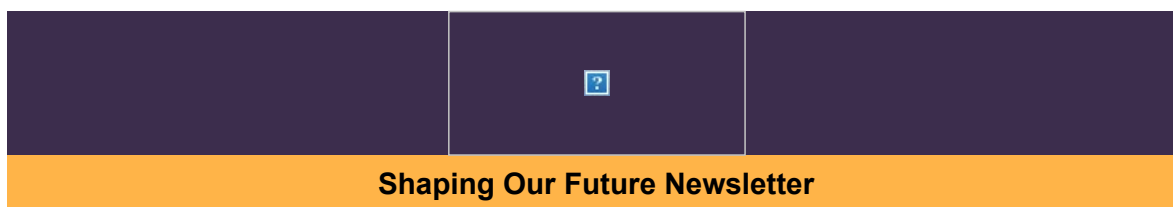


From: [Vice-Chancellor](#)
To: [# University Communications](#)
Subject: Shaping our Future : Edition 7
Date: Thursday, 19 December 2024 5:44:35 PM
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Shaping Our Future

Edition 7: 20 December 2024

Activity update

Thank you to everyone who came along to share your ideas and speak with VCE members at the Springfield Drop-In session this week, it was one of the most well attended sessions we have had so far. We look forward to you continuing to meet with us in these sessions and encourage you to keep asking questions and sharing your ideas.

At the Forum on 5 December, I set out three milestones as we work towards the middle of 2025.

- Before the break – setting up a Shaping our Future transformation change program
- By the end of January – have some options arising from the two big programs of work being conducted as part of Horizon 2 (based on the three horizons detailed on the [Shaping our Future Resource Hub](#))
- During February to have a plan to share with staff, which is likely to be in the form of a discussion paper for feedback, with further details on key milestones.

At the final Vice-Chancellor's Executive meeting for the year held yesterday, VCE discussed the governance structure for Shaping our Future. No final decisions were made, however we are close to confirming the program structure, which will be shared with you for comment and feedback. We did agree that two critical aspects of the governance model will be involving staff in advisory roles and as change champions.

One of two large programs of work is the examination of functions, processes and systems while the other is considering how we could create synergies between and better integrate our research and education activities. To progress the second of these Academic Senior Leaders (Heads of School, and Centre and Institute Directors) met at the Springfield Campus this week. The purpose of the session was to identify a small number of alternative models that hold the most promise for the future while retaining the strengths of our current approaches to research and education. It was a lively and constructive session and included and analysis of the merit of each of the models proposed.

The information arising from these sessions and the work on functions, processes and systems will inform the discussion paper which will be released to the University for feedback during February.

Follow up on key issues raised at Q&A and Drop-in Sessions

Information sheets on key questions about capital expenditure on the Japanese Garden pavilion, rebranding project and breakdown of consulting expenses have been published on the SharePoint site under the [Resources](#) tab via [UniSQ staff information sheet – Significant projects and consultancy fees](#).

Notes have been taken at all Q&A and Drop-In sessions and a consolidated post meeting action plan is being used to track responses to questions / issues raised that were not able to be answered at the time.

In addition to questions about capital expenditure and the detail of consulting costs, some of the issues raised / suggestions made at the last round of Q&A and Drop-In sessions included:

