

MANNKAL'S MUSINGS*

MARCH 2021 VOLUME 23

EXCEPTIONAL CHARACTER LEADS
TO SUCCESS

Developing Future Free Market Leaders

n. **mus-ings** A product of contemplation; a thought

Overview

THE MANNKAL ECONOMIC EDUCATION FOUNDATION IS A PRIVATE, NOT-FOR-PROFIT ORGANISATION ESTABLISHED IN 1997 BY RON MANNERS AO.

We promote free enterprise, limited government and individual initiative for the benefit of all Australians.

Our core activity is the Leadership Development Program (LDP), a world-renowned professional development and enrichment program for Western Australian university students.

Our students come from various fields of study from Murdoch, Curtin, Notre Dame and the University of Western Australia. Each year, Mannkal supports high performing scholars to participate in leadership training, seminars in our Mannkal office, domestic conferences as well as a study tour.

Through involvement in the LDP, students gain an understanding of libertarian philosophy and develop the entrepreneurial skills needed to succeed in a rapidly changing world. The following is a summary of Mannkal Economic Education Foundation activities in 2020.

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CHAIRMAN'S REPORT

Until last year, over our 23 years, Mannkal Foundation had become reliant on Think Tanks all around the world to train over 2,000 bright young future leaders from Australia.

Having built our long-term relationships with these economic Think Tanks in the U.S., U.K. Europe, and Asia, they were quite happy to shoulder this responsibility and on many occasions thanked us for sending quality people to spend time with them. Quite often they captured and employed our scholars, many of whom returned to permanent positions, post-graduation. All this changed when the Coronavirus brought travel to a sudden halt. What were we to do?

Our prime goal is to 'send Western Australia's students overseas'.

Abruptly, stopped in our tracks, in early 2020 our situation reminded me of a poem that I wrote in 1982: -

Have You Ever Been Shot Right Out of The Sky?

Skimming the sea,
lifting for land,
soaring the hills.

The wind is just
right,
weather's your slave,
work is a breeze.

Years of hard work
at last, it seems.
about to pay off.

Self-esteem,
ends joining
together,
building up steam.

Then BANG!
Shot out of the sky,
crashing below.

Uncomfortable
landing.
No broken bones.
Time will heal all.

What to do next?
I need a rethink.
Remain hidden right
here.

Or fly higher next
year?

So, how to fly higher, when there were no planes?

We restructured all of our programs so that training and our work of 'bringing ideas to the threshold of people's consciousness', were conducted locally.

Around that same time, we learnt a lot by observing how our great mining companies confronted these shatteringly changed circumstances. They did not seek government handouts or subsidies. Their focus was on preserving cash flows and they let nothing get in the way of continued production.

The efforts they went to, to protect their staff and keep the wheels rolling, exhibited examples of responsible flexibility that would have been beyond the ability of old-style conventional companies.

The Mannkal team decided that innovation was the way to go, so we turned isolation into our strength.

With the assistance of a very talented group of local lecturers, sprinkled with live Zoom conferences from many of the world's leading economists, we constructed a year-long intensive program that has produced some of our finest scholars yet. Some will be on-stage at our Annual Emerging Leaders event in March.

In addition to our great student programs, Mannkal has just published two major research papers.

One, being **Closer to the People: Reinstating Western Australian Ratepayers at the Centre of Local Government**. This paper is on how local government, being closer to the people should be the best of all levels of government. Some interesting questions were raised and have resulted in vigorous debate.

The second paper is Project Western Australia: A growth and productivity agenda for the next government. This policy paper calls on the upcoming government to consider the benefits that would flow to us all if they took a longer-term vision (instead of short-term focus on the next State Election) and adopted some of these policies. Both papers are available on our Mannkal.org website.



Both documents were prepared by Josh Adamson, our great Mannkal Research Manager, with wisdom and input from John Hyde and Andrew Pickford.

Josh is moving on to a great position with Woodside and I would like to acknowledge his great contribution to Mannkal as he carries with him the best wishes from all of us.

Although I enjoy taking the credit for Mannkal's success, that is quite unfair as all I do is ask questions.

Our success belongs to many individuals. I would like to identify and express my thanks, also on behalf of all our scholars, to the following: -

This includes our great Executive Director, Andrew Pickford, our equally great staff, our directors, our ambassadors, our Advisory Council our many visiting lecturers, all parents for having such bright off-springs and our past and present Mannkal scholars.

We have great plans for the future and with gentle nurturing we will be playing our part in developing many more success stories.

Ron Manners AO
Chairman



AUSTRALIAN OF THE YEAR AWARDS 2021

Ron was one of the sixteen Western Australian nominees for the 2021 Australian of the Year, having been entered as a candidate in the Senior category. Ron's nomination was not only a testament to his success in the Western Australian mining industry, but also his unwavering philanthropic dedication to the Mannkal Economic Education Foundation and Leadership Development Program.

"The Western Australian nominees are making significant contributions not just here in the West, but on national and international stages."

National Australia Day Council CEO Karlie Brand

The Australian of the Year Awards are the height of Australia Day celebrations, and serve as a forum for recognising outstanding achievements. All nominees and recipients inspire and challenge us to make our own contribution towards a better Australia. To find out more, visit Ron Manners' profile page on the Australian of the Year Website.

RON MANNERS AO

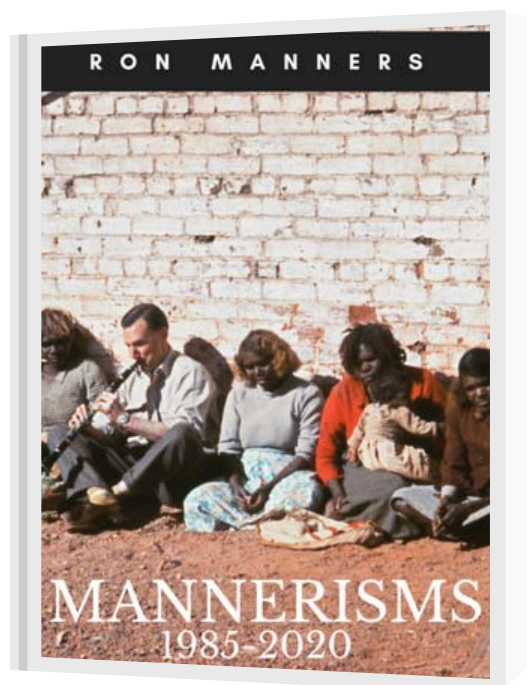
LATEST ACHIEVEMENTS

MANNERISMS 1985-2020

In November 2020, Ron celebrated the release of his seventh book, *Mannerisms*, 1985-2020.

Over the years, Ron has been outspoken about philosophical, political and economic issues, evidenced through his own speeches, open letters, and articles. Ron has since dubbed these writings "Mannerisms". His latest book brings together these "Mannerisms", representing a virtual goldmine of experience and wisdom spanning a period of 35 years. *Mannerisms* provides insightful and raw commentary on Australia's political cycles and notable developments.

