declining plant communities, which are currently subject to ongoing monitoring.

The project concludes in June 2024.

The central idea of Cool Burns is fire management using a 'cool' fire by First Nations peoples (also called "cultural burning" in some contexts), where the fire is slow and of low-intensity. The fire trickles through the landscape creating mosaic like patterns.

www.watarrkafoundation.org.au extracted Dec 2023

Dr Elle Bowd
Photo Credit: ANU



OUTCOMES MONITORING FRAMEWORK FOR VETERANS AND FAMILY COUNSELLING

Department of Veterans Affairs (DVA), Open Arms Program is a Veteran & Family Counselling Service, Australia's leading provider of mental health and wellbeing support to veterans and their families.

In June 2019, the Productivity Commission Inquiry Report – A Better Way to Support Veterans – provided a comprehensive review of the veteran support system. Following the review, DVA approached Australian National University to provide an Outcomes Monitoring Framework to determine routine outcome measures to monitor and ensure high quality veteran and family counselling service delivery, continuous improvement, and the clinical efficacy of different service types.

A research team led by **Prof. Philip Batterham** from ANU College of Health and Medicine, Centre for Mental Health Research, together with Prof. Peter Butterworth, Dr Madeline Romaniuk, Prof. Alison Calear, Prof. Nicolas Cherbuin and Associate Prof. Michelle Banfield, delivered the project from mid-2022 until mid-2023.

The team prepared a methodology including a scoping review, implementation and change management process, comparison evaluation with other monitoring systems, and an evaluation and reporting framework.

In addition to working with the academic team to submit the successful tender, ANU Enterprise provided the research team with project management services tailored to government requirements.

"ANU Enterprise provided excellent support for our project with Government including project management and relationship management, allowing the research team to focus on research."

Prof. Batterham

PROFESSIONAL LEARNING

In 2023, ANU Enterprise sought to diversify the avenues we provide value to ANU through an expansion of our work in Professional Learning.

Dr John Shellard was appointed to Head of Professional Learning in May, tasked with leading the expansion of ANU Enterprise services.

Prior to the establishment of an ANU Enterprise lead Professional Learning service, ANU Enterprise has delivered a variety of Executive Education, Short Courses and Study Tours since 2014.

The expanded service will work to position the Australian National University center-stage in offering high quality learning experiences, developing and coordinating cross-campus and industry stakeholder relationships whilst evolving relationships with government and international organisations including managing contractors delivering federal programs.

“Our Business Development and Project Management teams were providing these services well before COVID impacted the world. COVID stopped all in-person training abruptly and the ANU Enterprise directive on expanding our services has happened as international groups have returned and government agencies are now looking again for blended and in-person solutions.”

Dr Shellard.



CYBER BOOTCAMP – INDIA AND SOUTH-WEST ASIA

The Cyber Bootcamp program provides DFAT funded capability building for public servants in our region. The 2023 program included participants from India, Bangladesh, Nepal, Bhutan, Sri Lanka, and Maldives. We supported ANU National Security College to deliver the in-person short course to complete a contract that ANU Enterprise had assisted ANU to secure in 2018.

“THE PROFESSIONAL REGULATOR”

In late 2022 RegNet and partner NRCop engaged ANU Enterprise to co-ordinate the development and delivery of the flagship online training program for Australian regulators. The program is designed to train over 1000 state and federal regulators per year in the core principles and practices of a professional regulator.

Professional Learning encompasses several different types of academic offerings, services, and learning experiences including executive education, short courses, study tours, coaching and mentoring. In most cases, they are non-award commercial services that are paid for directly either by the individual learner, employer, or sometimes a third party such as an international aid program or industry group.

“One of the highlights have been the opportunity to bring together key stakeholders on behalf of the university and supporting all parties to quickly deliver quality learning offerings.”

Professional Learning will often incorporate online, in-person or blended deliveries, with ANU input or in partnership with other institutions, professionals, and practitioners. ANU Centre for Learning and Teaching will support learning

and teaching components including course design, inclusive teaching, and digital pedagogies. Together, the service provides a seamless and customised response on content, logistics, welfare, and international groups.

ANU Professional Learning programs are already delivered by 13 different Schools and University business units including the nationally acclaimed short courses, and executive programs offered by ANU College of Asia & the Pacific, Crawford School of Public Policy.

“Through Professional Learning, ANU will continue to provide a critical and practical nexus between university teaching, research, and broader engagement.”

