

ANU: Monthly activity report

August Report

In August, CMAX Advisory focused on the supporting ANU's government relations efforts through the provision of strategic advice and the identification of relevant stakeholders. CMAX Advisory also support ANU's communications outputs through the monitoring of issues and the development of talking points to support ministerial visits.

Tasks

In August, CMAX Advisory supported ANU on the following tasks and activities:

Task	Status	Deliverables / comments	Days
Weekly reporting and strategic advice	Ongoing	<ul style="list-style-type: none"> Regular work in progress meetings with ANU Review of communications and strategy documentation provided by ANU Media monitoring and review Development of talking points for ANU media and Ministerial visit. 	3
Government engagement and political updates	Ongoing	<ul style="list-style-type: none"> Stakeholder mapping of political stakeholders regarding Overseas s. 47 C Deliberativ Preparation for Provost engagement 	3
Total days			6

September forecast

In September, CMAX Advisory will focus on the following activities unless redirected by ANU:

Task	Deliverables / comments	Forecasted days
Strategic Communications	<ul style="list-style-type: none"> Assisting ANU with internal and external communications Read-in to current ANU progress Other work as necessary 	6

Weekly reporting and strategic advice	<ul style="list-style-type: none"> ▪ Regular work in progress meetings with ANU ▪ Advice as required 	2
Government engagement and political updates	<ul style="list-style-type: none"> ▪ Preparations for ANU Senate Estimates appearance ▪ Continuing monitoring of overseas student cap issue ▪ Assistance to begin Provost engagements 	4
Total days		12.0

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September Report

In September, CMAX Advisory focused on supporting ANU's government relations efforts through the provision of strategic advice, briefings, and preparation regarding the Vice Chancellors appearance in front of the Senate Inquiry into Antisemitism at Australian Universities. CMAX Advisory also continued preparation efforts for a potential ANU appearance at upcoming Senate budget estimates.

CMAX Advisory also provided ANU support and advice regarding ongoing restructuring efforts, as well as developing and delivering communication products as instructed by ANU. An additional 2 days were agreed to between CMAX's Account Director and ANU's Chief Communications Officer.

Tasks

In September, CMAX Advisory supported ANU on the following tasks and activities.

Task	Status	Deliverables / comments	Days
Weekly reporting and strategic advice	Ongoing	<ul style="list-style-type: none"> ▪ Regular work in progress meetings with ANU. ▪ Review of op ed documents from ANU. ▪ Media monitoring and review. 	3
Government engagement and political updates	Ongoing	<ul style="list-style-type: none"> ▪ Monitoring and preparation for the Vice Chancellors appearance at the Anti-Semitism Senate Inquiry. ▪ Practice sessions with the Vice Chancellor ahead of appearances at Senate inquiry. ▪ Preparation for Senate estimates appearances. 	5
Total days (including additional 2 days)			8

Strategic Communications Workstream

Task	Status	Deliverables / comments	Days
WIP meetings, engagement with ANU Communication staff and ongoing project coordination.	Ongoing	<ul style="list-style-type: none"> Regular work in progress meetings with ANU. Alignment and engagement with ANU and Nous staff working across communication products. 	2
Review, preparation and delivery of communication products	Ongoing	<ul style="list-style-type: none"> Review of communication products provided by ANU. Development and delivery of communication products as instructed by ANU. Provision of strategic advice regarding ongoing project efforts. Attendance at workshops and meetings regarding ongoing project efforts. 	4
Total days			6

October forecast

In October, CMAX Advisory will focus on the following activities unless redirected by ANU:

Task	Deliverables / comments	Forecasted days
Weekly reporting and strategic advice	<ul style="list-style-type: none"> Regular work in progress meetings with ANU. Advice as required. 	3
Government engagement and political updates	<ul style="list-style-type: none"> Preparations for ANU Senate Estimates appearance. Continuing monitoring of overseas student cap issue. Assistance to Provost engagements. Monitoring Anti-Semitism Inquiry as required. 	3
Total days		6

Strategic Communications Workstream

Task	Status	Deliverables / comments	Days
WIP meetings, engagement with ANU Communication staff and ongoing project coordination.	Ongoing	<ul style="list-style-type: none"> ▪ Regular work in progress meetings with ANU ▪ Alignment and engagement with ANU and Nous staff working across communication products. 	2
Review, preparation and delivery of communication products	Ongoing	<ul style="list-style-type: none"> ▪ Review of communication products provided by ANU. ▪ Development and delivery of communication products as instructed by ANU. ▪ Provision of strategic advice regarding ongoing project efforts. ▪ Attendance at workshops and meetings regarding ongoing project efforts. 	4
Total days			6

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October Report

In October, CMAX Advisory focused on supporting ANU's government relations efforts through the provision of strategic advice, briefings, and preparation regarding the Vice Chancellors appearance at Senate budget estimates.

