

## Annexure B - Responses to questions

NO	QUESTION	RESPONSE
1.	<p>You conducted an internal review of Monash University's governance in 2024, titled the 'Independent and External Review of Monash University Council'. This work was undertaken by Dr Ann-Maree Moodie.</p> <p>a. Why have you not released the report? Please provide a copy of the report to the Committee.</p>	<p>The Monash University Council commissioned an independent external review of its performance in late 2023. This was consistent with good governance practices and the requirements of Domain 6 of TEQSA's Higher Education Standards Framework (Threshold Standards) 2021.</p> <p>The review was commissioned on the basis that the report would be confidential to the Council and the Council secretariat. Confidentiality was fundamental to achieving frank and open responses from participants in the review. Council and senior executives participated in the review on the understanding that the review and the report would be strictly confidential. It was never intended that the report would be released publicly.</p> <div style="background-color: black; width: 100%; height: 40px; margin-top: 10px;"></div>
2.	<p>The new Dean of the Law Faculty, Steven Vaughan, sent an email to law students that from 2026 tutorials will be cut out of the faculty as part of a trial. Law students at Monash pay on average \$16,497 per year and are losing one of the few avenues for in-person, small class teaching. Do you think this is acceptable?</p> <p>a. Were students or staff consulted on this change?</p>	<p>The Law Faculty is moving from three weeks of dedicated active learning in tutorials to a new model of 12 weeks of active learning across the entire unit. There will be no reduction to the hours students receive in terms of face to face learning.</p> <p>The changes to teaching approaches in the Law Faculty are intended to achieve more active learning opportunities for students. Monash University notes the following points in relation to these changes:</p> <ul style="list-style-type: none"> <li>• The Faculty is increasing the number of dedicated support academics in first-year and second-year undergraduate classrooms, and introducing a new academic skills tutorial program for first-year students.</li> <li>• The need for greater active learning opportunities has been a consistent theme of recent Student Evaluation of Teaching and Units (SETU) surveys. This is supported by input from faculty academics and Monash University's Education and Student Experience portfolios.</li> <li>• The changes to teaching approaches will result in an increase in active learning in relevant units, from three weeks of dedicated active learning in undergraduate tutorials under the current structure to 12 weeks of active learning.</li> </ul>

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		<ul style="list-style-type: none"> <li>● It is expected that there will be no reduction in the hours students receive in terms of face-to-face learning. There may be an increase in some cases, depending on the year groups our students are in and the combination of subjects they take.</li> <li>● The Law Faculty is engaging with the Monash Law Students Society to ensure students' views are heard and communication preferences about any changes are considered.</li> <li>● Feedback will be sought after the first semester 2026 and on an ongoing basis.</li> </ul>
3.	Will you rule out any partnership or research investment from Woodside in the future?	<p>As noted at the Committee hearing on 12 November, the existing partnership framework agreement between Monash University and Woodside will expire at the end of 2025. Some research projects which are being conducted under that agreement will continue until the conclusion of those individual projects.</p> <p>Monash University expects that any future research partnerships (whether with Woodside or any other organisation) would be in alignment with Monash University's ESG Statement.</p>
4.	What other dirty partnerships does Monash University have in weapons, gambling, tobacco and fossil fuel companies?	<p>Monash University currently has no direct partnership with, and derives no research income from, weapons, gambling or tobacco companies.</p> <p>In 2024, Monash University received \$10.7M in research income from fossil fuel companies.</p> <p>Monash University understands that this question relates to partnering or research investments, consistent with the context of the prior question. For the purposes of determining exposures to various industries, Monash University has considered entities that it understands have their primary operations in the area of weapons, gambling, tobacco and/or fossil fuels.</p> <p>Monash University expects that any future research partnerships would be in alignment with Monash University's ESG Statement.</p>