To purchase a copy of Ron's latest book, visit www.mannwest.com



A CALL TO ACTION

ANDREW PICKFORD
MANNKAL EXECUTIVE DIRECTOR

The mission of Mannkal is to develop future free market leaders. Having led Mannkal for over three years, I am pleased to report that we are achieving success and building momentum. Mannkal alumni across Australia and the world are now starting to reach senior positions within their respective organisations.

Earlier Mannkal scholar experiences involved each cohort undertaking distinct programs. At the start of 2020, our intention was to send our scholars on an international study tour, as opposed to placing students in individual internships which was our original offering. The emergence of the COVID-19 crisis meant that we had to adapt.

In 2021, the now flagship Leadership Development Program will be delivered entirely within Australia. In 2022 it will likely be different again. Despite these differences, the one common thread of all cohorts is that they learn about free markets, individual responsibility, and most importantly how to develop a personal philosophy.

The choices our alumni make will determine the future of the state and nation. What they do is entirely up to them. At Mannkal, this means we run great programs and, in the words of our founder and chairman Mr Ron Manners, we help young students, "undertake adventures and awaken opportunities". It should come as no surprise that upon graduation Mannkal scholars scatter and embark on a variety of careers, vocations, and further education.

I am reminded of their ambition and success every time I introduce one of our alumni to a current student for mentoring and advice. Many times their responses are variations of: "I would love to help, but am busy in London/Sydney/New York, and will help out when I am back." This is both pleasing and frustrating.

The success of our programs arises from the world class teaching delivered by economics professors, advice from seasoned executives, time spent with decision makers, and informal mentoring. This experience is unique in Western Australia and is difficult for traditional educational institutions to replicate.

There are many logistical challenges to overcome to run a successful and meaningful alumni program. It is something that I have attempted numerous times, but have never fully mastered. The aim of producing independently-minded, adventurous, and intellectually curious young leaders makes this even more challenging. It could be described as akin to herding cats. The clear benefits of our alumni program, however, are such that it is a task too important to neglect. A successful pilot program was run with Mannkal's operations manager, Ryan Wilson, who has delivered a sought after course with our alumni keen to get involved.

The development of our alumni program was fast-tracked due to one of our former Mannkal scholars becoming a Mannkal ambassador and making a financial contribution to support our mission.

Not only did this make me extremely proud, it helped me understand Ron's overarching vision. Mannkal was created as a spin-off from a successful private business. While some alumni will become active supporters, others will find their own success and create foundations on a scale that will dwarf Mannkal.

Promoting and defending liberty is more important than any single organisation. It is my intention that this new alumnus offering will enable current students to connect with previous cohorts. Accordingly, if you are an alumnus expect to be contacted soon about beginning a formal involvement.





ALUMNI CONNECT

PICTURED ABOVE

NICOLE CHAPMAN AND JORDAN HILL WITH MANNKAL
DIRECTOR, BILL STACEY, IN HONG KONG (2019)
(BILL STACEY IS ALSO A FORMER MANNKAL SCHOLAR)

Scholars graduating from the Mannkal LDP become part of our alumni network. We enjoy staying connected with our alumni through our regular newsletter “Alumni - Access All Areas” and our social media platforms. We regularly share photos, content, and stories from our traveling scholars. We think it is important to highlight the success and achievements of the Alumni Network.

Our Chairman, Mr. Ron Manners recently wrote a letter to the Alumni. Part of this letter reads:

“I often mention how proud I feel when I hear of your many successes in climbing your own career ladders. Particularly, when you mention the small part played by our Mannkal Foundation. The major reason for success, of course, is your own initiative. I also enjoy the many questions, you ask of me, in the hope that I may have confronted similar situations in my “many previous lives”.



Join our Alumni group
on Facebook &
connect with other
Mannkal scholarship
recipients

We would love to hear from you if you have been involved in Mannkal. Please send us an email to let us know where you are in the world or if you have begun a new role. Mannkal Alumni are also eligible for discounted executive coaching with our partner Critical Components. If you are interested in finding out how coaching can support your career and professional development, we encourage you to visit the Critical Components website.



ALUMNI DEVELOPMENT PROGRAM

RYAN WILSON
OPERATIONS MANAGER

I am excited to have taken on the role of Operations Manager for the Mannkal Foundation. As part of this new role I will be delivering ongoing leadership programs to select Alumni. The Alumni Leadership Development Program started as a simple initiative to reengage with our alumni who now find themselves in leadership roles. Now in full swing, the program focuses on developing leadership and management skills in order to lead high performing teams within a complex and fast changing environment.

The program is specially tailored to Mannkal's broader vision to **"develop future free market leaders"**. It combines principles learned during my MBA at UWA with many years of experience leading a special forces team in various complex and ambiguous situations. This program offers a combination of theory, practical skills, and interventions that can be used in professional life.



Several topics have been covered so far including:

Understanding self – the physiological and neurological response to stressful stimuli;
Operating in different environments and developing resilience; and
Perception, intention, and communication skills.

We have also been lucky enough to have several guest speakers including experienced human behaviorists and strategic consultants, Sarab Singh and Kanwar Trevisan-Singh from the Corporate Sherpas. Sarab and Kanwar gave an amazing talk on understanding the human brain when under stress and how to manage successfully. As part of the first alumni offering, strategic and crisis management consultants from Mettle Global, Ben Pronk and Tim Curtis also attended the Mannkal office. They shared some of their experiences in the field and discussed their theory on developing a resilience shield.

The alumni also have access to three coaching sessions each, designed to help them set goals and create a leadership development plan. I look forward to seeing all of you at our upcoming Emerging Leaders event in March and supporting you as our valued alumni.

Regards,

Ryan Wilson
Manager, Operations



ALUMNI PROFILE

ALEXANDRA COLALILLO

Between finishing her Bachelor of Commerce with a Double Major in Economics and commencing an Economics Honours year at UWA in 2014, Alexandra undertook three months of work experience at the Institute of Economic Affairs in London through the Mannkal Leadership Development Program. Following her internship, Alex gained part-time employment as an Analyst with Mannkal while completing her Honours in Economics. Her thesis focused on the variations in demand and supply impacting oil prices – a topic inspired by Mannkal Executive Director, Andrew Pickford. Her connections and skills obtained through Mannkal set her up to take on a number of additional internships within the economics team at the Chamber of Commerce and Industry and Virtual Consulting International.

Since graduating from UWA in 2016, Alex has worked for two of the 'big four' financial services firms, originally as a graduate at KPMG before commencing her current role as a Senior Consultant within the Risk Assurance division at PwC. She specialises in mining and oil and gas clients – an industry that sparked her interest after engaging with Ron on a number of occasions about Mannwest and his gold mining stories from Kalgoorlie. Alex's role has provided extremely valuable opportunities such as working with gold mines in Alaska, US, travelling to iron ore mines in the Pilbara, WA, and coal mines in Illawarra, NSW.

A key value that Mannkal has instilled within Alex is the importance of education, specifically in relation to free market principles and the benefits of private and non-government economic solutions. It is through this value of education that Alex was inspired to create her own podcast, *The Shady Economist*, designed to enhance economic literacy, break down complex economic concepts and empower listeners with the tools to engage in economic debate.

Through this experience, Alex has come to realise that we learn the most through teaching others. Her podcast initiative recently featured in the business section of *The West Australian*. The article's narrative fixated on the outreach to millennials and GenZs about finance and economics.