CMAX Advisory also provided ANU support and advice regarding ongoing restructuring efforts, as well as developing and delivering communication products as instructed by ANU.

Tasks

In October, CMAX Advisory supported ANU on the following tasks and activities.

Task	Status	Deliverables / comments	Days
Weekly reporting and strategic advice	Ongoing	<ul style="list-style-type: none"> Regular work in progress meetings with ANU. Media monitoring and review. 	1.75
Government engagement and political updates	Ongoing	<ul style="list-style-type: none"> Practice sessions with the Vice Chancellor ahead of Senate Estimates. Preparation documents for Senate estimates appearances. ACT election overview. 	4.25
Strategic Communications			
WIP meetings, engagement with ANU staff and ongoing project coordination	Ongoing	<ul style="list-style-type: none"> Media monitoring. Project Coordination with ANU Communications staff. WIP Meetings. 	1
Review, preparation and delivery of communication products	Ongoing	<ul style="list-style-type: none"> Delivery of foreign student FAQ product. Delivery of foreign student talking points. Review of 'all staff' communications product. 	1
<i>Days carried over from September</i>			2
Total days			10

November forecast

In November, CMAX Advisory will focus on the following activities unless redirected by ANU:

Task	Status	Deliverables / comments	Days
Weekly reporting and strategic advice	Ongoing	<ul style="list-style-type: none"> ▪ Regular work in progress meetings with ANU. ▪ Media monitoring and review. 	1.5
Government engagement and political updates	Ongoing	<ul style="list-style-type: none"> ▪ Practice sessions with the Vice Chancellor ahead of Senate Estimates. ▪ Review and debrief of ANU appearance at Senate Estimates. ▪ Assistance with Questions on Notice as directed. ▪ Ongoing engagements with Provost. ▪ 2025 engagement strategy development. 	4.5
Strategic Communications			
WIP meetings, engagement with ANU staff and ongoing project coordination	Ongoing	<ul style="list-style-type: none"> ▪ Media monitoring. ▪ Project Coordination with ANU Communications staff. ▪ WIP Meetings. 	1
Review, preparation and delivery of communication products	Ongoing	<ul style="list-style-type: none"> ▪ Review and delivery of Communications products as directed by ANU. 	5
Total days			12

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November Report

In November, CMAX Advisory focused on supporting ANU's government relations efforts through the provision of strategic advice, briefings, and preparation documentation for the Vice Chancellor's appearance at Supplementary Budget Estimates, and the Parliamentary Joint Committee on Human Rights (JCHR) Inquiry into Antisemitism on Australian University Campuses.

CMAX Advisory also provided ANU support regarding ongoing restructuring efforts, including the provision of advice on key stakeholders and recommended contact frequency to support ANU's external engagements during the Renew ANU process.

Tasks

In November, CMAX Advisory supported ANU on the following tasks and activities:

Task	Status	Deliverables / comments	Days
Weekly reporting and strategic advice	Ongoing	<ul style="list-style-type: none"> Regular work in progress meetings with ANU. Media monitoring and review. 	1.25
Government engagement and political updates	Ongoing	<ul style="list-style-type: none"> Rehearsal sessions with the Vice Chancellor ahead of Senate Estimates and JCHR Antisemitism Inquiry. Preparatory documents for Senate Estimates and JCHR Antisemitism Inquiry. Gathering of political intelligence for both hearings, including potential lines of questioning and committee member attendance. 	8.25
Renew ANU WIP meetings, media monitoring and ongoing project coordination	Ongoing	<ul style="list-style-type: none"> Media monitoring. WIP Meetings. 	0.5
Renew ANU review, preparation and delivery of communication products	Ongoing	<ul style="list-style-type: none"> Delivery of Renew ANU Stakeholder Engagement Frequency product 	1.0
Total days			11

December forecast

In December, CMAX Advisory will focus on the following activities unless redirected by ANU:

