



Acknowledgement of Country

SSE acknowledges that Aboriginal and Torres Strait Islanders are the First Peoples and Traditional Custodians of the lands and waterways of Australia and the oldest continuing culture in the world. We pay respect to Elders past and present as the original storytellers, innovators, and place-makers, and together we celebrate their traditional sovereignty of these lands, which has never been ceded.









Artwork elements used throughout this document are derived from the artwork 'Abundance' by Mumbulla Creative.

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Emeritus Professor Annabelle Duncan Independent Director and Board Chair



Dr Sarah Jones CEO

Chair and CEO Welcome

2023 has been a challenging year in many respects, nationally, globally, and geopolitically.

Of notable consequence, Australia voted in its first referendum for 23 years. The vote, to alter the Constitution to recognise the First Peoples of Australia by establishing an Aboriginal and Torres Strait Islander Voice to Parliament, was resoundingly rejected.

However, the referendum result does not mean that we accept the status quo or slow the momentum to achieve better outcomes for more people. On the contrary, it means we must work harder, listen to First Nations people more closely, and collaborate more, not less, to lift prosperity and opportunity for all.

And this is what we are doing at the Sydney School of Entrepreneurship (SSE); demonstrating leadership in areas that we know will make a difference.

When SSE was established by the NSW Government in 2016 as an independent, not-for-profit consortium between the 11 NSW universities and TAFE NSW, we embraced the mission to build a nationwide culture of entrepreneurialism and shared prosperity, and we continue to grow from strength to strength.

This year we've walked with remarkable women seeking to create new directions for themselves and their families and their communities, been inspired by young people from disadvantaged backgrounds carving out new pathways of self-determination, First Nations people bringing to life millennia of cultural tradition, innovation, and knowledge, and individuals from culturally diverse and migrant backgrounds forging new business opportunities to sustain their families and grow the economy. Entrepreneurship matters, and it is everywhere.

2023 has also been a year for celebration. SSE marked its milestone sixth anniversary and over the course of the year we issued 446 verified microcredential badges to 408 unique participants from Batemans Bay in regional NSW all the way to Baghdad.

This year, we formally launched SSE's *Strategic Plan 2023-2026*, an ambitious and compelling roadmap for our future direction, with a clear focus and prioritisation to nurture and champion more diversity, inclusion, and equity. To that end, SSE also celebrated and participated in WorldPride and SXSW, two important fixtures on the global stage and the first time either festival has been held in the Southern Hemisphere.

As we head into 2024, we are driven more than ever to unlock the talent and potential of more Australians; helping to build the knowledge, confidence, and selfdetermination of those who have historically been denied the chance to experience the transformational opportunities that emerge through education, employment, and entrepreneurship.

As another year draws to an end, Annabelle and I send a sincere word of thanks to the remarkable SSE team, all passionate, hard-working, intelligent, and driven humans who lead with impact every day to realise our collective mission – to build a nationwide culture of entrepreneurialism and shared prosperity.

It's an honour and a privilege to be heading into 2024 with you all.



WHO

Value Proposition

SSE is a social enterprise that transforms lives by partnering with government, industry, and community organisations to deliver tailored culturally-safe and sensitive, community-centred entrepreneurship education to diverse communities around Australia. SSE helps learners to unlock their potential and build the skills and confidence they need for work and life in the 21st century.

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Our Values





Equity



Diversity

Collaboration

Our values define who we are and what we inspire in each other, and represent a commitment to each other, our learners, partners, and communities, locally and globally. They are lived and embedded in our practice, philosophy, and engagement.

Vision Statement

Driven by a belief that entrepreneurship is a powerful catalyst for change, we aim to unlock the potential and talent of more people from different backgrounds to create a better future for all Australians. We see a world where every Australian is empowered with the skills, capability, and learning opportunities to overcome barriers to employment and education.

Mission Statement

Our mission is to build a nationwide culture of entrepreneurialism and shared prosperity.