As an engaged member of the group currently undertaking Mannkal's Alumni leadership program, Alex has learned that, "leaders become great, not because of their power, but because of their ability to empower others." This is exactly the mantra Ron Manners has instilled in each scholar – empower the next generation of future leaders.

Mannkal is providing opportunities for youth by investing in the next generation of leaders. A key-take away from Ron Manners' philosophy is the importance of intrinsic motivation and what you do with an opportunity, rather than the opportunity itself. In short, you get out what you put in and any success is paired with failures along the way. It's about your resilience; an ability to overcome these challenges and use them as a learning platform to excel. It's not about where you start, it's about where you end up and your journey there.

Find Alex's podcast, *The Shady Economist*, on Apple, Spotify, and Audible.





JENN HAMMOND
MANNKAL PROGRAM MANAGER

LATEST SUNDOWNER EVENTS

As spring 2020 arrived, so too did our enthusiasm for hosting students and ambassadors in the Mannkal office. August 25, 2021, was our student sundowner. It was closely followed by a VIP ambassador event on September 1. Our first open event was an absolute blast! Over 20 new faces joined our regular scholars for an evening of networking, drinks and tasty food.

The following week we invited our valued ambassadors and industry colleagues to do it all again. Shane Herbst spoke about his experience in the Leadership Program, his initial hesitations about applying and his pro tips for future scholars. Shane reflected on his year and his personal and professional growth. He implored potential applicants to 'just give it a go - the worst that can happen is you don't get in, the same outcome as not applying.'

Shane has been highly successful in the Leadership program, securing casual employment with Mannkal and completing a research internship for university credit. It has been a great pleasure working with Shane over the last 12 months and we look forward to his ongoing mentoring and support of future Mannkal scholars.

It is always a great pleasure to welcome our ambassadors and industry colleagues to the office. Andrew Pickford shared a more detailed update on the activities of the Foundation and how we plan to grow and expand our offerings.

Our next sundowner was in late November, which we utilised as an opportunity to thank our current scholars for their participation in the 2020 Leadership Development Program. Official graduations take place in March of this year when we run our Emerging Leaders showcase.

Mannkal is in an enviable position: it is thriving despite a global pandemic. This is a tribute to the Leadership team, Ron, Judy and Andrew, and Ryan who support the staff to push on with enthusiasm during challenging times.

If energy ever drops in the Mannkal office, we can be sure Ron will give us a swift kick up the backside! His words and emails echo through the office - his message: Keep going, keep recruiting new talent, keep pushing forward, keep delivering to the highest possible standard!

STUDENT SUNDOWNER

Welcome to Mannkal - the Future Free Market Leaders!

We were thrilled to welcome new students to the office in September for a student sundowner and networking event. The current cohort were able to introduce Perth students to the vision and ideas promoted at Mannkal, share their experiences, and encourage a flood of applications!

***History does not long entrust
the care of freedom to the weak
or the timid.***

Dwight D. Eisenhower

2021 will be bigger, better and braver!

Ron is always encouraging us to go boldly, do not slow down. Ron would happily host students in the office here every day of the week! For now, we will aim to do our office sundowners on a monthly basis.



STUDENT SUNDOWNER



AMBASSADOR SUNDOWNER



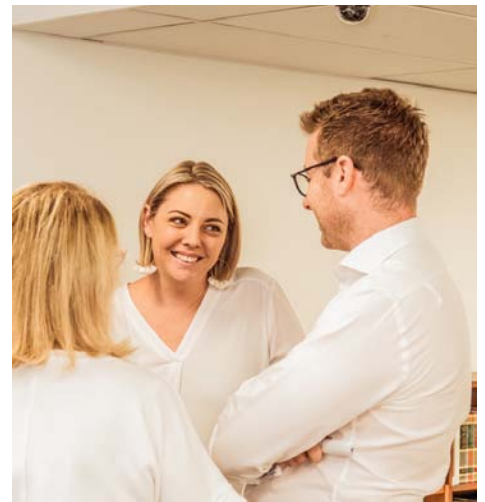


INFORMAL 2020 SCHOLAR GRADUATION

MATES FOR MINING

On November 20, 2020, we welcomed Mannkal alumni and other 'Mates for Mining' to the Mannkal office for a morning tea. First organised by Roy Hill and now expanding across a number of organisations, the purpose of this initiative was to celebrate the mining industry as the primary pillar currently fueling the Western Australian economy.

"With many of us enduring hardships being away from family for long periods of time, together we are doing the heavy lifting in both keeping the economy going and kickstarting it for future growth. This is something we should collectively be proud of and celebrate." *Roy Hill, 2020*



In late November, we said goodbye to 2020 in style, stepping aboard the paddle steamer Decoy in South Perth for the annual Christmas Party.

Joined by ambassadors, alumni and the 2020 LDP cohort, the Mannkal team enjoyed a sunset cruise around the Swan River to celebrate the end of a turbulent year. 2020 also marked the 23rd and 125th anniversaries of Mannkal and Mannwest respectively.

2020 LDP Scholar Alexandra Wolff presented a poem to commemorate Ron and his incredible achievements.

It was a very successful evening filled with friends, fun and lots of wine. We can't wait to start planning our 2021 Christmas celebrations!



MANNKAL CHRISTMAS PARTY



AMBASSADOR UPDATE

ROSS CABLE,
AMBASSADOR

Ross cable is a valued Mannkal Ambassador. He has an extensive military background, and continues to play a significant role in the leadership component of our annual LDP.

Due to COVID-induced changes to the regular annual program, I was invited by Mannkal to address scholars on military-related topics. My feeling is that an array of knowledge, skills and attitudes (KSA) - which aren't generally covered in school and tertiary education - can give young people a 'boost' in their lives and careers; even when covered at an elementary level. Many of these KSA were imbued during my 25-year career in the Australian Army; but which of these can be explicitly recognised, and imparted during short presentations or over Zoom?

The first 'virtual' seminar I held with the scholars started with a basic overview of the military in Australian society. From a foundational level, we considered definitions of war and conflict, and the military's role in defence and security; the broadness of this term increasing with COVID-19 and cyber threats. The role of the Australian Defence Force (ADF) within our democratic society was then discussed, including the chain of command and alignment with alliances and the UN. Naturally, the libertarian view on the military was discussed, and party political tendencies toward differing defence policies and industries were covered.

The second seminar was held on the grounds of the Army Museum in Fremantle, in the lecture room of the Royal United Services Institute. This permitted more active engagement with the scholars. We first considered the military concept of 'capability' by inspecting the Leopard AS1 tank on-site, referring to the famous essay I, Pencil.

Having established a foundation, we were now ready to explore some military concepts that scholars might usefully apply in their coming careers: Firstly, the concept of 'doctrine' and the wealth of information contained within, including the Principles of War. I then outlined how leadership was developed within the Army, and included a lesser-known case study of heroic leadership during the Malayan Campaign of 1942. We then finished with an overview of what the Army terms 'battle procedure' - the sequence of formalised actions that initiate rational decision making processes and standardised orders formats on operations. Having covered these topics at 'wave top' level, it is hoped that further inquiry is made at the point when concepts covered might enhance the performance of scholars in their chosen career.

