

Question	Response
<p>1. In reference to the document titled 'Executive Group - 7 May 2025 - Items for Discussion: 2026 Budget options' tabled during the hearing on 08 September 2025 by Senator Mehreen Faruqi and emailed to Dr Parkinson that day, how was the decision made to choose 'case 3' as the change model?</p>	<p>See below.</p>
<p>1.1. Why does the document state that a con of case 2 in reference to it being a 'moderate workplace change', is to 'why not go all the way'?. Presumably this means why not go all the way with staff cuts?</p>	<p>The long-term viability of Macquarie University demands that resources are allocated to where they are needed most. For academic staff, this means that Macquarie University must align its academic workforce with where the teaching and research effort takes place.</p> <p>Option 3 is the only option that addresses the structural imbalance between the academic workforce and the amount of work required across the two faculties. Neither Option 1 nor Option 2 address the misallocation of resources and therefore neither is sustainable in the long-term.</p>
<p>1.2. Can you elaborate on what the document meant, and/or your interpretation by 'narrative more complex' for case 3?</p>	<p>Option 3 requires a greater degree of workplace change than Option 2, impacting more people. However, Option 3 also allows for the creation of more new roles in some areas of the two faculties. In the long-term, Option 3 is the only option that properly aligns the workforce with where the work is undertaken.</p>
<p>1.3. What was the financial difference between each case option?</p>	<p>Option 3 delivers additional savings of \$4m p.a. for academic staff costs when compared with Option 2.</p>
<p>1.4. Who was involved in the decision making to select 'case 3'?</p>	<p>The Executive Group collectively endorsed Option 3.</p>

<p>1.5. Why did you go with the option that cut the most amount of jobs when alternatives were available?</p>	<p>The Executive Group endorsed the option that is in the best long-term interests of the University. Option 1 was rejected because of the level of risk involved and because it failed to address structural imbalance in the workforce. Option 2 was rejected because it also failed to fully address structural imbalance. Option 3 appropriately addresses structural imbalance and provides room for the two faculties to expand in areas of higher demand.</p>
<p>2. Macquarie’s 2023 Annual report cites UniForum benchmarking scores as evidence that Macquarie is “a leading practice model.” What steps did Macquarie’s leadership take to satisfy themselves that UniForum benchmarking scores are sufficiently meaningful, reliable and rigorous to support this conclusion?</p>	<p>Macquarie University validates the data that is submitted into the UniForum model and tests the conclusions drawn from the model. It does this through:</p> <ul style="list-style-type: none"> <li>- Comparing its professional services with similar universities, engaging them directly.</li> <li>- Comparing its data against other internal and sector data.</li> </ul> <p>Several universities use Macquarie University as a reference point when reviewing their own professional services models.</p>
<p>3. Jonathan Wylie, Macquarie’s Vice-President Strategy, Planning and Performance is quoted on the Nous UniForum website saying, “UniForum has enabled Macquarie University to achieve improved clarity in our operational processes across faculties and portfolios, directly supporting resource allocation and service provision to our academic and student communities.” Could you please describe some specific examples of resource allocation decisions at Macquarie that have been supported by UniForum benchmarking scores?</p>	<p>The Uniforum data on service costs and how well services are working has helped inform the design of the current models in HR, IT, staff-facing shared services, student-facing shared services and faculty professional services. Uniforum has been one of multiple inputs and these have been paired with internally led analysis on processes and organisational design.</p>
<p>4. Has UniForum data ever been used to inform (directly or indirectly) proposals or decisions to make staff members redundant? If yes, please provide details of the positions impacted (or proposed to be impacted) and the role that UniForum data played in decision making.</p>	<p>UniForum data has not been used to make decisions about individual redundancies. The information was only one of the inputs used by an internal team that looked at how professional services were structured between 2020 and 2022, and it was later used when reviewing how those changes were working in practice. It sat alongside other inputs when determining operating model and organisational structures, as well as levels of resources.</p>

<p>5. Has Macquarie's executive ever cited UniForum data in presentations or statements to the university's governing council? If yes, please provide details of how and when the UniForum data was cited and the arguments it was used to support.</p>	<p>Yes, instances set out below:</p> <ul style="list-style-type: none"> <li>• July 2019 - Council Seminar – briefing on UniForum was noted</li> <li>• Sept 2020 – included in broader report, noted</li> <li>• June 2021 – included in broader report, noted</li> <li>• Feb 2022 – included in broader report, noted</li> <li>• June 2022 – included in broader report, noted</li> <li>• October 2023 – included in broader report, noted</li> <li>• October 2022 – included in broader report, noted</li> <li>• October 2024 – included in broader report, noted</li> <li>• August 2025 -included in broader report, noted</li> </ul>
<p>6. Does any member of staff at Macquarie have KPIs that are linked to UniForum data? If yes, please indicate what positions they hold and describe the KPIs in question.</p>	<p>No staff member's performance is measured against UniForum outcomes. There are two senior roles with broader KPIs on workforce strategy, each of which includes reference to UniForum amongst other metrics. One operational role includes coordinating the annual data collection as part of routine duties. None of these KPIs are linked to the scores or findings that UniForum produces.</p>
<p>7. Does any staff member at Macquarie have full access to the underlying UniForum data and methodology? If not, does lack of access to underlying data and methodology inhibit Macquarie's confidence in UniForum reports and benchmarking scores?</p>	<p>Macquarie University has full access to its own anonymised underlying data. The University can analyse these data directly through internal dashboards, with or without the benchmark figures produced by UniForum.</p> <p>Macquarie University is aware of the limitations that come with any benchmarking method, including any proprietary aspects. The University takes those limitations into account when interpreting the results and approaches UniForum as one input rather than a definitive measure.</p>
<p>8. In the absence of access to underlying UniForum data and methodology, what steps does Macquarie take to validate the findings that UniForum provides?</p>	<p>Macquarie University validates its own data inputs to the model and the outputs. The University keeps the limits of the model in mind when reading the results. The findings are considered as one input amongst others to any assessment of efficiency in professional services.</p>
<p>9. How long has Macquarie subscribed to the UniForum benchmarking service? Please provide a year-by-year breakdown of how much Macquarie has spent on UniForum services.</p>	<p>An objection is raised in respect of the information required by question nine. The information would disclose information that is pricing information that is commercially confidential of a third party that is not currently publicly available and in respect of which Macquarie University has contractual obligations of confidence.</p>

