



Wirltu Yarlū



THE UNIVERSITY
of ADELAIDE

Mankurriapinthe Strategic Plan 2024-2025

Future Making for First Nations

First Nations success at the University of Adelaide



Kurna acknowledgment

The University of Adelaide acknowledges the Kurna people, the original custodians of the Adelaide Plains and the land on which the University of Adelaide's campuses at North Terrace, Waite and Roseworthy are built.

We acknowledge the deep feelings of attachment and relationship of the Kurna people to Country and we respect and value their past, present and ongoing connection to the land and cultural beliefs. We also acknowledge the importance of Indigenous knowledge in the academy and the contribution it can make to enrich many of our core activities.

Terminology

Throughout this plan, we have sought to use culturally appropriate and respectful language. The terms First Nations, Aboriginal and Torres Strait Islander and Indigenous are used interchangeably.

There are several references in this document to—*Towards a New Strategic Approach to Indigenous Engagement, Participation and Success at the University of Adelaide*—the final report of the 2023 Indigenous Portfolio Review (the Final Report). Copies of the report are available from Professor Steve Larkin, Pro Vice-Chancellor (Indigenous Engagement) at steve.larkin@adelaide.edu.au

Mankurriapinithi
(Man-kurra-pindee)
Bring Together





Welcome

A new informed approach

This is a pivotal time in the advancement of the Australian higher education system as the Australian Government considers the recently released Universities Accord Final Report (the Accord Report). The Accord Report sets out a “long term plan for reform” which seeks to develop higher education in ways that enable Australia to become an “economically prosperous, socially equitable and environmentally sustainable nation”. In particular, the Accord Report states that “participation in tertiary education learning, teaching and research is an essential pathway to success for First Nations families and their communities and is necessary for Closing the Gap. Weaving First Nations cultures and knowledge more strongly into the fabric of our tertiary education system will enrich Australian society. A strong First Nations workforce in tertiary education will help achieve this goal”.

The University of Adelaide has always included First Nations priorities in our Strategic Plans. With the publication of this First Nations Strategic Plan 2024-2025, the University now has a strategic framework within which to achieve both its own aspirations for First Nations students, staff and communities and the Australian Government’s commitment to “strengthening and embedding the place of First Nations people, knowledges and culture in Australia’s national life”. The First Nations Strategic Plan is fully aligned with the University strategic pillars, informed by a significant body of contemporary evidence, and built on the fundamental principle that Indigenous success is a whole of university responsibility.

The First Nations Strategic Plan 2024-2025 draws on sector best practice in Indigenous success in its objectives and prioritises the development of a culture of continuous improvement. We have much work to do to meet the aspirations in our Future Making Strategic Plan and the recommendations of the Accord Report, as both reform agendas require the University to be fully committed to a new, energised and whole of university approach to Indigenous engagement, participation and success at the University of Adelaide.

It is also opportune as we celebrate our 150th birthday that we launch a new First Nations Strategy that necessitates participation by academic and professional staff across the University of Adelaide. This will be enabled by a new University First Nations policy that will transform our business-as-usual practices and will inform and support our continued transition to a best practice model for enhanced Indigenous success at the new Adelaide University.

A stylized, handwritten signature in white ink, likely belonging to Professor Peter Høj AC.

Professor Peter Høj AC

Vice-Chancellor and President
The University of Adelaide

Foreword

The First Nations Strategic Plan 2024-2025 serves as a pathway for First Nation peoples to gain access to The University of Adelaide. As an academic with experience within the institution, I find the significance of this strategic initiative deeply resonating. Our people, who are the first inhabitants of this country, firmly believe in the notion that 'doing something is always better than doing nothing'. This expression embodies the Strategy, as it provides a pathway for First Nation peoples to pursue higher education, broaden their horizons in education and society, and have more options in their lives and careers.

The plan holds the University accountable as it commits to prioritising the success of First Nation people. This accountability requires more than just words, it demands action. To that end, the plan outlines specific measures such as clear pathways into education and employment, providing the necessary pastoral care for the success of First Nation people, and physical representation of First Nation culture. The plan also aims to dismantle the barriers that have historically affected First Nation peoples by providing access.