This short series was as enjoyable for me as I trust it was for the students. I look forward to continued contribution as a Mannkal Ambassador even after I realise plans to move overseas. I will keep Mannkal updated on my business' launch of an innovative Google Maps-based battlefield tour product that seeks to disrupt traditional military history delivery models.





LEADERSHIP DEVELOPMENT PROGRAM UPDATE

EVA CHRISTENSEN AND JENN
HAMMOND (CONTENT AND
PROGRAM MANAGERS)

Despite the world being 'on pause', 2020 was a huge year. From Zoom seminars with leading libertarians to 'going bush' in Kalgoorlie with local mining engineers, we managed to squeeze it all in. We started off last year's program by tapping into the wisdom of various thinkers, including Professor Benjamin Powell (Texas Tech University) and Professor Mike Munger (Duke University, North Carolina). On the flip of a dime, we were able to put together a fun, but challenging program which aimed to test our budding scholars' preconceptions of economics, philosophy, and politics. We had riveting discussions on anything and everything from sweatshops and freedom of speech, to whether intellectual property laws should be abolished. Supporting the program's intellectual content was a new emphasis on leadership; namely, the ability of individuals to stand up to the crowd and stay true to their values. We think of the link between libertarian philosophy and leadership as individual responsibility. As Ron Manners said at last year's Emerging Leaders, there can be no freedom without responsibility. We know from experience that Mannkal attracts very bright minds, though just this is not enough. Scholars need grit, courage, and resilience – they need to be able to influence others and lead teams through hard situations.

From the moment a scholar walks through our door we make the boundaries and expectations very clear: every individual is responsible for their own lives and their own outcomes.

With our high expectations, our scholars are treated as professionals, given a huge amount of independence and responsibility, and asked to lean into every challenge. We could not do this without the support of our partners, including the team of psychologists at Critical Components who provide crucial oversight to our leadership activities.

We value the time and commitment from the many speakers and educators who give up their weekends, evenings, and lunch breaks to run sessions on Austrian economics, limited government, public choice, free speech, personal responsibility, and a range of other classical liberal ideas. Despite the limited opportunities for travel, our program has doubled in size from 2020 to 2021. It seems there is a large student appetite to broaden one's horizons. We are pleased to announce that applications for our offerings have broken previous records in 2021. We are full steam ahead, planning and organising our activities for the coming year.



BUSSELTON 2020 TEAM RETREAT

The Leadership Development Program promotes the idea that Exceptional Character Leads to Success. In September, Mannkal staff and scholars spent the weekend away in Busselton on a Leadership Retreat exploring key questions around character, motivation and leadership: What does it mean to lead? What type of leader am I? What type of team member am I?

Over the course of three days we spent time together discussing five key objectives: Team Work, Emotional Regulation, Leadership, Self Awareness and Resilience. Each topic is fundamental to sound leadership.

Leaders must be self-aware. This is a never ending learning process which revolves around the question 'am I the best version of myself that I can be?' Understanding one's strengths and areas for improvement is crucial to personal and professional success.

Emotional regulation enables success at university, work, and in relationships. A leader must recognise and regulate their emotions under highly stressful circumstances. This can only be achieved after reaching emotional regulation proficiency in regular circumstances. We aim to teach our scholars these skills.

Scholars were also pressed on their leadership type. There are many leadership styles and understanding your own is important. Leaders must be aware of how they are perceived how they respond to the needs of their team.

Naturally, the activities incorporated high degrees of teamwork and resilience. Both attributes are inseparable from leadership, and are omnipresent LDP themes.

This weekend challenged all the scholars and staff. With the support of trained psychologists, we worked through activities that allowed us to reflect on our self, the direction of our lives, and our interactions with those around us. We also considered our goals and ambitions.

It was also a lot of fun. We went out together, Ron took us on a morning walk along Busselton beach, and we climbed through the trees at Forest Adventures.

It was a rewarding experience for all.

JENN HAMMOND,
PROGRAM MANAGER



SUMMER LEADERSHIP PROGRAM 2021

PERTH: JANUARY 18-20, 2021

We successfully conducted our weeklong Summer Leadership Program in January, with an amazing three days spent in Kalgoorlie, the hometown of our very own Ron Manners. The week began at St George's College, UWA in Crawley, where we were joined by speakers including Professor David Gilchrist, Andrew Reynolds, and Professor Gregory Moore. We were treated to enthusiastic discussions on the role of government, price fixing, and property rights.

At the beginning of the program, scholars were challenged to set their own personal vision during an interactive leadership session with Ciara Mitchell. On day two, we were hosted by the senior leadership team at Roy Hill's Remote Operating Centre (ROC) near Perth Airport. The visit provided an incredibly unique insight into the logistics of Roy Hill's mining operations and how this may continue to change along with technological advancements. Barry Fitzgerald, CEO, spoke about the future of mining and the role of leaders in this field. He reminded scholars that 'you are never the smartest person in the room, don't forget that'. He highlighted the importance of values, focusing on action and maintaining accountability. His final words to students, if you want to be right all the time, always be "faithful to the truth". It was a privilege to spend time with the Roy Hill team, and the scholars walked away excited for the future of mining and the possibility of joining the industry.



KALGOORLIE: JANUARY 21-23, 2021

We set off for Kalgoorlie ready to tackle the world of mining and immerse ourselves in Kalgoorlie's history. The tour included a presentation by Karl Stokes At the BHP Nickel Smelter, followed by a whirlwind tour of South Kalgoorlie guided by none other than Ron Manners himself.

Local businessman and long-time friend of Ron's, Ashok Parekh, joined us for dinner. He spoke about the challenges in his life that have led to his success, sharing his words of wisdom for those eager to enter the business world.

Our time in Kalgoorlie culminated in a formal function at the Kalgoorlie Hotel where one of the most capable leaders in the mining industry, Raleigh Finlayson, spoke candidly about not letting failure and challenges stop you from achieving success in business and life.

A common theme of character and resilience had emerged throughout the week. Learning about the importance of perseverance, patience and people skills is a crucial lesson for all of our students as they begin to embark on their careers.

One scholar summed up the experience by saying: "This program has added immense value to both my personal and professional life. Personally, this program has encouraged me to explore my values and who I am as a person. This program has given me the opportunity to expand my knowledge base and explore topics I have never really explored before. This has opened my mind a little more to the world around me".







SCHOLAR FEEDBACK

CONOR MCLAUGHLIN
2020 LDP SCHOLAR



When I first heard about Mannkal and their Leadership Development Program (LDP) about three years ago, I initially shrugged it off because I was a politics student and had no prior knowledge of free-market economics. The LDP became much more than an understanding of economics, it developments leadership potential, as the title suggests, and for me specifically it has been crucial for my career ambitions. Previous Mannkal scholars I had engaged with recommended the LDP for networking opportunities it presents. From think-tanks, governments, businesses, and community groups, Mannkal maintains an extensive range of networks within various fields of academia and general society.

I recently applied for a position as a Research Associate at Edith Cowan University, within the Defence Research and Engagement Department. What remained crucial in being accepted for this position was the network that Mannkal has afforded me within the military, defence, and security sphere.

