

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

## Shaping Our Future Newsletter

*Edition 16: 18 March 2025*

### Activity Update

I am pleased to let you know that the Shaping our Future – Horizon 2 is now taking form. After careful planning, we have developed a structured approach to engage all staff members and effectively track our progress on the 4 streams of work and their initiatives.

In the coming weeks you will receive more information about:

- Specific engagement opportunities through our Change Champion program
- A clear timeline of program activities
- Tools for providing input and tracking our collective progress
- Regular updates on how your contributions are shaping our future

We believe that the various initiatives will only succeed with active participation from every team member. This can be achieved through our Change Champion program, your input into surveys, the Q&A sessions and Drop-in sessions that have been planned.

Yesterday, we provided a Horizon 2 progress update and initiative report to the Steering Committee and sought advice on our approach. Discussion was organised around the workstreams and their initiatives including the Program Portfolio, Academic Workload Model, Budget Model and Academic Models. We also considered the draft Psychosocial Risk Assessment and the interventions that are in place to manage psychosocial risk factors. The Steering Committee meets again on Monday 31 March.

### Change Champions

A big thank you to all of you who have registered interest in being involved in the Change Champion program. Our first Change Champion information session was held on 13 March 2025, with 55 colleagues attending. The session involved a range of discussion points including the role of the Change Champion, the need to build momentum within this group, and ensuring we have the right tools available to support those of you who are participating in these roles.

The time commitment was also discussed during the information session, noting that contributions will vary depending on the work area, so please discuss your participation with your supervisor, and/or Line Manager to understand your

availability. Caroline Patton will be having conversations with the Change Champions to better understand what stream would benefit the most from their individual knowledge and input.

We look forward to working with our Change Champions in this important program of work.

### **Process Improvement Survey**

Thanks to everyone who took part in the process improvement survey, which closed on Friday. Although we had a low response rate of 209 staff (about 13% of fixed term and continuing staff), we received some valuable feedback. A high number of Staff agreed that we should be focusing on improving the student enrolment process, student marketing/engagement, procurement and purchasing, contract management, and space management. Many also suggested other process that needed attention – most notably there was many comments suggesting travel and ethics application process should be added to the list.

Overall, colleagues emphasised the need for better communication and transparency within the university, especially about policy and process changes. Staff called for clearer and more consistent information sharing. There were also calls for professional change management services and many of you stressed the importance of involving frontline staff in process mapping and decision-making which is a great way of being involved in helping to shape our future.

Staff confirmed that process inefficiencies are a big part of the current challenge, along with structural issues, staffing shortages, and technology limitations. Processes at the university were seen as too complicated or critically understaffed, causing unacceptable delays and inefficiencies in areas like travel approvals, financial management, and ethics applications. Some suggestions for improvement included:

- Reviewing financial systems, having better budgeting processes, and quicker financial approvals.
- Creating a technology roadmap and better system integration.
- Increasing staffing in ethics and finding a better system solution.

Colleagues pushed for a more efficient student enrolment process, with better support and communication. They stressed the importance of improving the overall student experience, including support for extracurricular activities, better timetabling, and streamlined administrative processes. In summary, your feedback shows us that we need to continue to implement better coordination, transparency, and support to improve the experience for both staff and students. The next steps are to incorporate this information to assist with informing the Streamline administrative processes initiative as part of the Optimise process and technology stream of work.

This is an area that you can all be involved, through process workshops, redesigning processes and understanding where we can make improvements that are sustainable. We will require subject matter experts and we'll be reaching out in due course to establish working groups!

### **Academic Workload Model**

The Academic Workload Model Transformation Initiative falls within the

'Integrating Education and Research' stream within the Shaping our Future – Horizon 2 framework. This initiative aims to facilitate extensive consultation with stakeholders and explore broader issues surrounding academic workload allocation.

All continuing and/or fixed-term Academic Staff are encouraged to share their initial feedback regarding the current Academic Workload Model and its implementation, as well as any suggestions for future models. Please participate in the Academic Staff Survey on the Academic Workload Model by 5:00 pm on Wednesday, 26 March 2025. Responses are anonymous.

The Survey can be accessed here:

<https://surveys.unisq.edu.au/index.php/822357?lang=en>

### Communications Team – Shaping our Future

To assist the Shaping our Future, communications is key, and an Expression of Interest (EOI) for a Communications Officer will be advertised in the following week to assist the Enterprise Portfolio Management Office. If you would like to be considered for this role, please respond to the EOI.

### Upcoming Key Dates

<b>All Staff Forum</b>	Toowoomba <a href="#">Online via Zoom</a> or L209	3 April, 12:00pm-1:30pm
<b>Staff Q&amp;A sessions</b>	Toowoomba, B102	3 April, 2:00pm-3:00pm
	Springfield, TBA	4 April, 1:00pm-2:00pm
	Ipswich, I116a	4 April, 10:00am-11:00am
<b>Student Senate Meeting</b>		28 March 2025
<b>SLG Meeting</b>		25 March 2025

#### Support resources:

- [Shaping Our Future SharePoint site](#)
- Questions, feedback and suggestions – email [AskUniSQ@unisq.edu.au](mailto:AskUniSQ@unisq.edu.au)
- Employee Assistance Program — call 1300 687 327 or email [eap@convergeintl.com.au](mailto:eap@convergeintl.com.au)

**Professor Karen Nelson**  
Vice-Chancellor

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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