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2023 was a year of extraordinary inspiration and impact; we expanded our partnership networks and collaborations, growing our regional reach and national and international footprint; we continue to contribute to the global entrepreneurial ecosystem, participating in industry events, local-meets, policy discussions, and conferences. We also celebrated an awards win for CEO Dr Sarah Jones.



Page

SSE turned 6!

SSE celebrated its <u>sixth anniversary in 2023</u>, a moment to reflect on our journey and impact since the organisation launched in 2016, and an opportunity to reinvigorate our drive and commitment to the community we serve.

Strategy 2023-2026

<u>Strategy 2023-2026</u> outlines SSE's core belief that entrepreneurship is a powerful catalyst for change, and frames our values and core tenets that focus on improving outcomes for more Australians.

'Abundance' artwork collaboration

We partnered with Aboriginal creative agency <u>Mumbulla Creative</u> to create a meaningful and breathtaking visual brand that represents our partnerships, service, and impact, as well as our future direction.

Industry Awards

CEO Dr Sarah Jones was named Innovation Leader of the Year at the 2023 <u>InnovationAus Awards</u> <u>for Excellence</u> in November, a huge thrill and testament to her bold leadership and vision for the future of SSE.





Strategy 2023-2026

SSE's *Strategy 2023-2026* commits to building a nationwide culture of entrepreneurialism and shared prosperity.

It presents the principles that underpin the core business of SSE and reinforces SSE as a valuesbased organisation serving culturally diverse, progressive, and fast-growing regions, precincts, and districts, and forging multi-sectoral connections, cohesions, and collaborations to drive innovation and expand entrepreneurial mindsets.

The goals of *Strategy 2023-2026* will be achieved by focusing on the people and culture of our workplace, strengthening the learner experience, prioritising collaborative learning and place-based initiatives (with a focus on First Nations partnerships), and pursuing regional and (inter)national engagement.

As we look to the next 3 years and beyond, we want our work to be more compelling and deliver more positive impact than at any other time in our history. *Strategy 2023-2026* proudly defines our future direction and priorities, and commits us to shared values, principles, and actions.



Programs

We developed new programs that were delivered online and in-person to hundreds of learners across Australia and the globe.

DIP Future Cities

100%

of participants were satisfied with the program 100%

of participants will apply the skills gained from the program

DIP Tech Central

NCNCC

90% of participants were satisfied with the

ргодгат

93% of participants will apply the skills gained

from the program

Digital Internship Program

Partners: Tech Central & Western Sydney University Launch Pad

These unique programs are designed for anyone interested in exploring the world of startups and aim to build the transferable skills required to work in or create a successful startup. They offer participants the opportunity to work with highimpact organisations on real-world projects.

Tech Central: Showcasing and giving learners an opportunity to work 'virtually' alongside innovative startups and scaleups operating in Sydney's dedicated tech ecosystem.

Future Cities: Showcasing and giving learners an opportunity to work 'virtually' alongside innovative startups and scaleups operating in Western Sydney.

"I wish I could have continued the internship for longer!"

— Murtadha R.



Digital Intership Program Hosts

Stephanie Weiss Founder, *Arula*



Tash Jamieson Founder, *Lockpick Games*

Bassam Alameddine Founder, *Inviropod*

Chingun Erdene-Ochir & Chris Luong CEO and Co-founder, *Lingo Ledger*

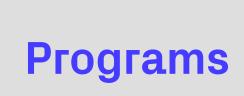
Danielle Owen Whitford Founder, *Pioneera*











CCCCC

22222

of program participants were female

57%

of participants speak a language other than English at home

100%

of participants were satisfied with the program

97%

of participants will apply the skills gained from the program

Partner: Penrith City Council

An engaging series of six online and in-person workshops for new and early-stage startup founders with a personal or commercial connection to the City of Penrith. SSE Facilitators, Council staff, and industry experts co-collaborated to deliver and promote a hugely successful program.