Task	Status	Deliverables / comments	Days
Weekly reporting and strategic advice	Ongoing	<ul style="list-style-type: none"> ▪ Regular work in progress meetings with ANU. ▪ Media monitoring and review. 	1.5
Government engagement and political updates	Ongoing	<ul style="list-style-type: none"> ▪ Intelligence gathering and monitoring ahead of ANU appearance at JCHR Inquiry into Antisemitism. 	2
Strategic advice and pursuits	Ongoing	<ul style="list-style-type: none"> ▪ Ongoing engagements with Provost. ▪ 2025 Strategy Day and development. 	2.5
Renew ANU WIP meetings, engagement with ANU staff and ongoing project coordination	Ongoing	<ul style="list-style-type: none"> ▪ Media monitoring. ▪ Project coordination with ANU communications staff. ▪ WIP Meetings. 	1
Renew ANU review, preparation and delivery of communication products	Ongoing	<ul style="list-style-type: none"> ▪ Review and delivery of communications products as directed by ANU. 	1
Total days			8

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December Report

In December, CMAX Advisory focused on supporting ANU's government relations efforts through the provision of strategic advice, briefings, and preparation for upcoming committee hearings. CMAX Advisory also began planning efforts for an ANU executive strategy day, to be held in January.

CMAX Advisory provided ANU support and advice regarding ongoing restructuring efforts as part of the Renew ANU project, as well as developing and delivering communication products as instructed by ANU, along with the provision of advice on specific media enquiries.

Tasks

In December (*until 18 December*), CMAX Advisory supported ANU on the following tasks and activities:

Task	Status	Deliverables / comments	Days
Weekly reporting and strategic advice.	Ongoing	<ul style="list-style-type: none"> Regular work-in-progress meetings with key ANU personnel. Ongoing media monitoring and providing advice where required regarding engagement opportunities. 	1
Government engagement and political updates.	Ongoing	<ul style="list-style-type: none"> Intelligence gathering and monitoring ahead of ANU appearance at JCHR Inquiry into Antisemitism. 	1.5
Strategic advice and pursuits.	Ongoing	<ul style="list-style-type: none"> Ongoing engagements with Provost. 2025 Strategy Day and development. 	1
Strategic Communications			
Engagement with ANU staff and ongoing project coordination.	Ongoing	<ul style="list-style-type: none"> Ongoing media monitoring specifically relating the Renew ANU project. Engagement with VC regarding media approach following a series of AFR articles and NTEU commentary. Provision of strategic advice regarding communication and engagement with key stakeholders 	1
Total days			4.5

Rest of December Forecast

From 18 December to the end of the month, CMAX Advisory will focus on the following activities unless redirected by ANU.

Task	Status	Deliverables / comments	Days
Weekly reporting and strategic advice.	Ongoing	<ul style="list-style-type: none"> Regular work in progress meetings with ANU. Media monitoring and review including Renew ANU specific media review. 	0.5
Government engagement and political updates.	Ongoing	<ul style="list-style-type: none"> Intelligence gathering and monitoring. ahead of ANU appearance at JCHR Inquiry into Antisemitism currently proposed for January. 	0.5
Strategic advice and pursuits.	Ongoing	<ul style="list-style-type: none"> Development of the 2025 strategy day including key participants and desired outcomes. Development s. 47 C Deliberative processes 	1.5
Total days			2.5

January forecast

In January, CMAX Advisory will focus on the following activities unless redirected by ANU:

Task	Status	Deliverables / comments	Days
Weekly reporting and strategic advice.	Ongoing	<ul style="list-style-type: none"> Regular work in progress meetings with ANU. Media monitoring and review. 	1.5
Government engagement and political updates.	Ongoing	<ul style="list-style-type: none"> Preparation and advice for ANU appearance at the Joint Committee on Human Rights. Preparation for potential Senate Estimates appearance. 	2.5
Planning and Strategy.	Ongoing	<ul style="list-style-type: none"> Preparation and facilitation of ANU Strategy Day. Debrief and develop materials post Strategy Day. 	2
Strategic Communications			
Engagement with ANU staff and ongoing project coordination.	Ongoing	<ul style="list-style-type: none"> Ongoing media monitoring specifically relating the Renew ANU project. Provision of strategic advice regarding communication and engagement with key stakeholders for the 2025 project plan for Renew ANU. 	1
Review, preparation and delivery of communication products.	Ongoing	<ul style="list-style-type: none"> Review and delivery of Communications products as directed by ANU. 	5
Up to total days			12

ANU: Monthly activity report

January Report

In January, CMAX Advisory focused on supporting ANU's government relations efforts through the provision of strategic advice, briefings, and preparation for upcoming committee hearings. CMAX Advisory facilitated an ANU executive strategy day as well as provided strategic advice regarding the ongoing media campaign involving the Vice-Chancellor.