The First Nations Strategic Plan and the University of Adelaide together provide innovative steps and pathways to help improve our society and culture. This straightforward plan enables First Nation peoples to understand the need to take this journey, overcome history, and pave the way for a better future. From the effects of colonisation to overcoming the lack of access to education and employment, the First Nations Strategic Plan empowers First Nation peoples to look forward to the future and to be present in a space where their success is a top priority.

Dr Lewis Yarlupurka O'Brien AO
Kaurna Elder

Introduction

Professor Steve Larkin—Pro Vice-Chancellor (Indigenous Engagement), and Wirltu Yarlur, the Indigenous Unit at the University of Adelaide, recently completed a 12-month review process to identify best practice in Indigenous education, participation and success across the Australian higher education sector to inform the development of this Strategic Plan. The review consisted of extensive primary and secondary research including a comprehensive literature review and an extensive consultation process.

The resultant report—Towards a New Strategic Approach to Indigenous Engagement, Participation and Success at the University of Adelaide (the Final Report), has ensured the development of an evidence-based strategic plan for this transition period of 2024-2025 that reflects our aspirations, and which could prove crucial in shaping a sustainable, highly effective Indigenous portfolio at the new Adelaide University. The key factors in Indigenous success identified by the review are reflected in this Strategic Plan, and should inform the transition to Adelaide University, which commences in 2026. They include:

- **Governance and administration considerations:** Indigenous success is a whole of University responsibility. It requires a policy framework and supporting governance and administration arrangements that are “fit for purpose”, a robust community engagement strategy, and systematic monitoring, reporting, and robust accountability mechanisms for performance.
- **Learning and teaching changes:** A commitment to Indigenisation of curriculum is a characteristic of our benchmark institutions. We need to identify the most appropriate model for our context, supported by a University-wide Indigenous education strategy overseen by an advisory group. The importance of targeted pathway programs at both undergraduate and postgraduate levels must not be underestimated, both in

terms of creating a pipeline of access opportunities and developing the skills and confidence for academic success.

- **Prominence, Visibility and Presence:** A dedicated, centrally located First Nations cultural space with prominence, visibility, and presence on campus as a hub for Indigenous activities is an important element in Indigenous success and cultural recognition.
- **Cultural competency and safety:** Cultural capability training is essential for staff whose responsibilities include engagement with First Nations students, staff, and communities. Examples include staff seeking to instil learning outcomes linked to Indigenous graduate attributes and those supervising Higher Degree by Research (HDR) candidates.
- **Student Support changes:** A fundamental transformation is required in the way Indigenous support services are structured in the Australian higher education sector so that student support is recognised as a whole of University responsibility. Student support policies, frameworks and resourcing are critically important, functioning as a seamless, systemic collaboration between Indigenous centres and student support services.
- **Research alignment:** The Universities Accord Interim Report perceives valuing and embedding First Nations knowledges in the university research sector as “an opportunity Australia should not miss”. A best practice strategic approach to First Nations research would prioritise genuine consultation with communities on identifying ethical research priorities, greater understanding of First Nations data sovereignty, Indigenous Cultural Intellectual Property (ICIP), Indigenous research methodologies, and targeted capacity building support to develop First Nations researchers/scholars with commensurate research skills and capabilities such as attaining Chief Investigator status in the preparation of grant funding applications.

- **New approaches to employment:** Indigenous workforce targets in the Enterprise Bargaining Agreement (EBA) are now based on the principle of population parity. Historically Indigenous workforce targets have not been achieved. The majority of First Nations employees are grouped at lower classification levels with limited leadership opportunities and appointments at a time when there is significant demand and a highly competitive market across the sector and Government for skilled Indigenous staff. An evidence-based Indigenous Employment Strategy that includes incentives for job creation and developing capability within the existing workforce can herald a new approach as we transition to Adelaide University.
- **Engagement:** We cannot afford to underestimate the importance of deep and sustained community engagement nor the value that will arise from global First Nations engagement. International delegations have continually expressed their genuine interest in Indigenous histories and cultures and there are strategic advantages for the University to further promote opportunities for international cultural engagement.