"Better than my MBA!"

Startup Success

— Soo L.















Invest in Yourself (IIY): Exploring Money and Self-Employment

Our signature program, *IIY*, is a co-designed program blending financial literacy and entrepreneurship for a diverse range of learners, increasing their confidence in and knowledge of financial literacy, freelance work, entrepreneurship, and working remotely to broaden their scope of employment opportunities.

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Gunnedah High School & St Mary's College

Partner: Department of Regional NSW

Aboriginal high school students from Gunnedah High School and nearby St Mary's College came together at the Gunida Gunyah Aboriginal Corporation headquarters to participate in *IIY* along with SSE's Facilitators and First Nations entrepreneur and cultural mentor, Kayleb Waters-Sampson.

"I've learned a lot about myself, especially around communicating with other people (that I'm pretty good at it!) and that it's okay to get out there and make a difference."

— Lilly J.





Regional NSW State-wide Series

Partner: Department of Regional NSW

SSE is delivering *IIY* to diverse cohorts of inspiring Aboriginal young people in eight regions across NSW including Tumut, Kempsey, Bathurst, Newcastle, through October and November, with Batemans Bay, Dubbo, Worrigee, and Armidale to follow in early 2024.







Invest in Yourself (IIY): Exploring Money and Self-Employment

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NSW Regional Educational Pathways Program

Partner: NSW Department of Education

Bingara's landscape was a powerful connector to Country for the cohort of high school students that participated in *IIY* in Glenn Innes and Armidale. One of the striking outputs from the day included the ideation of a mural, by one Glenn Innes teen, telling the story of a destructive fire in the community, and finding a way to preserve the story and give the town a visual 'lift'.















Invest in Yourself (IIY): Exploring Money and Self-Employment



of participants were satisfied with the program of participants felt confident in taking steps to start their

own business

Armidale Ezidi Community

Partner: Department of Regional NSW

Co-designing with Mosaic Multicultural Connections and members of the Ezidi community, we customised *IIY* for young Ezidi learners in Armidale, developing a culturally relevant and safe learning environment where students could participate with confidence.

"[IIY] gave me lots of ideas and showed me how to take small ideas and then make them into something big."

— Salwa M.





Gomeroi Culture Academy

Partner: Department of Regional NSW

In partnership with Gomeroi Culture Academy and local Gomeroi entrepreneur Kayleb Waters-Sampson, we delivered *IIY* in Tamworth to a cohort of Aboriginal young people. Afterwards, many of them were inspired to explore new pathways and start their own businesses.

"[IIY] has helped me understand that there are multiple different ways that you can go about your future – there is not one set pathway."

— Lily D.





Programs CCCCCCC

2023 IN REVIEW

Discovery

Discovery is designed to help students and teams develop sought-after skills in creativity, design thinking, and entrepreneurship. Participants learn and apply skills to work through real-world problems and collaborate to ideate, innovate, pivot, and scale solutions that can make an impact.

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Twenty participa

Twenty participating Year 9 and 10 students from St Joseph's College in Sydney kicked their *Discovery* journey off in April with a day-long excursion at SSE HQ in Ultimo. St Joseph's ran the program as an extra-curricular activity over two school terms.

St Joseph's College

International Grammar School

Seventy Year 9 students from International Grammar School in Sydney's inner city participated in *Discovery* as part of a co-curricular offering over one school term.

Hoxton Park High School

A cohort of Year 9 students from Hoxton Park High School in Sydney's West continued to develop their ideas to solve real-world problems with the support of SSE's Facilitators through weekly Zoom sessions.

Congratulations to all our recent graduates!









Events and Activities

Through 2023, SSE has actively engaged in industry events and conferences, enabling staff to make new connections with industry colleagues and stakeholders and promote the SSE brand within and beyond the startup, innovation, and education ecosystems.







Events and Activities

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NSW Small Business Month

NSW Small Business Month takes place each October and is an invitation to small businesses across NSW to invest their precious time meeting and networking with other small business owners, support networks, and attending events that align with their special interests.