NO	QUESTION	RESPONSE
5.	<p>What job guarantees will you provide to the 200 staff whose contracts are in limbo because you are dismantling the Sustainability Institute?</p>	<p>Monash University had already provided certainty and stability for all fixed-term MSDI academic and professional positions up to and including HEW 9, who will continue to be engaged until 31 December 2026. Exceptions to this are:</p> <ul style="list-style-type: none"> <li>● Where a decision on a non-renewal had already been communicated.</li> <li>● Climateworks Centre positions, where renewals will proceed under standard business processes.</li> <li>● The Fire to Flourish program is ceasing at the end of March 2026, as previously advised. The University has progressed contract renewals for staff engaged with the Fire to Flourish program who are participating in alternative research programs beyond 31 March 2026.</li> </ul> <p>Where staff members indicated a preference to transfer to a faculty other than the one outlined in the Change Paper, the University has accommodated as many of these preferences as possible.</p>
6.	<p>What was the basis for the decision to close Monash's sustainability institute?</p>	<p>Monash University is home to 34 institutes, centres, hubs and initiatives advancing sustainability and climate change research across the Faculties. The Monash Sustainable Development Institute (MSDI) is currently the only one of these operating outside the Monash University faculty structure. In line with the University's primary academic governance arrangements, MSDI's programs will transition into the most relevant faculties, ensuring long-term sustainability and stronger alignment with Monash's research and education model.</p> <p>The operating environment for research and education has grown increasingly complex and MSDI's current operating model is no longer viable financially. While the majority of Monash's climate and sustainability research and education is led by our faculties, the Institute's current configuration has posed barriers to effective collaboration. Integration of MSDI's activities within faculties will improve alignment, collaboration and investment pathways.</p>

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7.	Please provide on notice all Council minutes from meetings at which the closure of the Institute and the partnership with Woodside were discussed in either 2024 or 2025.	<p>In relation to MSDI, the Monash University Council at its Meeting 6/2025 (15 October) discussed the proposed change process. An extract of the minutes of this meeting cannot be provided at this stage as these minutes will not be finalised until the next meeting of the Council on 3 December 2025.</p> <p>In relation to the Woodside partnership, University Council considered this matter at the following meetings:</p> <ul style="list-style-type: none"> <li>● Council Meeting 4/2025 (13 August): An extract of the relevant aspect of these minutes is attached and marked Attachment 1.</li> <li>● Council Meeting 5/2025 (24 September): An extract of the relevant aspect of these minutes is attached and marked Attachment 2. The fact that a significant proportion of responses to the University's ESG Green Paper related to the Monash-Woodside partnership was also briefly discussed at this meeting as part of the ESG &amp; Estates Committee Meeting 4/2025 (7 September) Chair's Report to Council. Given the brief nature of this discussion relative to the broader Report, this matter is not recorded in the Council minutes.</li> <li>● Council Meeting 6/2025 (15 October): Noted a Monash-Woodside Partnership update. An extract of the minutes of this meeting cannot be provided as these minutes will not be finalised until the next meeting of the Council on 3 December 2025.</li> </ul>
8.	When will you consult with students on this decision to dismantle the Institute?	Please see Monash University's response on this issue to the Question on Notice during the hearing, which has been provided at the end of this set of responses.
9.	How many NDAs have been signed in the past five years at Monash University?	<p>Monash University enters into many contracts which contain confidentiality or non-disclosure obligations. These arrangements are entered into across a broad range of Monash University operations in the ordinary course of business.</p> <p>Monash would welcome clarification from the Committee as to why the specific information sought is relevant to the governance of Monash University and to the Committee's terms of reference.</p>

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10.	<p>Please provide the figures for all executives' salaries, including the university's lawyers and senior managers.</p>	<p>The total remuneration received by the Vice-Chancellor in 2024 was recorded within the \$1,100,000 to \$1,109,999 income band.</p> <p>The number of Executive Officers, and their total remuneration received or receivable for the reporting period, are shown in the tables from page 157 in the <a href="#">2024 Annual Report</a>; in total and in relevant income bands.</p> <p>Salary levels for staff are also set out in Monash University's <a href="#">Enterprise Agreement (Academic and Professional Staff) 2024</a>.</p>
11.	<p>On its website, Nous Group has published a case study describing how they helped Monash to restructure its student services. Nous claim that their work resulted in a "Reduced UniForum benchmark spend by nearly 15%" and "Improved staff satisfaction by 8%".</p> <ol style="list-style-type: none"> <li>Was Monash leadership's own goal setting or evaluation of this restructure tied in any way to UniForum benchmark scores?</li> <li>Did Monash pay any bonuses to staff or to Nous for achieving these or any other improvements in UniForum benchmark scores?</li> <li>How many Monash staff lost their jobs as a result of this particular restructure?</li> </ol>	<ul style="list-style-type: none"> <li>The referenced case study is published on the Nous Data Insights website, not the Nous Group site. It is an article summarising highlights from a presentation provided by Monash University - it is not a Nous case study. The presentation focused on operational and technological improvements to student services, which delivered efficiencies in service operations (through the digitisation of processes). This was not a staffing reduction exercise, rather, it was about harmonising student services.</li> <li>Monash University staff did not receive bonuses, nor did Monash University provide Nous Data Insights with any monetary compensation.</li> <li>There were no staff redundancies emanating from this reported case study.</li> </ul>