CMAX Advisory continued to provide ANU support and advice regarding ongoing restructuring efforts as part of the Renew ANU project, as well as advising on engagement strategies with key stakeholders.

Tasks

In January, CMAX Advisory supported ANU on the following tasks and activities:

Task	Status	Deliverables / comments	Days
Weekly reporting and strategic advice.	Ongoing	<ul style="list-style-type: none"> Regular work-in-progress meetings with key ANU personnel. Ongoing media monitoring and providing advice where required regarding engagement opportunities. 	2.0
Government engagement and political updates.	Ongoing	<ul style="list-style-type: none"> Intelligence gathering and monitoring of ANU appearance at JCHR Inquiry into Antisemitism. 	4.0
Strategy development.	Delivered/Ongoing	<ul style="list-style-type: none"> 2025 Strategy Day facilitation. Commencement of Social Media plan in support of the ANU media team. 	2.5
Strategic Communications			
Engagement with ANU staff and ongoing project coordination.	Ongoing	<ul style="list-style-type: none"> Ongoing media monitoring specifically relating the Renew ANU project. Engagement with VC regarding media approach following a series of AFR articles and NTEU commentary. Provision of strategic advice regarding communication and engagement with key stakeholders 	2.5
Total days			11.0

February forecast

In February, CMAX Advisory will focus on the following activities unless redirected by ANU:

Task	Status	Deliverables / comments	Days
Weekly reporting and strategic advice.	Ongoing	<ul style="list-style-type: none"> Regular work in progress meetings with ANU. Media monitoring and review. 	1.5
Government engagement and political updates.	Ongoing	<ul style="list-style-type: none"> Preparation for potential Senate Estimates appearance. Preparation for potential appearance at the inquiry into quality of governance at Australian higher education providers. 	3.0
Planning and Strategy.	Ongoing	<ul style="list-style-type: none"> Post Strategy Day activities and implementation. 	1.5
Strategic Communications			
Engagement with ANU staff and ongoing project coordination.	Ongoing	<ul style="list-style-type: none"> Ongoing media monitoring specifically relating the Renew ANU project. Provision of strategic advice regarding communication and engagement with key stakeholders for the 2025 project plan for Renew ANU. 	1
Review, preparation and delivery of communication products.	Ongoing	<ul style="list-style-type: none"> Review and delivery of communications products as directed by ANU. 	5
Up to total days			12

ANU: Monthly activity report

February Report

In February, CMAX Advisory supported ANU in its preparations for Senate Estimates including the development of briefing materials and practice sessions with key members of the senior leadership team. CMAX Advisory also provided political intelligence from relevant Members of Parliament with regard to both Senate Estimates and the Inquiry into Antisemitism at Australian Universities.

Additionally, CMAX Advisory continued to provide ANU with support and advice regarding ongoing restructuring efforts, including conducting practice briefings with the Provost and Chief Operating Officer ahead of scheduled staff town hall meetings.

Tasks

In February, CMAX Advisory supported ANU on the following tasks and activities:

Task	Status	Deliverables / comments	Days
Weekly reporting and strategic advice.	Ongoing	<ul style="list-style-type: none"> Regular work-in-progress meetings with key ANU personnel. Ongoing media monitoring and providing advice where required. 	4.5
Government engagement and political updates.	Ongoing	<ul style="list-style-type: none"> Intelligence gathering and monitoring of Joint Committee on Human Rights Inquiry into Antisemitism, including the delivery of summary documents of hearings and the Final Report. Delivery of briefing materials and practice sessions for senior ANU executives ahead of Senate Estimates. Gathering of political intelligence ahead of Senate Estimates and delivering summaries to ANU. Preparation of briefing materials for an upcoming Senate Inquiry into University Governance. 	6.5
Strategic Communications			
Engagement with ANU staff and ongoing project coordination.	Ongoing	<ul style="list-style-type: none"> Ongoing media monitoring specifically relating the Renew ANU project. Practice sessions with the ANU Provost and Chief Operating Officer ahead of an all-staff town hall. 	1