97.3% of all business (around 2.5 million) in Australia are small businesses. Small businesses employ 1.8 million people in NSW alone, which accounts for almost half (45%) of the NSW private sector workforce.

In celebration of <u>NSW Small Business Month</u>, SSE held an informative panel discussion and networking event – *How to Innovate to Lead with Industry 4.0 for Small Business Resilience* – at its Ultimo HQ on Wednesday 25 October. Hosted by Co-Founder & Design Principal at NOA The Brand and SSE Training Facilitator, Martin Boehnel, three expert panellists generously shared their valuable insights into the small business and startup ecosystem and what it takes to not just survive in business in 2023, but to thrive.

In the age of AI, it's essential for small business to lean into technological change and build resilience through innovation, so the panel was designed to explore some of the central themes surrounding (and challenges facing) new and early-stage startup founders today in the face of extraordinary tech advancement.

Regarding Al's impact on small business, our panellists all agreed – they're exciting times, but best proceed with caution!









Panelists







Danielle Owen Whitford Founder of Pioneera, an Al platform used to identify and assist with early intervention of workplace burnout.

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Luke Fabish

Software engineer, 20+ years tech industry veteran, and Co-Founder of Digital Village, a 300-strong network of tech experts.

Dr Joanne Jakovich

CEO and Co-Founder of Humanacy, a digital-physical puppet platform that nurtures human skills in 3-7 year olds.





'Abundance' artwork collaboration

Showcasing the talent and depth of Aboriginal and Torres Strait Islander entrepreneurs from diverse business sectors – and sowing the seeds of entrepreneurship in others – is fundamental to SSE's mission.

In 2023 we partnered with Aboriginal creative agency <u>Mumbulla Creative</u> to create a breathtaking visual representation of our vision, collaborations, partnerships, service, and impact, as well as our future direction.





Awards

Awards nominations provide an exciting opportunity for any organisation to reflect on its evolution and achievements. In recognition of the many significant milestones SSE has reached this year, Dr Sarah Jones was named as Finalist in two prestigious Awards, taking home top honours in one!





Winner

Innovation Leader of the Year InnovationAus 2023 Awards For Excellence

Finalist

Not-For-Profit Executive of the Year 2023 Executive of the Year Awards

"A special word of thanks to my remarkable team – all passionate, hard-working, intelligent and driven humans who lead with impact every day to realise our collective mission."

— Dr Sarah Jones

Advocacy, Research, and Thought-Leadership

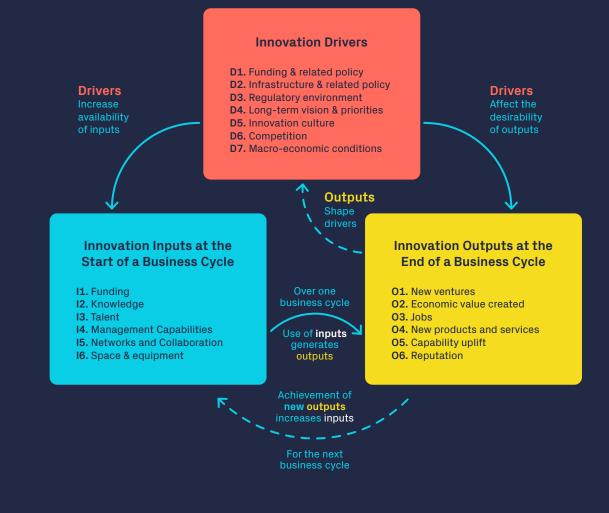
SSE commissioned to identify and measure key drivers of innovation success across NSW

In April 2023, the NSW Government commissioned SSE to undertake in-depth research identifying key drivers of innovation across the NSW Innovation Districts and develop a measurement framework to help develop and drive an Innovation Ecosystem Strategy.