NO	QUESTION	RESPONSE
12.	<p>I understand that Monash subscribes to the UniForum data benchmarking service. What steps has Monash's leadership taken to satisfy itself that UniForum benchmarking scores are meaningful, reliable and rigorous?</p>	<p>Monash University undertakes a process each year to ensure confidence in the UniForum benchmarking data:</p> <ul style="list-style-type: none"> <li>• Monash University's UniForum data is reviewed by senior managers and function owners before submission to Nous Data Insights.</li> <li>• Monash University's Uniform Program Manager (the Monash representative responsible for project managing, and ensuring the quality of, Monash University's contributions to the UniForum program) then undertakes an iterative data review and quality assurance process supported by Nous Data Insights.</li> </ul> <p>This is the standard approach followed by all UniForum members each year as recommended by Nous Data Insights. These processes collectively ensure that Monash University has confidence that all universities contribute robust, reliable UniForum inputs.</p> <p>Additionally, Monash University leadership conducts an annual forum to discuss the University's UniForum data and performance. This allows for further scrutiny of the data and input from leadership across the University. Uniform data is one relevant data source and the University draws on a range of data, information and analysis to inform its considerations and decisions.</p> <p>If any concerns about the data or methodology are raised by Monash University staff, or across the sector, collective workshops are conducted with peer institutions and the Nous Data Insights team to agree on the most consistent approach to measuring data for a particular function.</p>
13.	<p>Has UniForum data ever been used to inform (directly or indirectly) proposals or decisions to disestablish positions or to make staff members redundant at Monash? 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>On occasion, Monash University uses the UniForum data, or other comparative data, to inform decision-making around proposed resourcing changes. When this information is used, it is documented as part of the change case process to support or explain the rationale. Change case information is provided to the NTEU and staff as part of the consultation process before any change decision is made.</p> <p>The UniForum data, or other comparative data, are also used to inform and assess proposals to add positions to particular functions where comparative data suggest that Monash University is not investing sufficiently in a particular function. Again this data is not considered in isolation to other data, information and analytics.</p>

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14.	<p>Has Monash'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>In the time available, Monash University has been able to search Council and Council committee records back to 2023. Monash University's executive has presented the UniForum report results to the Resources and Finance Committee of Council and the Council itself at the following meetings. The presentations were for information sharing and noting only, and elected staff and student members of Council were in attendance for these presentations/reports:</p> <ul style="list-style-type: none"> <li>● Council Meeting 4/2023 (14 June): As part of the supplementary papers to Council via the Resources and Finance Committee Meeting 3/2023 (27 April) Chair's Report, the 2021 UniForum Analysis Benchmarking Report was provided to Council.</li> <li>● Council Meeting 5/2023 (8 August): As part of the Vice-Chancellor's report to Council, the key results of the 2023 UniForum Service Effectiveness survey were noted.</li> <li>● Council Meeting 7/2023 (1 November): As part of the supplementary papers to Council via the Resources and Finance Committee Meeting 6/2023 (17 October) Chair's Report, Council noted the 2022 UniForum Benchmarking Report (with the report provided to Council).</li> <li>● Council Meeting 1/2024 (14 February): As part of the Chief Operating Officer (COO) Annual Report to Council, UniForum data on COO portfolio service performance outcomes were presented.</li> <li>● Resources and Finance Committee Meeting 6/2024 (17 October): The Committee noted the results of the 2023 UniForum Benchmarking Analysis (with the report provided to the Committee).</li> <li>● Council Meeting 6/2025 (15 October): As part of the Resources and Finance Committee Meeting 6/2025 (2 October) Chair's Report, Council noted the key results of the 2024 UniForum Benchmarking Analysis.</li> </ul>
15.	<p>Does any member of staff at Monash 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 members of staff have KPIs linked to UniForum data.</p>