My very first contact within the program was with Critical Components and former Major Joshua Hawes, who offered each scholar one-on-one coaching sessions. Josh and the team at Critical Components provided a structured analysis of how to improve several aspects of day-to-day life, from time management to conversational interactions. This at face value didn't seem like much, but in hindsight, these teachings allowed me to engage more proactively within the interview process, in saying what needs to be said in a commanding manner, to demonstrate my capability, and to take control of an interview.

I was fortunate to be interviewed for a defence role this year. The interview questions looked beyond my academic achievements, and more specifically focused on my understanding and engagement with the defence sector. From my engagement with the Samuel Griffith Society, RUSI, and Critical Components, I had an overarching understanding of the defence sector, the history of Australia's military engagement strategies, and the future outlook of a rapidly changing security environment. This has been pivotal to my success in industry and is attributed to my time in the Mannkal program.

Conor is a current Honours student at Murdoch University, studying Honours in Global Politics and Policy and History. His thesis will focus on the changing narratives of Scottish national identity, primarily from two different strands, economic and cultural. Following the completion of his Honours, Conor plans to undertake his PhD focusing on the political economy.

Having worked and studied at a think-tank, through the Association of Foreign Affairs in Sweden, Conor has conducted research on the evolutionary role of the European Union and its paradoxical nature of attempting to enhance individual liberties through a strong centralized bureaucracy. His interest in Integration processes has led him to become involved with CANZUK, the European Commission and the Estonian Ministry of Foreign Affairs.

Conor has a very strong interest in International affairs and foreign policy. This had lead him to get involved with Harvard University in promoting entrepreneurship within Asia's developing region, and the Institute of Counter-Terrorism in Israel to better understand the changing nature of the security landscape.

Outside of study and work, Conor is passionate about soccer, having seen supporting his favourite team as his religion. He spends his free time playing soccer and tennis for various clubs across Perth.

YANNIK SIMKOVICS
2021 LDP SCHOLAR



Yannik is a postgraduate law student at the University of Western Australia, and currently in his second year of the Juris Doctor programme. Before completing a Bachelor of Business, with a double major in Economics and International Business, Yannik worked for a major Swiss bank as part of a traineeship in Banking and Finance. In addition to his studies, Yannik works for PwC in the innovation sector and helps companies across industries optimise innovation investments, assist with project management assignments, and access competitive funding opportunities.

Outside of study or business-related interests, Yannik enjoys outdoor activities including boating, diving and camping; good conversations with friends; good food and travel-related cultural adventures. Yannik has previously served as a Military Police Grenadier in the Swiss Armed Forces, after successfully completing the highly demanding selection process. At University, Yannik led the Business School's faculty society as president and was involved in various academic tutoring and volunteering roles. He was awarded a scholarship to partake in an international leadership development program in Singapore, and his involvement was recognised with the Pro Vice Chancellor's Certificate of Recognition. Yannik is currently on the board of a Financial Markets committee at PwC and involved with different Chambers of Commerce.

From crystallising your own philosophy, to performance-enhancing psychological coaching, and exploring our great state's mining history through a classical liberal lens, Mannkal's Summer Leadership Program provided a rich environment for learning, personal development, and meaningful interactions. The calibre of the people involved in the program was extraordinary. While we all had different life experiences and upbringings, we shared the desire to explore new ideas and have engaging conversations.

The program added immense value to my personal and professional development. I learned a lot about the significance of taking responsibility, discipline and having a "yes, can do" attitude through expanding my understanding of classical libertarian philosophy and engaging with the extraordinarily stimulating and inspiring guest speakers. While all of the speakers and distinguished friends of Mannkal pursued different paths in their careers, it was the shared sense of taking responsibility for their own lives, their resilience and truthfulness, and their continuous operation outside of their comfort zone that led them to success. The opportunity to follow Ron Manners' footsteps in Kalgoorlie further emphasised this philosophy and mindset. It gave us a valuable, first-hand perspective on how individuals in this desert town laid the founding cornerstones of WA's prosperity by seizing opportunities and engaging in voluntary exchange - not by design!

Contrary to conventional teaching methods, the entire program was an exploration of classical liberal ideas, mining history and personal accounts. The benefits one took away from this week, like in other areas of life, were very much aligned with the participant's input.

I want to express my deep gratitude for being able to join Mannkal on this one-week journey. The learnings and experiences gained from the valuable time and resources, which distinguished speakers and friends of Mannkal were willing to share with us, were unique and invaluable.

It is simply remarkable to see Ron Manners and the entire Mannkal team work hard to build the high standard characters that true liberty requires. These actions are certainly inspiring, encouraging and empowering. Thanks for this fantastic Summer Leadership Development Program.



PICTURED ABOVE
JOHN HYDE, JOSH ADAMSON AND ANDREW PICKFORD

RESEARCH UPDATE

ANDREW PICKFORD,
MANNKAL EXECUTIVE DIRECTOR

Mannkal undertakes targeted research where it enhances the learning and development of students completing our Leadership Development Program. We apply insights from classical liberal thinkers to produce sound policy recommendations for Western Australia. For the first time in 2020, Mannkal defined three key research streams:

- Philosophy and political science
- Growth and productivity
- Infrastructure and energy

Our research is assisted by a strong group of research leaders who have emerged from Mannkal's Leadership Development Program but have since moved to research roles. This includes Cian Hussey who is a Research Fellow at the Institute of Public Affairs and Daniel Press, who worked for some time as a Policy Analyst at the Washington-based Competitive Enterprise Institute.

Also on the list is former Mannkal Research Manager, Josh Adamson, who quickly rose through the ranks after his experience with us as a Mannkal scholar. Mannkal's research program grew significantly under the guidance of Josh. Drawing on Public Choice Theory and the wisdom of John Hyde, Josh has produced a steady stream of quality and targeted publications. Three key publications include:

A Road to Somewhere: Depoliticising Infrastructure Decisions In Western Australia;

Closer to the People: Reinstating Western Australian Ratepayers at the Centre of Local Government; and

Project WA: A Growth and Productivity Agenda for the Next Government

To view Mannkal's latest publications, go to mannkal.org or find us on Facebook.

A ROAD TO SOMEWHERE

Most economists understand the role of infrastructure is quite simple; it connects markets and decreases transaction costs. Citizens may recognise this as reduced road congestion and travel times or as faster internet speeds.

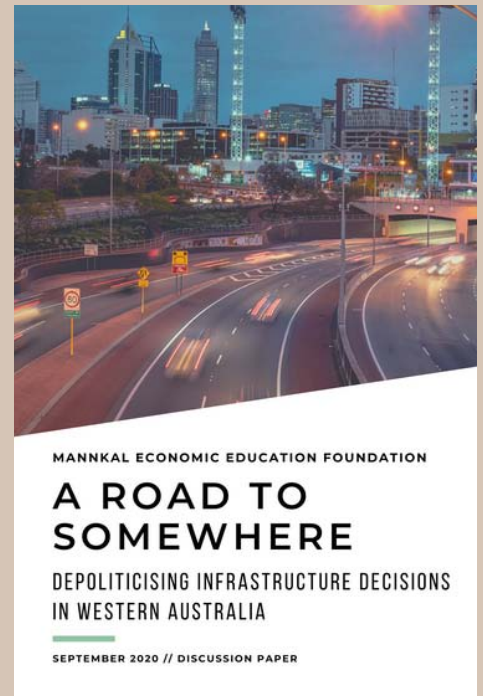
Mannkal's new discussion paper, however, points to how the basic function infrastructure should fulfill is too often complicated by the short-term aspirations of our politicians. We detail how the powers and strategic direction of the new state-level infrastructure advisory body, Infrastructure Western Australia (IWA), has been weakened to a point where its independence must be questioned.