SSE engaged a dedicated research team from across its university Member institutions to explore, review, and analyse broad-ranging primary and secondary data, undertake interviews with key stakeholders across the state, and synthesise the results to identify drivers of innovation inputs and outputs, and develop a framework to track progress within and across regions.

At a NSW Government forum, Dr Sarah Jones presented the research project's principal findings and key recommendations, which aligned to deliver impact and advance the innovation profile of NSW. The final report will be released in late December 2023 after endorsement by the Commissioner. **Innovation Ecosystem Metrics Project**

A Measurement Framework



Advocacy, Research, and **Thought-Leadership**

Media

Vital trends, developments, policy positions and innovations continue to forge the direction of our futures, driving societal change and informing opportunity. SSE witnesses firsthand the impact of these changes and decisions on education, small business, industry, and community more broadly. And while we seek to incorporate these developments into our pedagogic and design principles, we also find ways to share commentary and seek engaged debate. Here are a few samples of SSE's commentary and media presence.

In 2023 we have earned 36 media mentions and features with potential reach of 1,363,106 including:

- 89% of coverage reached was in online publications
- 2 print media mentions and features
- 1 television mention
- 1 radio media mention





THE AUSTRALIAN^{*}

SARAH IONES

If only a few benefit then everybody loses

By SARAH JONES

Australia, we have a problem. Research shows that 90 per cent of jobs created in Australia over the next five years will require a post-secondary qualification and 50 per cent of jobs will require a higher qualification (Australian Universities Accord Interim Report, July 2023). Yet both demand for university places and completion rates are both in steady decline. This reality, combined with the current national skills shortage crisis, calls for forensic self-reflection by governments, industry, and the education sector

Globally, the pace of technological change has driven a profound shift in how we learn and teach. Through 2021 and 2022, the Covid-19 pandemic turbocharged both the adoption of online learning and communications and a nationwide employment revolution. By February 2022, according to a PwC survey, almost 40 per cent of Australians were looking for a new job.

At every level, I believe in the transformative power of education to change lives. But higher education in Australia is expensive, it's almost exclusively an urban pursuit, making it exclusive; a system that is outmoded and inaccessible to



AGENDA

A problem shared: 3 female founders tap community to solve business challenges



the ground than their male counterparts. Indeed, new research has illuminated the as in noneral " says Mirris ship (SSE), we are driven by a

INESS NEWS AUSTRALIA

Generation 'flex': what companies need in 2023 to attract (and retain) young talent



GUNNEDAH TIMES

Entrepreneurs of tomorrow



The Northern Daily LEADER

Financial know-how for kids

GOMEROI Culture Acad-Students were encouraged emy students are bringing to come up with ideas for by SSE's Patricia Martin, who community-oriented ideas starting their own businesses has worked with more than to the world of business or side hustles, something 35,000 students on their caand finance with guidance they said would help not only from a Sydney-based educa- them but their communities. tion provider.

The Sydney School of to start my own business is an entrepreneurial program, Entrepreneurship (SSE) de- really helpful because I've every business created had livered a program designed been looking into it with to improve the students' my family to try and help financial literacy, imparting get more money and help skills such as budgeting, out my family and friends,' innovative problem solvacademy alumni Perprikka ing, and understanding the Hamilton said. Australian financial system. Sixteen Gomeroi students

aged 12 to 24 were instructed reer strategies.

"What was really great to "Finding out how to try see was that even though it's a focus on community," Ms Martin said

