

From: [Vice-Chancellor](#)
To: [#University Communications](#)
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Shaping Our Future Newsletter

Shaping Our Future

Edition 9: 23 January 2025

During this week, VCE continued to progress activities to meet the January and February milestone commitments, and to prepare both the agenda for the University's Senior Leaders Group on Tuesday 28 January and the key topics for the All-Staff Forum on 4 February.

Topics on the agenda for these two sessions will include an analysis of 2024 financial performance, 2025 budget assumptions and operational priorities, and progress updates on Shaping our Future.

I know that this is a very busy time of the year, particularly in the lead up to Orientation and the first week of Trimester 1 and I acknowledge all of the contributions being made across the University for a smooth start to the academic year.

It remains critical for the future of our University that we continue to progress the Shaping our Future program, alongside our ongoing efforts to deliver high quality teaching, research and excellence in the student experience.

In this week's newsletter you will find updates on:

- [Progress on Horizon 2](#)
- [Keeping Students Informed](#)
- [Governance for Shaping our Future](#)
- [Staff engagement](#)

Progress on Horizon 2

The key objectives for the two major programs of work have been directly informed by engagement, feedback and input from various workshops held in late 2024. These objectives include: how to improve collaboration between our education and research endeavours with a focus on impact and outcomes; minimising administrative duplication and overheads; establishing a sustainable, competitive and strategic program portfolio; improving role clarity; delayering decision making; enhancing the efficiency and effectiveness of professional services; reducing process complexity; and importantly, providing a better staff and student experience through more efficient processes and responsive services.

With these objectives in mind, VCE has continued to consider feedback and refine the two major programs of work in Horizon 2 of the Shaping our Future program. We have categorised the priority processes in terms of their complexity and the urgency for improvement, and we have been considering how similar processes cluster into functions. We have further refined the optional models developed last week (which arose from the work of our academic leaders). We will be able to provide some examples of these processes, functions and options at the Senior Leaders Group on 28 January ahead of the 4 February All-Staff Forum.

Keeping Students Informed

The Student Senate recommenced their monthly meetings for 2025 earlier today. We are continuing to work closely with the Student Senate to inform them about Shaping our Future and to identify any issues that might impact on students or their experiences. We are seeking input from the Senate regarding how best to communicate about Shaping our Future with the wider student cohort.

Governance for Shaping our Future

The Shaping our Future Steering Committee will hold its first meeting on 3 March 2025, where it will finalise and approve the Terms of Reference, structure, resourcing and scope of work. Some of our thinking about the governance structure appears below, noting there may be some further refinements. There will be opportunities to be involved in projects, as change champions or in an advisory capacity. I encourage you to start thinking about how you would like to contribute to and be involved in transforming our University through Shaping our Future.

Committee	Chair	Summary Draft Terms of Reference
Shaping Our Future Steering Committee	Vice-Chancellor (supported by a Program Manager)	Provide overall program leadership and management to ensure program and project change objectives are met including managing project interdependencies and key risks. Membership will include the Chancellor and at least one other Council Member, Vice-Chancellor, Program Director, Chief People Officer, Change & Communication Lead, Project Sponsors and Project Managers. Frequency will initially be fortnightly or as required by the program or project schedules.
VCE Shaping Our Future Working Group	Vice-Chancellor (supported by the Chief People Officer)	To coordinate and provide advice to the Vice-Chancellor on all aspects of the Shaping our Future change program. This will allow the regular VCE committee cycle to continue to focus on the strategic performance and operations of the University. Membership will include VCE members and the Chief People Officer, with other subject matter experts invited as required. Frequency is fortnightly.
VCE Advisory Group	Vice-Chancellor (supported by Program Manager)	To provide feedback on the Shaping our Future program, and advice to the Vice-Chancellor and Shaping our Future Working Group about work in progress in each of the projects.
Project Working Parties	Executive Sponsors (Supported by Project Directors)	Chaired by Executive Sponsors and supported by a Project Manager, Working Parties will manage the delivery of project objectives and risks, escalating risks and issues to the Steering Committee as required. Membership will include Executive Sponsor and Chair, Project Director, subject matters experts relevant to the project as determined by the Steering Committee. Frequency is fortnightly or more frequently as required by the project schedule.
Change Champions Group		The Change Champions Group will provide input and serve a vital role to actively promote, support, and advocate for change.

Staff engagement

The first All-Staff Forum will be on 4 February commencing at 1:00pm and you can attend in-person at the Toowoomba campus or online. As mentioned last week, this will be a 90 minute forum to allow additional time for questions or discussion. As the campus will be busy with orientation activities, L206 will be the primary location for in-person attendance with any overflow of staff in B102. An additional in-person Q&A session will follow at the Toowoomba campus in B102 from 3:00pm on 4 February, at the Ipswich campus on 5 February and the Springfield campus on 7 February.

I can also confirm that the second All-Staff Forum for the year will be held on 4 March in-person at the Springfield campus and online, commencing at 12:00pm.

The [Shaping our Future](#) SharePoint site will shortly be updated with information about future engagement opportunities.

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

Kind regards
Karen



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