

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

## Shaping Our Future Newsletter

### Shaping Our Future

*Edition 8: 16 January 2025*

Dear colleagues,

Welcome to the first Shaping our Future newsletter for 2025. Thank you for your ongoing support, interest and collaboration with your teams, with each other and with VCE around the future of our University.

Since the last edition of the Shaping our Future newsletter, VCE has continued to progress activities to meet the immediate Shaping our Future milestone commitments. Work has also commenced on drafting the discussion paper we will share with you before the end of February.

In this newsletter you will find updates on:

- [Progress on the two large programs of work in Horizon 2](#)
- [Governance arrangements for Shaping our Future](#)
- [Further information about last year's communication survey](#)
- [Communications and engagement in 2025](#)

### Progress on the two Horizon 2 projects

Further work has been completed to refine the two large programs of work in Horizon 2 of the Shaping our Future program. The first focuses on functions, processes and systems, and the second on creating synergies and better integrating our research and education activities.

For the first project, we have completed the identification of the business processes that need priority attention. These processes are those that are often high volume, regular and frequent, complex but inefficient or ineffective, involve too many layers of approval or steps to complete, or processes that are not well supported by current systems and technologies. While identifying these processes, we have developed a better understanding of where processes are performed and the teams involved, which will assist with critical process improvement activities.

For the second project, we have considered the ideas presented at the 18

December workshop with academic leaders. We have captured the best aspects of the various proposals and have started to develop a small number of optional models for further consideration.

We will be able to say more about these projects when we meet with the Senior Leaders Group at the end of this month. Their feedback will inform the discussion paper.

## **Governance of Shaping our Future**

VCE met yesterday and agreed to the Shaping our Future governance arrangements, which will be overseen by a Shaping our Future Steering Committee. Planning for the governance, structure and scope of the Shaping our Future program is important to ensure that the overall program and its projects deliver their outcomes, risks are identified and managed, and that communication and change management expectations are met. The Steering Committee membership, Terms of Reference and meeting schedule will be finalised in the coming weeks, and will comprise representation from VCE, University Council and the Chief People Officer.

Specific projects will be formed to conduct focussed work in key areas, such as the two projects above, and will include a reinvigorated and coordinated approach to creating a sustainable and strategic program portfolio. A Project Working Party will lead and coordinate each project and report to the Steering Committee. We are still working out the exact mechanisms, but I assure you that staff will have a voice directly to the Steering Committee, and a change champions group will be established.

## **Communications and engagement survey**

Thanks again to the staff who provided feedback in the communication and engagement survey. Analysis of the responses provided to the open response questions has now been completed with key themes emerging around communication transparency, clarity and honesty, respect, staff morale and support. The feedback has been very helpful to consider as we evolve and improve the way we communicate with you and with each other around change.

This [analysis](#) of the responses has been added to the [Resource Hub](#) on the [Shaping our Future](#) site, where you can also access a range of other resources. Some of the new initiatives for supporting staff identified in this resource will include wellbeing programs, and more support for navigating change.

Please remember that you have access to the University's Employee Assistance Program (EAP) on 1300 687 327, or via email [eap@convergeintl.com.au](mailto:eap@convergeintl.com.au) for support.

## **Staff engagement**

Yesterday VCE committed to a staff engagement plan and schedule for

2025. We've considered your feedback, and we will continue with the All-Staff Forums, Q&A sessions and VCE Drop-in sessions. These as well as the [Shaping our Future](#) SharePoint site, newsletter and the AskUniSQ email will be our primary ways of keeping you informed and providing opportunities for you to engage with VCE and other leaders.

A number of you asked for opportunities to be able to ask or listen to questions raised at the All-Staff Forums, and I'm pleased to let you know that we will extend these Forums by up to 30 minutes to allow additional time for questions and discussion with those staff attending in person and online. The first staff Forum will be on 4 February and will be scheduled monthly, with these dates to be added to the [Shaping our Future](#) site shortly.

VCE will continue to hold in person Q&A and Drop-in sessions at each campus, and details of these will also be added to the site.

In 2025, the University Senior Leaders group will meet monthly to discuss ongoing University strategy and performance, new and emerging priorities, opportunities or regulatory requirements, and to build and strengthen the capacity of our leaders as a team. The first meeting of this group will be in person on 28 January, and as well as discussing Shaping our Future, will finalise the initiatives which support achievement of the 2025 Priorities to guide this year's operational planning.

I look forward to these opportunities to talk directly with you all about our future as a University, our priorities for 2025, as well as Shaping our Future.

Kind regards

Karen

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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