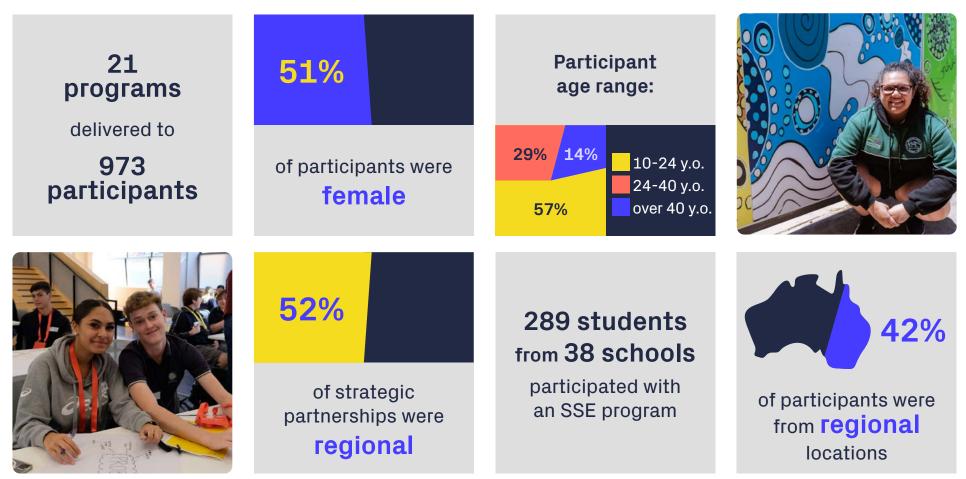
At the program's end, students gained a physical and digital certificate for their CVs and LinkedIn profiles.



At the academy's certificate ceremony were federal MP Barnaby Joyce, state MP Kevin - JONATHAN HAWES Anderson, and Tamworth mayor Russell Webb. Picture by Peter Hardin

Our Impact

Period 1 Nov 2022 to 31 October 2023





Participant Stories

Shiroq



When a local community member encouraged 21-year old Shiroq Alali to sign up for SSE's <u>Invest in Yourself: Exploring Money &</u> <u>Self Employment</u> (delivered in Armidale in February to members of the local Ezidi community) she jumped at the chance.

SSE worked collaboratively with <u>Mosaic</u> <u>Multicultural Connections</u> and the Ezidi community to tailor the course content to ensure it was culturally relevant, and the learning environment was a safe space for students to participate with confidence.

Open to new opportunities

Shiroq conceded that the initial appeal of the course was to learn a few new skills and earn a microcredential certification for her resume.

But she's since used the opportunity to gain an internship at the University of New England's Smart Region Incubator's beautiful Armidale event space, Nova, the re-imagined former home of the Armidale War Memorial Library.

"There was a lot that I didn't know or understand about managing my own finances before I took the course, like superannuation, or claiming work expenses. Now I know how to manage money. I know about tax, and how to open a business, and I've been able to use those skills a lot."

"Invest in Yourself definitely helped me to identify what I need to get ready to make my own business, and to get a job."

Start of something great

"[The internship] has been great. What started as helping with events and other admin tasks has already grown into something bigger. I have more confidence, and more self-belief, which helps me get ready to take on new challenges."

By the end of the program, students expressed new enthusiasm for alternative employment pathways and how they intend to apply their learnings, and post-course self-assessments identified that 78% of participants felt 'somewhat' to 'extremely confident' taking next steps to start their own business.



Participant Stories

Murtadha

Rafid

In a powerful demonstration of the global reach and relevance of SSE's programming, we're thrilled to spotlight recent alumni Murtadha Rafid.

Murtadha is co-founder of Nabu Studio, a gamification company located in Baghdad, Iraq, over 13,000 kilometres from Sydney!

Having discovered our new <u>Digital Internship</u> <u>Program: Tech Central</u> on LinkedIn, Murtadha was initially inspired by an alignment between Nabu's mission – to provide gamified experiences to enhance engagement and drive growth for businesses – with one of the Program's featured startups, Lockpick Games.

An opportunity for growth and to create impact

But he also saw in the Program an opportunity for personal growth. "I know that personal growth is crucial for long-term success in entrepreneurship, so I also wanted to develop my leadership skills, enhance my confidence, learn from failures, and gain a better understanding of myself as an entrepreneur."

"The Program equipped me with new skills and insights to help enhance Nabu's offerings, enabling me to make a bigger positive impact on current and future clients."