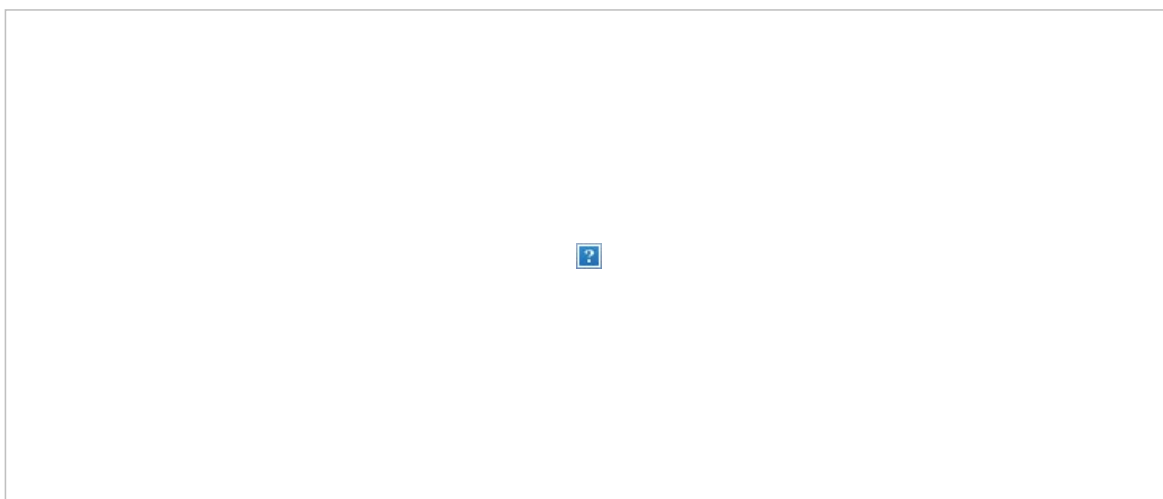
- The desire / need to have campus-specific plans including details of research foci, teaching disciplines and programs, engagement with industries, community and schools, enhancing staff belonging and improving on-campus activities for staff students and key stakeholders.
- Increase the visibility of UniSQ in the communities around the three physical campuses by providing

testimonials from staff about what it means to work at UniSQ and the role UniSQ plays in the community.

- Will the University's financial position impact on our re-registration process with TEQSA.
- How will we manage the allocation of 40% of the student services amenities fee to student-led organisations (e.g. UniSQ Student Guild).
- The need to intensify efforts to increase the number of students in our footprint that are going to University (and ideally UniSQ) following year 12.

Communications survey

Thank you to everyone who completed the communications survey. 192 responses were received, and a summary of the quantitative results is included below. While we were pleased that the majority of respondents indicated that communications and engagement have improved, and that they had a better understanding of our current situation and why we are taking action, you also told us that there are improvements that can be made to the tone, content and approach to communication and engagement. Thank you for this useful feedback.



I also acknowledge the range of comments in the free text sections, some were positive and affirming, others offered constructive criticisms while others reflected some serious concerns. We will take the time to analyse these comments so we can adjust our approach to communication and engagement to address your feedback and concerns. I'll share more about this with you in the new year.

I reiterate that we are committed to keeping you informed and involved during the Shaping our Future transformation, and we will continue to work on this with your input and assistance. One common piece of feedback was a request for the Q&A sessions to be streamed or recorded. My colleagues and I will consider how best to do this while retaining the benefits of the face-to-face Q&A sessions on each campus, which have been so valuable during 2024.

Change Proposals

Since the newsletter last week, a total of eight major change proposals have been finalised. An additional four proposals are still in progress, with implementation planning and discussions ongoing following the conclusion of consultation processes. These changes have led to the identification of 34 positions as redundant.

To date, there have been 12 minor changes across the University, resulting in 15 redundancies.

As I said in last week's newsletter, while these change processes are about our organisational structure and positions that are longer required, we recognise and appreciate the valuable contributions of those members of our community who are leaving us as a result of the change. I thank the departing staff members for their dedication and service to UniSQ. Their efforts have made a lasting impact, and we wish them nothing but the very best for the future.

Please refer to the [People Portfolio Change Portal](#) for the most recent updates.

Communication and Engagement in 2025

As previously advised we are working to develop a calendar of All-Staff Forums, in-person Q&A sessions with VCE, VCE Drop-Ins, and Senior Leader and other workshops which will be published on the Shaping Our Future [site](#) as soon as it is available. The first series of sessions is likely to recommence towards the end of January next year.

This is the last Shaping our Future newsletter for 2024, they will recommence in mid-January.

Support

Thank you for engaging in this transformational process with courage and resilience. I know that almost all of you have some concerns about what the future may hold. Some of you have had to face the departure of long-term colleagues over the past months, and you have done so with care and compassion. My commitment is to keep you informed, convey difficult decisions directly and genuinely consider your concerns, ideas and feedback.

Please continue to look out for your colleagues and friends. I encourage you to take the opportunity over the University break to rest and relax and enjoy time with your loved ones.

Remember you can find a range of resources on the [Shaping our Future](#) internal site and access the University's Employee Assistance Program (EAP) on 1300 687 327, or via email eap@convergeintl.com.au for support.

UniSQ acknowledges the First Nations of southern Queensland and their ongoing connection to Country, lands, and waterways. We pay deep respect to Elders past and present.



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