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16.	<p>Does any staff member at Monash have full access to the underlying UniForum data and methodology? If not, does lack of access to underlying data and methodology inhibit Monash's confidence in UniForum reports and benchmarking scores?</p>	<p>There are two Monash University staff members who have full access to the Monash University data as part of their responsibilities (the 'data custodians'). Non-Monash University data that is accessible to these two individuals is de-identified.</p> <p>As part of UniForum's program governance, Nous Data Insights provides Monash University's (and each other UniForum member's) executive with updates on changes to the UniForum methodologies. This transparent process includes the opportunity to discuss, challenge, debate and refine the methodology and provides Monash University with ongoing confidence that the benchmarks are meaningful, reliable and rigorous.</p>
17.	<p>In the absence of access to underlying UniForum data and methodology, what steps does Monash take to validate the findings that UniForum provides?</p>	<p>Please refer to the response to Question 12.</p>
18.	<p>How long has Monash subscribed to the UniForum benchmarking service? Please provide a year-by-year breakdown of how much Monash has spent on UniForum services.</p>	<p>Monash University has subscribed to the UniForum benchmarking service since 2011.</p> 
19.	<p>Please provide a full list of documents, datasets and reports that UniForum has provided to Monash since the beginning of 2023. Please indicate which of these are available to all members of staff at Monash.</p>	<p>Monash University has access to the UniForum data collection platform as part of its subscription to the program. Every supervisor is given access to this platform to record professional services activity code allocations for their staff. This process is required as part of the annual collection for the UniForum benchmarking survey.</p> <p>Once the annual UniForum benchmarking survey closes, each year, Nous Data Insights provides a summary report to the University, which is reviewed by the Monash senior executive team. Monash University staff can request access to results and associated documents under conditions set out in the UniForum Responsible Internal Use Principles, which forms part of the UniForum Agreement and is managed by the University's UniForum Program Manager.</p>

NO	QUESTION	RESPONSE
		<p>Since 2023, the following categories of documents have been shared with Monash University by UniForum. The use of these documents is subject to the UniForum Responsible Internal Use Principles.</p> <ul style="list-style-type: none"> <li>● 2023 UniForum Sector Results &amp; Trends</li> <li>● 2023 UniForum Executive Sponsor &amp; Team Briefing</li> <li>● 2023 UniForum Function Workshops</li> <li>● 2023 Service Effectiveness Results Briefing</li> <li>● 2023 UniForum Member Roundtables</li> <li>● 2023 UniForum ANZ Conference Summary &amp; associated member presentations</li> <li>● 2023 UniForum UK Conference Summary &amp; associated international member presentations</li> <li>● 2023 UniForum Canadian Conference Summary &amp; associated international member presentations</li> <li>● 2023 UniForum ANZ Steering Committees</li> <li>● 2023 UniForum Program Collection Guidance, UniForum Development Updates &amp; associated support materials</li> <li>● 2024 UniForum Sector Results &amp; Trends</li> <li>● 2024 UniForum Executive Sponsor &amp; Team Briefing &amp; associated support materials</li> <li>● 2024 UniForum Discipline Benchmarking Results</li> <li>● 2024 Service Effectiveness Results Briefing</li> <li>● 2024 UniForum Member Roundtables</li> <li>● 2024 UniForum ANZ Conference Summary &amp; associated member presentations</li> <li>● 2024 UniForum ANZ Steering Committee</li> <li>● 2024 UniForum Program Collection Guidance, UniForum Development Updates &amp; associated support materials</li> <li>● 2025 UniForum Sector Results &amp; Trends</li> <li>● 2025 UniForum Executive Sponsor &amp; Team Briefing</li> <li>● 2025 UniForum Function Workshops</li> </ul>