What's ahead for Nabu?

"Looking ahead," he said, "we have plans to expand into the education sector and develop gamified systems for schools that promote student engagement, motivation, and knowledge retention.

"So, I am excited about the opportunities that lie ahead. With our passion for gamification, we are poised to drive growth for businesses and transform education through engaging experiences."

Microcredential muscle

That the Program offers a verified microcredential on completion was 'icing on the cake' for Murtadha, who expects that the microcredential will enhance his networking opportunities.

"Being part of a recognised Program like this will definitely connect me with a broader global community of like-minded individuals, and potentially even attract the attention of industry professionals, mentors, or potential collaborators."

Partner Stories

Kayleb

Waters-Sampson Engaging the unique knowledge and practice of Aboriginal entrepreneurs from the local communities in which programs are delivered, to co-design and co-deliver with us, is a vital component of SSE's educational practice and business model.

So we are proud to work alongside mentors like Kayleb Waters-Sampson, one of SSE's inaugural Satellite Facilitators.

Tamworth local, entrepreneurial 'cred'

A Gomeroi man from Walhallow (Caroona Mission), Kayleb is a Tamworth-based artist, performer, and founder and operator of Ngurrambaa. He's also an Alum of the Gomeroi Dance Company and a Cultural Mentor for the Gomeroi Culture Academy.

Kayleb brought his entrepreneurial expertise, local knowledge, mentoring skills, and infectious energy to co-deliver *Invest in Yourself: Exploring Money and Self-Employment* program, which teaches participants about financial literacy, entrepreneurship, money mindset, and selfemployment, to a cohort of 16 Aboriginal students aged 14-17 years from the Tamworth region in February.

As a business owner, Kayleb's experiences provided the students with invaluable insights as to how they might use their own skills for entrepreneurship or other meaningful employment.

Watching, helping students flourish

Reflecting on the experience, Kayleb expressed his delight and pride in the students' contributions, curiosity, ideas, and entrepreneurial mindsets.

"It's so good to see [the students] opening up and exploring their minds and seeing all these new ideas, and just being curious. The most important thing I hope they take away is... knowing that if they have an idea they can run with it and there will be support there for them."

Kayleb continues to partner with SSE, sharing his expertise and business nous with other cohorts of senior high school students, including our repeat delivery in Gunnedah.





Partner Stories

Department of Regional NSW





Speaking at the 15th International Conference on Tax Administration at the University of New South Wales during National Reconciliation Week 2023, First Nations entrepreneur and academic Wayne Bergmann highlighted that Indigenous businesses have been "locked out of capitalism" in Australia for 200 years and thus prevented from building their own economy because "[non-Indigenous] institutional structures don't work." Bergmann went on to say that most Native Title Corporations are charities that necessarily "promote a culture of giving and dependence," rather than one of economic independence.

SSE supports the view that a fundamental shift towards economic independence for First Nations peoples is vital, and that selfdetermination is critical to this process.

One of the building blocks towards this is helping to enhance the growth mindsets of a more diverse range of people, nourishing their inherent entrepreneurial and innovative skills and thinking to empower them to affect change from within. In consultation with the Department of Regional NSW (DRNSW), an opportunity was identified to support Aboriginal students (12-24 years old) in Tamworth and members of the Ezidi community (15-25 years old) in Armidale with financial literacy and entrepreneurship education.

We delivered customised versions of our Invest in Yourself: Exploring Money & Self Employment (IIY) program to both groups in February, with the main aim to strengthen participants' financial literacy, empower them with future skills, and develop entrepreneurial mindsets to create meaningful employment opportunities and future pathways.

SSE has subsequently partnered with DRNSW to deliver *IIY* to a further eight cohorts around regional NSW – Armidale, Batemans Bay, Bathurst, Dubbo, Kempsey, Newcastle, Tumut, and Worrigee.





Looking Ahead to 2024









— Lynn E.