The creation of IWA appears to be part of a coordinated effort by the McGowan Government to re-centre the state at the core of infrastructure planning and delivery. As a result, it is entirely likely that infrastructure will continue to be delivered in a highly politicised, non-transparent manner.

As politicians call for infrastructure stimulus in response to the COVID-19 fallout, now more than ever, it is important to ensure that spending decisions be given appropriate parliamentary and economic oversight. IWA should have fulfilled this role, but instead it appears the body will endorse uneconomic infrastructure investment in the name of short-sighted job creation. While reform of the structure of IWA is unlikely given the late stage of its formation, significant overhauls are required.

In addition to late-stage reform to structure of IWA, the paper details how Western Australia must adopt more transparent user charging mechanisms on existing infrastructure and consider PPP agreements to facilitate private sector involvement on new infrastructure projects.

We are confident the release of the paper can inform policymakers of the true function of infrastructure; as a facilitator of economic activity rather than a mechanism for short-sighted job creation; and hope to encourage much-needed discussion about directions for future infrastructure policy reform in Western Australia.

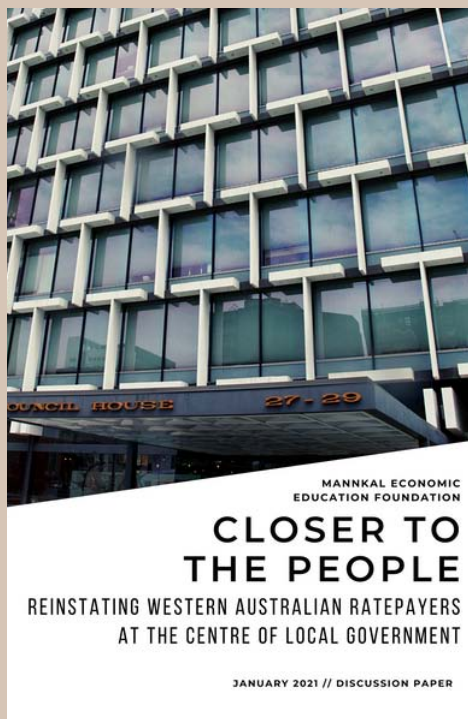


CLOSER TO THE PEOPLE

Closer to the People discusses widely understood, but ineffectively addressed issues that adversely affect Western Australia's local governments. The paper identifies several reasons why such issues exist, including inexperienced councillors, unrepresentative voting systems and an overreliance on bureaucratic expertise.

The paper warns that if the activities of local governments are not overseen and properly curtailed by ratepayers and regulators, they will continue to expand in size and scope with even less consideration to democratic processes. If this trend continues while tax bases remain fixed, the disparity between councils' revenue raising capacity and their expenditure commitments will continue to grow. This is compounded by local governments incorrectly allocating tax revenue to fund the provision of goods and services which are outside of their core functions.

Councils also commonly fail to understand the implications of their decisions on their revenue raising capacity. Residential and commercial developments which would generate significant income are often overlooked. Relatively simple structural reforms would greatly reduce inefficiency and increase the accountability of council administrations to ratepayers. *Closer to the People* discusses these in detail to stimulate further discussion and create better outcomes for all Western Australians.



PROJECT WESTERN AUSTRALIA

Project WA draws its name from *Project Victoria* and is a successor study to our previous publication produced in 2012, also called *Project WA*. After nine years we reviewed the direction of economic management and decision making and decided it was time to revisit the publication and refresh our recommendations.

While a lot has changed in nine years, much has remained the same. As always, the commodity focused economy has produced challenges. When responding to a downturn, simply piling on more debt or hoping for higher commodity prices is not a practical or real option. It merely shifts the problem to the future and means less funds are available for hospitals or schools as the interest bill escalates.

Three key themes underpin our recommendations:

- Fiscal restraint
- Secure property rights
- Reforming tax structure

These recommendations are situated within the context of the political process and acknowledge this process involves inbuilt tendencies that make the task of wise and purposeful government more difficult. Often parliamentarians do not have the time or capacity to absorb the fine details of all the pieces of legislation placed before them for consideration. They may not also have access to the necessary knowledge required to make fully informed decisions. Parliamentarians are also lobbied extensively by special interest groups to the detriment of those who are less motivated or organised. This is further compounded by the 'rational ignorance' of voters who themselves do not have the time nor inclination to become adequately informed about any given issue.

Despite these perverse pressures at work within the political process, our best leaders of the past have risen above them. Western Australia's next government has a unique but limited opportunity to follow this example and drive our next wave of prosperity, and it is our hope that the recommendations presented in *Project WA* will be given serious consideration.



Josh Adamson is a Research Fellow at Mannkal, having been employed as Research Manager until February 2021. Working closely with Executive Director and research interns, Josh's work applies free-market principles to economic issues specific to Western Australia. Josh joined Mannkal in 2018, and specialises in energy and infrastructure policy, as well as local government efficiency. He has previously interned at the Centre for Policy Studies (2017), and also has experience working in the local government and resources sectors. Josh holds a Bachelor of Commerce from Curtin University (2017) and a Master of Economics from the University of Western Australia (2020).

PROJECT WESTERN AUSTRALIA LAUNCH



WAS JESUS A SOCIALIST? BOOK REVIEW

Was Jesus a Socialist? Reed explores not only the answer to the titular question, but also what socialism is and whether it is compatible with the “Golden Rule.”

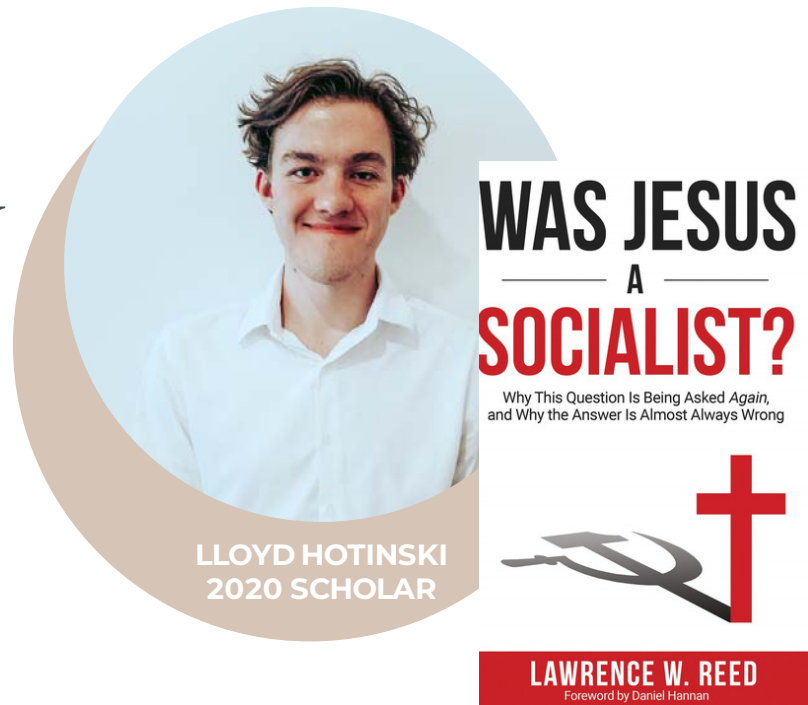
Jesus’s teachings on economics, the rich, and taxation and the law; the envy, ingratitude and pride of socialists; whether Jesus was a redistributionist and social justice warrior; what real compassion is; and theological analyses of the titular question from C. S. Lewis and J. Gresham Machen.

