

**From:** [Vice-Chancellor](#)  
**To:** [# University Communications](#)  
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University of  
**Southern**  
**Queensland**

## Shaping Our Future Newsletter

### Shaping Our Future *Edition 5: 5 December 2024*

#### Activity update

It was great to see so many of you at the All-Staff Forum in person in Toowoomba and online. Thank you also to those of you who returned to ask further questions at the Q&A session and shared ideas at the VCE drop-in session that followed. At today's forum I provided an update on progress since the 31 October forum and explored the strategies and work underway or soon to commence within each of the three horizons that are guiding the Shaping our Future transformation. I also talked about the role each of us can play during this transformation; and the need to look out for each other and support our colleagues.

I would like to expand more specifically on our 2025 outlook, our transformational changes and what our future workforce might look like. The approved 2025 Annual Plan and Budget was developed to return the University to a break-even result at the end of 2025. The budget is based on working through the three horizons outlined in Shaping our Future to transform our University, and make the strategic choices necessary to secure the University's future in the current environment.

There are more difficult decisions to be made in 2025. I committed today to a three-month timeline to bring together work underway within Horizons 2 and 3 to establish the program of transformational work we need to do to shape our future. I will share an initial plan for our future with you in February.

The Horizon 2 work around aligning our teaching and research, and a focus on processes and systems is not yet complete. There are many dimensions to this work that we need to consider and seek advice on. As a result, it is not possible to identify a precise impact on our workforce until we have completed this work. However, to achieve the 2025 budget outcome necessary to secure the future of the University, I estimate that budget savings equating to at least 150 more positions will need to be achieved before June 2025. I provide this information, as difficult as it is, because it is critical that you remain informed and are able to ask questions, contribute ideas and access the support and help you may need as we work through this process.

Video excerpts from the 31 October forum are now available through the

[Shaping our Future](#) resources page, where the recording of today's forum will also be posted.

### **Student Senate Q&A Forum**

On Tuesday, the Associate Provost and I met with student leaders at a Q&A Forum for the Student Senate. The Student Senate invited students to submit their questions or concerns ahead of the forum. Matters raised included: academic integrity; our new academic calendar; assessment; facilities; support services and student experiences. Questions regarding the University's financial situation and Shaping our Future – transforming UniSQ and associated impacts were addressed, and other questions will be addressed in future forums with the Student Senate. The Associate Provost is working with the Student Senate to develop a schedule of forums and other ways of sharing information about Shaping our Future with students.

### **Change Proposals**

Since the newsletter last week, two major change proposals in specific work areas have progressed to implementation. These proposals resulted in 18 positions being identified as redundant. A further three change proposals remain underway with implementation planning and discussions currently taking place following the closure of consultation processes. Twelve minor change proposals which impacted on 15 positions are also currently underway or complete. Please refer to the [People Portfolio Change Portal](#) for the most recent updates.

Whilst these change processes are about our organisational structure and the positions we no longer require, we recognise and appreciate the valuable contributions of those who are leaving us as a result, and I thank them 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.

### **Key messages regarding *Shaping our Future***

As we continue to transform UniSQ through Shaping our Future, you may be asked questions about what is happening at UniSQ. We have developed a new '[key messages](#)' resource for you to use in responding to questions and in your discussions with others. It is important that you have access to accurate information that can be used when responding to these questions. Similar resources have been provided to senior leaders to use with their teams and to guide conversations with external partners and stakeholders. These resources will help all members of the UniSQ community convey what is happening and why, what we are doing, and the impact on staff and students. I encourage you to look at these resources and I hope you find them useful.

### **Communications survey**

As part of our commitment to keeping you informed, connected, and involved during the Shaping our Future transformation, we have designed a short survey to gather your feedback. We would like to know what you think of our communication and engagement efforts and if the information we are providing is what you need at this time. Your feedback will help us understand what is working well and where we can improve. The survey is anonymous and will take less than five minutes to complete. It includes questions about Shaping our Future and the effectiveness of our current communication and engagement methods.

The survey is [accessible here](#) or via the [UniSQ Staff SharePoint](#) and will be open until 5pm on Friday 13 December.

### **Springfield and Ipswich Q&A sessions**

Q&A sessions are also scheduled for our Springfield and Ipswich campuses.

- Springfield B435 – 10 December 12pm – 1pm
- Ipswich O202 – 11 December 11.30am – 12.30pm

I strongly encourage you to continue to ask questions at the Q&A sessions or via [AskUniSQ@unisq.edu.au](mailto:AskUniSQ@unisq.edu.au), keep updated through the [Shaping our Future](#) internal site and share the [Shaping our Future](#) external site as needed.

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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