I look ahead to 2024 as we deliver on our bold ambitions, together with partners from across Australia to create possibility for all children, families and communities. A future where everyone will thrive for generations to come.







Education is truly transformative, and the SSE team is committed to creating lasting impact every day.

In 2024 we want to continue working towards greater educational outcomes and employment opportunities for all, striving to empower people to create their own unique pathways to self-determination and success and look forward to strengthened partnerships and exciting new collaborations to enable this.



************ **Our Team**



Dr Sarah Jones CEO



Executive Director, Innovation, Enterprise and Engagement



Cherie Karlsson Educational Design Manager





Stuart Farwell Business Partnerships Manager



Wendy Chin **Client Support Officer**



Nicholas Baldwin C00

Todd Puumalainen

Marketing Specialist



Frances Lee **Director of Operations**



Vanessa Hung Graphic Designer



Suzanne van Gastel Senior Operations Officer



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Nicole Swanson Director Brand, Marketing and Communications



Annie de Merindol Copywriter

Frank Newman

Training Facilitator

Our Governance Structure



Emeritus Professor Annabelle Duncan Independent Director and Chair



Associate Professor Paul Martin Company Secretary



Tze Masters Independent Director and Chair of AFRC



Liane Gawne Independent Director and AFRC



Professor Patricia M. Davidson Member Representative Director



Professor Renée Leon Member Representative Director



Zoe Williams Member of Audit, Finance and Risk Committee



David Caspari Incoming Independent Director and AFRC



Raf Marcellino Incoming Member Representative Director



Liza Noonan Incoming Government Nominee

Thanks to our 2023 Partners and Networks



- Arula
- Armidale Regional Council
- Armidale Secondary College
- Batemans Bay High School
- Bingara Central School
- Blayney High School
- Cardiff High School
- Denison College Bathurst High Campus
- Denison College Kelso High Campus
- Department of Regional NSW
- Digital Village
- DigitalX
- Dirraybang Footprint
- Dreaming Studio
- Dubbo College (South Campus)
- Dunghutti Dreaming
- Gadhungal Murring
- Glenn Innes High School
- Gomoi Culture Academy
- Greater Cities Commission
- Greer Films
- Gunnedah High School
- Guyra Central School
- Haymarket HQ
- Holy Trinity School
- Hoxton Park High School
- Humancy
- Indigico Creative
- Innovative DNA
- Inverell High School
- International Grammar School
- Inviropod
- Kabbel
- KaosPilot
- Kempsey High School
- Launch Pad, Western Sydney University
- Lingo Ledger
- Lockpick Games
- Macintyre High School
- Marara Designs
- Melville High School

- Mosaic Multicultural Connections
- Mumbulla
- Native Secrets
- NGURRAMBAA
- NOVA UNE SMART Region Incubator
- NSW Department of Education
- NSW Department of Industry
- NSW Small Business Commission
- NSW Treasury
- Nowra High School
- Oberon High School
- O'Connor Catholic College
- Pantonal Productions
- Pioneera
- Pixflix Productions
- Polibloc
- Presbyterian Ladies College Armidale (PLC)
- Pnyx
- Presbytery of the Uniting Church in Australia (NSW and ACT)
- Riverside Girls High School
- Shoalhaven High School
- Spark Festival
- St Joseph's College
- St Mary's College Gunnedah
- STARTTS Armidale
- Tamworth Youthie Centre
- Tech Central
- The Armidale School
- The Gifting Emporium
- Tumut High School
- Ulladulla High School
- UNSW Sydney
- University of Wollongong
- UTS
- UTS Startups
- Virtual Intern
- Vincentia High School
- Western Sydney University
- Women NSW



Our Founding Partners

- Australian Catholic University
- Charles Sturt University
- Macquarie University
- Southern Cross University
- TAFE NSW
- The University of New England
- The University of Newcastle
- The University of Sydney
- University of New South Wales
- University of Technology Sydney
- University of Wollongong
- Western Sydney University
- NSW Government