Dr Shellard

Climate Change and Energy Transition Masterclass for members of the National Assembly of Vietnam
Photo Credit: Yao Studios



GERMAN AID FUNDED SOCIAL PROTECTION STUDY TOUR (CAMBODIA)

ANU Enterprise coordinated and supported a diverse academic team to deliver a German Development Cooperation (GIZ) funded study tour for Cambodian Government planners as they are being tasked with designing a social insurance/ protection regime for Cambodia.

VIETNAM MASTER CLASS - CLIMATE CHANGE ADAPTATION AND ENERGY TRANSITION

Department of Foreign Affairs & Trade funded 19 members of the Vietnam National Assembly to a master class by ANU Institute for Climate, Energy, and Disaster Solutions. ANU Enterprise provided VIP support, simultaneous translation services, site visits across ACT, NSW, and Victoria.

ANU ENTERPRISE GROUP

The Social Research Centre Pty Ltd (a wholly owned subsidiary of ANU Enterprise)- Advancing methods and reimagining survey research.

THE AUSTRALIAN COMPARATIVE STUDY OF SURVEY METHODS

The Social Research Centre's (SRC) research optimises data quality within client budgets to ensure confidence in the results and support impactful decisions. In July, SRC held a Reimagining Surveys workshop showcasing the results of SRC's Australian Comparative Study of Survey Methods (ACSSM). The ACCSM provides empirical data about how costs and quality in survey research vary across methods. The full paper is available on the SRC website and will be published in an ANU working paper.

The study demonstrated that SRC's Life in Australia™ panel, the most methodologically rigorous online panel in Australia and one of a small number of probability panels worldwide, provides high-quality data at a reasonable price. Unlike other research panels, Life in Australia™ includes people with and without internet access, randomly selected to reflect the diversity in the country's population.

Throughout the year, SRC used best practices, innovated, and experimented to expand the company's social impact. The company responded to more than 130 research opportunities, both innovating to retain valued clients and making efforts to diversify into new markets. SRC has earned a compelling reputation as one of Australia's most trusted social research and evaluation evidence partners.

SRC has continued to deliver nationally significant projects, particularly in the education sector. The projects include a successful contract extension of the Quality Indicators of Teaching and Learning research program, a contract renewal for the Australian Early Childhood Development Census, various contracts to implement state student destination and outcomes studies, and the National Early Childhood Education and Care Workforce Census. In addition, SRC conducted the National School Review Survey, calling for input from students, teachers, parents, and carers to Inform a Better and Fairer Education System.

Diversity, equity, and inclusion were consistent themes in workforce studies across various sectors in 2023. Targeted research subjects included understanding women's leadership in the public sector, sexual harassment and abuse in the workplace, and the characteristics of safe workplaces for persons with a disability, First Nations employees, and culturally diverse employees. SRC was delighted to evaluate 40 years of the Victorian Multicultural Commission to determine the impact it had in the making of modern multicultural Victoria.

SRC's expertise in men's and women's health studies continued to grow with additional studies focusing on lifestyle health, cancer prevention, mental health, vaping, and sexual health.

SRC continues to conduct a sizable number of research and evaluation projects, with an average of 138 projects in progress at any one time. As of September 2023, these projects generated more than \$2.2million in HERDC for ANU and included more than \$3.8million worth of research in partnership with ANU academics.

Reflecting the company's dedication to having a diverse and inclusive workplace free from discrimination, SRC was accredited as an Inclusive Employer by the Australian Diversity Council for the third consecutive year. SRC also implemented an Innovate Reconciliation Action Plan - a key priority to achieving this goal.



KEYS CONTACTS

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 & Company Secretary
frank.papa@anenterprise.com.au
+61 2 6125 0612

ANU RELATIONSHIP



Elouise O'Toole

Head of ANU Relationship
elouise.otoole@anenterprise.com.au
+61 2 6125 0944

BUSINESS DEVELOPMENT



Georgia Kendall

Head of Business Development
georgia.kendall@anenterprise.com.au
+61 6125 0985

PROFESSIONAL LEARNING



Dr John Shellard

Head of Professional Learning
john.shellard@anenterprise.com.au
+61 2 6125 1808

PROJECT MANAGEMENT



Jennifer Burgess

Head of Project Management
jennifer.burgess@anenterprise.com.au
+61 2 6125 0943

ENGAGEMENT & MARKETING



Susan Blain

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

ANU ENTERPRISE BOARD MEMBERS



Bruce McKay

Independent Chair and Director



Carol Lilley

Independent Non-Executive Director



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ANU ENTERPRISE

Watch our video to learn more
about ANU Enterprise.



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2/121 Marcus Clarke St.
Canberra ACT 2601