NO	QUESTION	RESPONSE
		<ul style="list-style-type: none"> <li>● 2025 Service Effectiveness Results Briefing</li> <li>● 2025 UniForum Member Roundtables</li> <li>● 2025 UniForum ANZ Conference Summary &amp; associated member presentations</li> <li>● 2025 UniForum UK Conference Summary &amp; associated international member presentations</li> <li>● 2025 UniForum ANZ Steering Committee</li> <li>● 2025 UniForum Program Collection Guidance, UniForum Development Updates &amp; associated support materials</li> </ul>
20.	Does your institution have any partnerships, investments or links with any weapons companies or associated entities?	<p>In relation to research during 2024, Monash University has not received any direct research income from weapons or arms manufacturing companies. For the purposes of determining exposures to this industry, Monash University has considered entities that it understands have their primary operations in the area of weapons.</p> <p>In relation to investments, Monash University currently excludes investments in companies that manufacture controversial weapons, including cluster munitions and landmines. Monash University has some indirect exposure through pooled investments to companies that have an industry tie to the manufacture of conventional weapons systems or components. This indirect exposure is below commonly used benchmarks for each asset class.</p>
21.	Does your institution have any partnerships, investments or links with any fossil fuel companies or associated entities?	<p>In relation to research during 2024, Monash University has received research income from 8 fossil fuel companies. For the purposes of determining exposures to this industry, Monash University has considered entities that it understands have their primary operations in the area of fossil fuels.</p> <p>In relation to investments, Monash University currently excludes investments in companies that derive more than 10% of their revenue from mining and sale to external parties of thermal coal. Monash University has some indirect exposure to other fossil fuel companies, such as oil and gas, through pooled investments.</p>

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22.	Does your institution have any partnerships, investments or links with any gambling companies or associated entities?	<p>In relation to research during 2024, Monash University has received no research income from gambling companies or associated entities. For the purposes of determining exposures to this industry, Monash University has considered entities that it understands have their primary operations in the area of gambling.</p> <p>In relation to investments, Monash University does not have any direct investments in gambling companies. Monash University has some indirect exposure to gambling companies through pooled investments, which is broadly in line with commonly used benchmarks for each asset class.</p>
23.	Does your institution have any partnerships, investments or links with any tobacco companies or associated entities?	<p>In relation to research during 2024, Monash University has received no research income from tobacco companies or associated entities. For the purposes of determining exposures to this industry, Monash University has considered entities that it understands have their primary operations in the area of tobacco.</p> <p>In relation to investments, Monash University currently excludes investments in companies that manufacture cigarettes or other tobacco products.</p>
24.	<p>Four years down the line from the Job Ready Graduates (JRG) fee hikes, what impacts are you seeing?</p> <p>a. Do you agree that the government should urgently scrap the JRG fee hikes and funding cuts?</p>	<p>The demand for Arts degrees has softened since 2021 when JRG was introduced, for example, the CSP load in the Monash University Bachelor of Arts has reduced by 15% (211 EFTSL) between 2021 and 2025. More importantly, the proportion of low SES CSP students enrolled in the Bachelor of Arts has reduced by 27% (38 students) between 2021 and 2025. This suggests that the JRG has deterred certain groups from undertaking tertiary education in the humanities.</p> <p>Monash University considers that the way in which Commonwealth contributions are allocated needs to be reevaluated to ensure low SES students are not discouraged from studying the humanities.</p> <p>Humanities courses are in funding cluster 1 which has the highest proportion of student debt (93% or \$17,399 per EFTSL in 2026) vs Commonwealth contribution (7% or \$1,316 in 2026). Without additional Commonwealth funding, rebalancing Humanities payments by increasing the proportion of Commonwealth contribution will necessitate decreasing the proportion of Commonwealth contribution for other disciplines. Monash University considers that this</p>