He defines socialism as the concentration of power in government, for it can own or direct the means of production, plan the economy, level incomes, redistribute wealth, and create a welfare state. He argues Jesus would not support the coercive force necessary to achieve this.

As a Lutheran and a philosophy, politics, and economics major, I like Reed’s book not only for what it is—a biblical analysis of socialism—but also for its exploration of what true Christian character is: grateful, compassionate, and humble. Equality, says Paul, is a desirable goal (2 Cor. 8.13–15), but not if people give, “reluctantly or under compulsion” (2 Cor. 9.7). We must help the weak by hard work, “not [coveting] anyone’s silver or gold or clothing” (Acts 20.35). Even if we have the right to be helped, we ought to be willing to work “night and day” so as not to be burdensome (2 Thess. 3.7–9).

Democracy does not legitimatise socialism, argues Reed, because redistribution (n.b. not taxation) is covetous theft, which the Eighth and Tenth Commandments condemn (60–61, 82). True compassion is not “feeling” moved by suffering but, from the Latin *compati*, “suffering with” another.

I would recommend this book not only to Christians and socialists (especially Christian socialists) but also generally to “anyone interested in ... truth, history, and economics”.



Lloyd is a third-year student at the University of Western Australia, studying a Bachelor of Arts and a Diploma in Modern Languages (majoring in Japanese). After finishing his undergraduate degrees, Lloyd plans on pursuing Honours in Philosophy, Politics, and Economics, followed by a Master of Divinity and a PhD. During his studies, Lloyd also plans on going to Japan for exchange.

Lloyd is actively involved in the Christian Union (CU) and International Law Society (ILS) at UWA. For the ILS, he co-edits the Perth International Law Journal, reviewing articles written by postgraduate students, lawyers, and professors from around the world; he also gave a public lecture on euthanasia and its relation to international law. For the CU, he co-leads a Bible study and helps plan and advertise its Easter services. During the 2019-20 summer, he interned at the Seven Pillars Institute for Global Finance and Ethics (a Kansas City-based think tank), writing on the ethical issues that led to the 1986-91 Japanese asset price bubble and 1997 Asian financial crisis.

Through his studies in microeconomic theory, redistributive justice, and histories of political and economic ideas, Lloyd developed a deep appreciation of libertarian values, especially those of private property rights, limited government, and free markets. After studying East Asian international relations, he also became keenly interested in the regional dynamics of Japan, South Korea, and Taiwan, as well as diplomacy more generally. Lloyd’s interest in political philosophy began with his grandparents, who were refugees to Australia from the Soviet Union.

In his spare time, Lloyd enjoys creative writing and is currently drafting his first novel, having written over 190,000 words already.

MANNKAL: IN THE SPOTLIGHT

JANUARY 8 2021 - 9:26AM

Leadership program 'too good to refuse' for Margaret River local

LOG IN/NEWS

f t i a A A



Shane Herbst grew up in Margaret River, attended the local school and graduated in 2016 before moving to Perth to study Law and Commerce at Curtin University.

Moving from the country to the city is a daunting reality for many WA young people looking to make their first foray into the 'big smoke'.

For South West local Shane Herbst, the transition was a challenge he chose to grab with both hands.

Shane grew up in Margaret River, attended the local school and graduated in 2016 before moving to Perth to study Law and Commerce at Curtin University.

sky news .COM.AU

Q Login



University students are 'pushing back' against soft left narrative

05/01/2021 | 8min

Mannkal Economic Education Foundation Executive Director Andrew Pickford says university students are 'keen to hear' alternative perspectives as a study found far more young people are prone to self-censorship amid a cancel culture.

GOVERNMENT

Mannkal weighs in on council reform

By Jordan Murray



David Templeman earlier this month said the state government was committed to transforming the local government sector. Photo: Gabriel Diversi

Experienced councillors, unrepresentative voting systems and an overreliance on bureaucratic expertise are among major drivers of local government inefficiency, according to new research from Mannkal Economic

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BUSINESSNEWS

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OPINION HEALTH GOVERNMENT COVID-19

04/02/2021 - 14:00

Restrictions mask post-election hard truths

By Josh Adamson

Q



THE MANNKAL FOUNDATION

40 OPINION

Life won't depend on ATAR

ANDREW PICKFORD

His words, which, across WA, were repeated according to a singular source — the ATAR score.

So while some students in their final year of high school, rather than any other, are preparing to start their tertiary education, it is not the ATAR score that will determine their future.

The high school class of 2020 have received their ATAR results and schools have now been publicly ranked on how their students have performed.

In many, they will find their ATAR score, their options, intelligence and, in some cases, their future. Nothing could be further from the truth, especially in the year 2021.

This experience is not unique. In many generations, the ATAR score has been the only metric by which a student's worth is measured.

But just as it was in the days before the internet, before social media and before the digital revolution, the ATAR score is a flawed metric. It is a flawed metric. It is a flawed metric. It is a flawed metric.

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Programs are now facing as much on and off as we do in the economy. Performance is a state of mind, not a state of being. It is a state of mind. It is a state of mind. It is a state of mind.

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BUSINESSNEWS

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OPINION GOVERNMENT

18/02/2021 - 14:30

Project WA outlines plan for prosperity

By Josh Adamson

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Another boom-and-bust cycle is likely in WA, writes Josh Adamson. Photo: Mannkal

At some point during its next term, the Western Australian government will be confronted by significant economic challenges. Iron ore prices will soon fall, once-in-a-generation cash handouts will subside, and sector-specific fiscal stimulus will conclude.

Leaders and **ENTREPRENEURS** **DEVELOPMENT PROGRAM 2021**

The 2021 Leaders and Entrepreneurs Program is offered to small groups of ten high performing year 11 & 12 students from Perth Modern School. It will run twice a year at the Mannkal office in Subiaco and St Georges College, UWA.

This unique opportunity allows students to participate in high performance coaching, small group seminars and interactive activities. The program is fast paced, challenging and lots of fun! There are four sessions in total, which will run on selected dates from 9am - 1pm.

Entrepreneur Tim Stricklan will help you to start your own business, learn to solve complex problems and teach you the art of entrepreneurship.