		<ul style="list-style-type: none"> Provision of strategic advice regarding communication and engagement with key stakeholders. Engaging with the office of s. 47 to gain a greater understanding of ANU's perception within the office. 	
Total days			12

March forecast

In March, CMAX Advisory will focus on the following activities unless redirected by ANU:

Task	Status	Deliverables / comments	Days
Weekly reporting and strategic advice.	Ongoing	<ul style="list-style-type: none"> Regular work in progress meetings with ANU. Media monitoring and review. 	1
Government engagement and political updates.	Ongoing	<ul style="list-style-type: none"> Intelligence gathering and engagements with key ANU political stakeholders where directed. Preparation for potential appearance at the inquiry into quality of governance at Australian higher education providers. 	3
Planning and Strategy.	Ongoing	<ul style="list-style-type: none"> Post Strategy Day activities and implementation. 	2
Strategic Communications			
Engagement with ANU staff and ongoing project coordination.	Ongoing	<ul style="list-style-type: none"> Ongoing media monitoring specifically relating the Renew ANU project. Provision of strategic advice regarding communication and engagement with key stakeholders for the 2025 project plan for Renew ANU. 	1
Communication products.	Ongoing	<ul style="list-style-type: none"> Review and delivery of communications products as directed by ANU. Conducting practice sessions for the Provost and Chief Operating Officer for upcoming townhalls. 	5
Up to total days			12

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March Report

In March, CMAX Advisory supported ANU through monitoring of the Senate Inquiry into University Governance, both through the provision of political intelligence and summary materials. CMAX Advisory further supported ANU in its preparations for Senate Estimates including the development of briefing materials and practice sessions with key members of the senior leadership team.

Additionally, CMAX Advisory developed a Defence Engagement Stakeholder Matrix at the request of ANU, with the aim of assisting future engagement with key defence industry contacts. Support was also provided to the Provost and Chief Operating Officer in preparation for a series of staff town halls regarding the RenewANU process through preparation sessions and briefing materials.

**Senate estimates and ANU's appearance at the Senate Inquiry into University Governance did not proceed due to the commencement of the 2025 Election Campaign.*

Tasks

In March, CMAX Advisory supported ANU on the following tasks and activities:

Task	Status	Deliverables / comments	Days
Weekly reporting and strategic advice.	Delivered/Ongoing	<ul style="list-style-type: none"> Regular work-in-progress meetings with key ANU personnel and on call strategic advice. Ongoing media monitoring and providing advice where required. Review of correspondence to the media council regarding ongoing AFR articles. 	1.0
Government engagement and political updates.	Delivered/Ongoing	<ul style="list-style-type: none"> Delivery of Governance Inquiry summaries ahead of the planned ANU appearance. Delivery of briefing materials and practice sessions for senior ANU executives ahead of Senate Estimates and the planned Governance Inquiry. Delivery of detailed analysis of the FY2025/26 Federal Budget and provision of summary to ANU. Development of Defence Stakeholder Engagement Matrix s. 47 C Deliberative processes Engaging with the office of s. 47 C to gain a greater understanding of ANU's perception within the office. 	7.0

Strategic Communications			
Engagement with ANU staff and ongoing project coordination.	Delivered/Ongoing	<ul style="list-style-type: none"> Ongoing media monitoring specifically relating the Renew ANU project. Practice sessions with the ANU Provost and Chief Operating Officer ahead of all-staff town halls. 	1.0
Total days			9.0

April forecast

In April, CMAX Advisory will focus on the following activities unless redirected by ANU:

Task	Status	Deliverables / comments	Days
Weekly reporting and strategic advice.	Ongoing	<ul style="list-style-type: none"> Regular work in progress meetings with ANU. Media monitoring and review. 	2.0
Government engagement and political updates.	Ongoing	<ul style="list-style-type: none"> Intelligence gathering and engagements with key ANU political stakeholders where directed. Election monitoring and analysis, including policy and political implications for ANU. Finalisation and implementation of engagement strategy for defence, industry and research stakeholders. 	4.0
Strategic Communications			
Engagement with ANU staff and ongoing project coordination.	Ongoing	<ul style="list-style-type: none"> Ongoing media monitoring specifically relating the Renew ANU project. Provision of strategic advice regarding communication and engagement with key stakeholders for the 2025 project plan for Renew ANU. 	Up to 1
Communication products.	Ongoing	<ul style="list-style-type: none"> Review and delivery of communications products as directed by ANU. 	Up to 5
Up to total days			12.0