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		<p>rebalancing needs to be achieved through additional funding to ensure resources are not diverted from other priority areas.</p>
	<p>Question on notice for the Chancellor: If you could provide on notice what has been done to address the root causes of this issue I would appreciate that.</p>	<p><b>Context</b></p> <p>The Federal Court proceedings relate to the interpretation of a specific clause in schedule 3 of the Monash University 2014 and 2019 Enterprise Agreements about the requirement to pay for certain student consultation. The aggregate sessional payment rate for tutorials and lectures is stated to include contemporaneous consultation and the issue was ambiguity about whether certain consultation was covered by that payment or required separate payment. On 4 July 2025, the Federal Court clarified the long-standing ambiguity as to what types of student consultation should be covered in the payment staff receive for tutorial and lecture work.</p> <p><b>Actions taken</b></p> <p>To comply with the decision of the Federal Court, Monash University provided clear guidelines to all relevant staff and supervisors to apply and conform with the Court ruling on scheduled student consultations from the end of July 2025.</p> <p>The guidelines outlined the conditions in which student consultations may be deemed to be contemporaneous work of tutorials and lectures, and when they should not be deemed as contemporaneous and as such require additional payment. Monash University has ensured that sessional staff requirements for student consultations are approved by faculties, communicated to sessional staff in their offers of work (which they can accept or decline) and that the times that staff are made available for Scheduled Student Consultations are published on the learning management system. Monash University introduced new activity types and supporting guidelines for engaging sessional staff for scheduled student consultations, in time for semester two, to ensure a consistent and transparent approach. Monash has also significantly reduced its reliance on sessional academic staff.</p> <p>In addition, Monash University is introducing a new rostering, time, and attendance platform - Nimbus Time2Work. This system is designed to streamline scheduling for sessional staff and strengthen compliance with the Monash University Enterprise Agreement and employment legislation. This proactive approach aims to address the root causes by identifying and reducing</p>

NO	QUESTION	RESPONSE
		<p>potential non-compliance earlier (at the point of scheduling) rather than at the point when a sessional staff member is paid. The system will ensure that pay rates correspond with the appropriate classifications and offers of work, with warning and system controls to ensure work aligns with contractual and enterprise agreement requirements.</p>
	<p>Question on notice for the Vice-Chancellor: Did any of the students support the shutting down of the institute? I ran a similar institute at the University of New South Wales many years ago, and I know the value of cross-disciplinary work that happens in an independent institute. Did any of the students support the shutting down of the institute?</p>	<p>Monash received 12 letters from PhD students. All were responded to by the PVC Research Training, addressing their concerns and outlined continuity and support options for their studies. PhD and master's students will continue their programs within relevant faculties following the transition. Current PhD students will retain access to their existing funding arrangements, and may benefit from additional faculty-based resources, mentoring and opportunities for academic development.</p> <p>The University received enquiries from students enrolled in the Master of Environment and Sustainability (MES) seeking clarification about the status of their degree. The MES is a course offered by the Faculty of Science. Students were advised that all MES subjects currently delivered by MSDI will continue to be delivered in 2026 with no changes to units or course content. MSDI's Sustainable Development Education team's move into the Faculty will also create new opportunities for collaboration across the University in delivering its long-term sustainability agenda, while students continue to benefit from cross-disciplinary expertise across Monash.</p> <p>Monash University has considered all feedback – from staff, students, and the local NTEU branch – to inform its approach. The integration of MSDI's activities within faculties will improve collaboration and investment pathways to strengthen the University's ability to deliver sustainability education. It will expand interdisciplinary research and maximise impact across the University.</p>

**2. Vice-Chancellor Business****2.3 Monash-Woodside Partnership Update**

The Vice-Chancellor noted the existing six year partnership with Woodside concludes in 2025. A review of this important partnership has been undertaken by Professor Ward, who has worked closely with Woodside on what is in the best future interests of both parties. It has been agreed to redirect the focus of the partnership to energy transition and green energy research projects and remove the building naming rights that form part of the existing Frame agreement. In response to questions it was noted that the approach to partnerships has matured since the last agreement was put in place. Joint communications will be agreed to explain the evolution of the partnership. The University will continue to work with Woodside on agreed researcher-led projects that will be developed through regular senior meetings (currently quarterly) to advance mutual interests and reflect the parties' commitment to Australia's energy transition.

Council noted the Monash-Woodside Partnership update.

Extract from confirmed Minutes of Council Meeting 5/2025 held on Wednesday, 24 September 2025

The Vice-Chancellor provided updates in relation to other matters set out in the report including the Monash-Woodside partnership, the National Higher Education Code to Prevent and Respond to Gender-based Violence, the opening of the Monash Velos Accelerator, the proposed wind up of Monash Research Management (Shenzhen), and the progress in finalising an enforceable undertaking relating to previous wage compliance matters.