Specialist psychologist and high performance coach Ciara Mitchel will work with you to explore topics such as resilience, effective communication, planning, goal setting and critical analysis.

Sign up today!

Public Choice Theory Winter School

JULY 19-30, 2021
THE UNIVERSITY OF NOTRE DAME AUSTRALIA

HOW ATTENDING THIS TWO WEEK-LONG COURSE WILL BENEFIT YOU!

One of Mannkal's goals is to use the economic way of thinking to solve many mysteries. These mysteries we observe when we watch the antics of our politicians and bureaucracy.

Let me give you an example.

A few years ago, we were told about the benefits of locating our universities out of the Perth Central Business District (CBD). The example was, Edith Cowan University (ECU), currently being located at Joondalup (28.6 km north of the CBD).

Now, we are told about the many benefits of moving our universities right into the Central Business District. Again, the example being Edith Cowan University.

What has changed to give rise to this confused decision-making process?

Are we going mad? Why do we unquestionably go along with these major policy reversals?

To enable you to solve, such mysteries, you need to enrol in the Mannkal sponsored, accredited economics class of Public Choice Theory at the University of Notre Dame, this July 19 to July 30, 2021. The one-day PCT Symposium is embedded within this two-weeks and is planned to be held on Tuesday July 27, 2021.

You will gain clarity to easily recognise those who receive concentrated benefits from such policy and how they work extremely hard to promote such policies and design the costs to be spread over so many of us to the point where we simply go along with it.

Public Choice Theory may be subtitled 'Examining the Concentrated Benefits and the Dispersed Costs'. You will recognise it as a game of Winners and Losers.

One of our great freedoms in Western Australia is that students from all universities can attend courses at other universities. Let's celebrate this freedom by attending this Notre Dame course. This course is also available to the general public.

Non-UNDA students interested in enrolling in a course at UNDA (e.g., History of Austrian Economics or Public Choice Theory) must first obtain approval from their "Home" institution to ensure that the UNDA Course fits in with their degree requirements. Interested students should initiate the process by contacting the student office at their home institution and gaining the relevant approvals. The process at this end involves an "Outbound" cross-institutional form. Once students have obtained approval from their Home institution, they then need to apply to UNDA (which is referred to as the "Host" institution). This involves filling in an "Inbound" cross-institutional enrolment form.

Interested? Contact The University of Notre Dame Australia for more details.

REFLECTIONS ON 2020: WELCOMING A NEW YEAR

Having experienced yet another lockdown at the start of this year, we are once again reminded of the complexity and volatility of the world around us. Plans, programs, and situations change in an instant and we must be able to continually adapt to a dynamic environment. As demonstrated throughout 2020, Mannkal was forced to quickly adapt to the turbulence of COVID-19, resulting in the complete restructuring of the Foundation's annual Leadership Development Program. What was once a 6-month program with heavy reliance on international and interstate opportunities rapidly transformed into a 12-month intrastate program, with seminars and personal development coaching being predominantly conducted online. While these changes may have been drastic, the quality and success of the program were in no way impaired.

Throughout the year, the Mannkal team were able to maintain high levels of productivity by quickly and effortlessly shifting their focus and routines to a remote working arrangement. This experience provided us with the necessary framework to handle the February lockdown with ease.

The continued challenge presented by COVID-19 has been a much overdue 'wake up call' for some of us here in WA. While it appears that we are slowly returning to some degree of normalcy, this is not guaranteed. It is crucial that we make contingency plans for almost all programs and events we have already put many hours of effort into. Rest assured, Mannkal has already begun to implement such measures. If COVID-19 strikes yet again in 2021, we will be ready.

Thank you to our Ambassadors and Sponsors for their continuous support in these unprecedented times.

Emily is a third-year student at Curtin University, studying Bachelors of Law and Art with a major in international relations. While she has not yet decided which employment path is best suited to her, Emily hopes that she can find one which incorporates both of her passions for legal justice and geopolitics. At the moment, this is pointing towards a career in foreign affairs, international law or national security and intelligence.

In her spare time, Emily tutors secondary students in a range of topics, specifically mathematics, English literature and history. She is passionate about fitness and is able to maintain her health and social well being through an avid use of the gym and involvement in a local netball team. An additional interest of hers, which emerged at a very early age, is art. She firmly believes in the use of creative outlets to reduce stress, and has recently found an interest in oil painting.

Emily has been involved with Mannkal since her completion of the Leadership Development Program in 2020. First commencing an internship with Mannkal as a research analyst, Emily's role has since expanded, now additionally incorporating administrative duties, marketing and social media content development.



EMILY LEE,
2020 LDP SCHOLAR
RESEARCH ANALYST

MANNKAL SCHOLARSHIPS AND 2021 PLANS

2017



Internship scholars: 21
Domestic Conference Attendees: 13
Perth events: 7

2018



Int'l Study Tour scholars: 17
Domestic Conference Attendees: 15
Perth events: 19

2019



Int'l Study tour scholars: 27
Domestic Conference Attendees: 12
Perth events: 26

2020

Leadership Development Program scholars: 18
Summer Leadership Program: 25
Perth Modern School Entrepreneurship Program: 9
Newly signed alumni ambassadors: 9
Perth events: 35



2021

Leadership Development Program scholars: 39
Winter Leadership Program: 25
Perth Modern School Entrepreneurship Program: 20
Newly signed alumni ambassadors: 12



2021 DESTINATIONS AND ACTIVITIES INCLUDE:

ALS FRIEDMAN CONFERENCE,
SYDNEY

PUBLIC CHOICE THEORY UNIT:
UNIVERSITY OF NOTRE DAME
AUSTRALIA

WINTER LEADERSHIP PROGRAM,
PIBARA

SAMUEL GRIFFITH SOCIETY
CONFERENCE, SYDNEY

FOUNDATIONAL LEADERSHIP
DEVELOPMENT PROGRAM

ADVANCED LEADERSHIP
DEVELOPMENT PROGRAM

BOARD

Ron Manners, David Stevens, Jenny Manners, Neil Fearis, Bill Stacey, Lyndon Rowe, Andrew Pickford.

STAFF

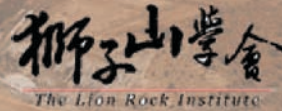
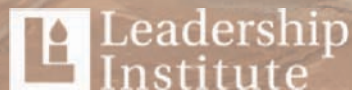
Andrew Pickford, Judy Carroll, Ryan Wilson, Jennifer Hammond, Eva Christensen, Shane Herbst and Emily Lee.

AMBASSADORS

Mannkal thanks and acknowledges the support and assistance of our Ambassadors.

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AIER | AMERICAN INSTITUTE
for ECONOMIC RESEARCH





THE HARDEST
THING TO EXPLAIN
IS THE GLARINGLY
EVIDENT WHICH
EVERYBODY HAS
DECIDED NOT TO
SEE.

AYN RAND

Since 1997, over 2,500 Western Australian students have benefited from their Mannkal experience. Members of our expanding Alumni network have built successful careers, both in the private and public sectors and are now entering decision-making leadership roles. Our satisfaction comes from seeing our current scholars apply these ideas during and after their graduation.

Mannkal believes that the principles of limited government and free markets are essential components for the future success of Australia.