<p>10. Please provide a full list of documents, datasets and reports that UniForum has provided to Macquarie since the beginning of 2023. Please indicate which of these are available to all members of staff at Macquarie.</p>	<p>Since the start of 2023, Macquarie University has received the following UniForum materials:</p> <p><b>2023</b> 2023 sector results and trends, the 2023 executive sponsor and team briefing, the 2023 service effectiveness results briefing, member roundtables, the international student diversification roundtable, the ANZ conference summary with member presentations, ANZ steering committee updates, and the full set of 2023 program collection guidance, development updates and support materials.</p> <p><b>2024</b> 2024 sector results and trends, the 2024 executive sponsor and team briefing, the 2024 member roundtables, the 2024 ANZ conference summary with member presentations, the 2024 ANZ steering committee updates, and the 2024 program collection guidance, development updates and support materials.</p> <p><b>2025</b> 2025 sector results and trends, the 2025 executive sponsor and team briefing, the 2025 service effectiveness results briefing, member roundtables, the 2025 ANZ conference summary with member presentations, the 2025 UK conference summary with international presentations, the 2025 ANZ steering committee updates, and the 2025 program collection guidance, development updates and support materials.</p> <p>These materials are provided to the University for internal use. They aren't made available to all staff. Access sits with the teams that coordinate the UniForum collection and the senior leaders who use the reports.</p>				
<p>11. Does your institution have any partnerships, investments or links with any weapons companies or associated entities?</p>	<table border="0"> <tr> <td>Investments in weapons companies</td> <td>\$nil</td> </tr> <tr> <td>Partnerships with weapons companies</td> <td>\$nil</td> </tr> </table> <p>Macquarie University is involved in CRC projects where the CRC has relationships with a number of weapons corporations. In these cases, funds are distributed by the CRC entity.</p>	Investments in weapons companies	\$nil	Partnerships with weapons companies	\$nil
Investments in weapons companies	\$nil				
Partnerships with weapons companies	\$nil				

<p>12. Does your institution have any partnerships, investments or links with any fossil fuel companies or associated entities?</p>	<p>Investments in fossil fuel companies \$nil</p> <p>Partnerships with fossil fuel companies \$nil</p> <p>Macquarie University has a 10-year lease with Viva Energy Australia Pty Limited ('Viva') over land owned by Macquarie University. Viva holds an exclusive Australian license to sell Shell fuel and lubricants. The leased land houses a Shell-branded petrol station.</p> <p>The rental received by Macquarie University is approximately \$403,682 p.a. (excluding GST). The current lease expires on 15 July 2028.</p> <p>Macquarie University has held contracts with the following companies, which undertake a wide range of activities. Most of these agreements have \$0 value as they are linked to either education partnerships, or to both parties participating in a CRC project where the funds are distributed by the CRC entity.</p> <ul style="list-style-type: none"> <li>• Origin Energy</li> <li>• BHP</li> <li>• Rio Tinto Coal Australia</li> <li>• ActewAGL</li> <li>• United Nations Environment Programme</li> <li>• The International Centre for Sustainable Carbon (ISCS)</li> <li>• Coal Services Health and Safety Trust</li> </ul> <p>Macquarie University has standard commercial arrangements with the following companies for the supply of gas and fuel:</p> <ul style="list-style-type: none"> <li>• Shell Energy Retail Pty Ltd (ERM Power Retail P/L) for purchase of gas</li> <li>• Ampol Australia Petroleum</li> </ul> <p>In 2025, Macquarie University has received:</p>
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	<ul style="list-style-type: none"> <li>\$21,000 for regulatory training provided to National Offshore Petroleum Safety and Environmental Management Authority (NOPSEMA)</li> </ul>
13. Does your institution have any partnerships, investments or links with any gambling companies or associated entities?	\$nil
14. Does your institution have any partnerships, investments or links with any tobacco companies or associated entities?	\$nil
<p>15. Four years down the line from the Job Ready Graduates (JRG) fee hikes, what impacts are you seeing?</p> <p>Do you agree that the government should urgently scrap the JRG fee hikes and funding cuts?</p> <p>Four years down the line from the Job Ready Graduates (JRG) fee hikes, what impacts are you seeing?</p>	<p>Macquarie University has seen stable and, in many subject areas, growing demand from domestic students across all four faculties, with further signs of increased demand for 2026 entry. Universities Australia has, however, noted that there has been a decline in under-represented groups of students at a whole-of-sector level since the introduction of the Job Ready Graduates Scheme. Macquarie University supports the advocacy of Universities Australia for further reform in this area.</p> <p>Macquarie University has put in place a range of support services, including for students who are facing financial challenges, see <a href="https://students.mq.edu.au/support/personal/welfare-support">https://students.mq.edu.au/support/personal/welfare-support</a>.</p> <p>Macquarie University would be keen to engage with the Committee, the Minister, the Department of Education and ATEC in any consultation with the sector on funding.</p>