Based on a detailed analysis of the University’s current and recent performance in relation to Indigenous success, the Final Report advocates the systematic transition to a different, broader, and more holistic approach to Indigenous higher education. This is reflected in the strategic priorities outlined in the Final Report. The targets and milestones inherent in these priorities will be articulated in greater detail in individual unit operational plans, sub-strategies and policy documents emerging from this process.

Purpose

Our purpose is to ensure that First Nations voices and aspirations are valued, and that Indigenous knowledges, cultures, research and achievements are celebrated—contributing to transformative change in the institution and the broader community.

Vision

Our vision is to deliver meaningful and enriched First Nations access, participation and success as a university-wide responsibility and priority.



The foundations of the strategy

The foundational elements and pillars in the strategic plan reflect those of the broader university and reinforce the necessity for a whole of university response to Indigenous success. All of the strategic elements are connected. Governance and structure are crucial to enable strategy. Access and pathways do not happen without community engagement; neither can research. Culture will not change without genuine commitment, sustainability cannot be achieved without informed decision making and accountability, HDR pathways need to be supported by a meaningful workforce strategy, partnerships with purpose will not occur without extensive collaboration and education innovation and digital transformation cannot succeed without extensive professional development and student support frameworks and intervention strategies.





Strategic priorities

The First Nations strategic priorities for 2024-2025 are informed by the outcomes of the Final Report and shaped by the values, foundational elements and strategic pillars of Future Making Strategic Plan. They are built around four key elements:

- The creation of strong governance and cultural foundations that will enable transformative change
- The delivery of learning, teaching and research that inspires, is digitally enabled and makes a difference to the lives of Indigenous communities
- The securing of financial sustainability to ensure we deliver on our promises to community
- A commitment to the development of organisational capability and a culture of continuous improvement.



We will create strong governance and cultural foundations that will enable transformative change.”



Our values

We wholeheartedly support the university's key values of Integrity, Respect, Collegiality, Excellence and Discovery in all our activities, augmented by our First Nations perspectives and values.

Integrity

We hold ourselves and each other accountable to be culturally appropriate, honest and fair when engaging with First Nations culture, knowledges and community.

Respect

We embrace and respect Aboriginal and Torres Strait Islander peoples as Australia's sovereign First Peoples for whom the land is integral to cultural identity and heritage. We also uphold the values of equivalence and relationality.

Collegiality

We work together with our colleagues and community to advocate to ensure positive opportunities and outcomes for our First Nations students and staff.

Excellence

We continuously learn, improve, preserve and promote First Nations culture and knowledge.

Discovery

We encourage curiosity and openness to First Nations heritage and perspectives in all our activities.

Our foundations

The First Nations Strategic Plan 2024-2025 is built on and aligns with the University of Adelaide foundational elements of a stronger culture and financial sustainability as well as the five aspirational pillars, which are now discussed from a First Nations perspective.

A stronger culture and approach

We will use the insights provided by the evidence in the Final Report to drive our decision making regarding the essential key factors in best practice in First Nations access, participation, retention and success. We will prioritise essential cultural change through an ongoing process of continuous improvement.



First Nations Strategy

The implementation of the First Nations Strategic Plan will support the transforming culture work of the University in recent years and underscore the basic principle that Indigenous success is a whole of University responsibility. Wirltu Yarlur will take a leadership role in relation to First Nations priorities as appropriate, and work collaboratively with current and future colleagues in the design of the new Indigenous portfolio at Adelaide University. Viewed through the lens of Closing the Gap, the Strategy will:

- lead cultural change in relation to achieving First Nations imperatives as a leadership accountability which is monitored and measured for performance and impact
- foster greater awareness of First Nations peoples, knowledge and culture
- define and operationalise standards of quality and excellence
- provide a catalyst for stronger First Nations cultural presence through a dedicated physical space
- ensure both professional and academic staff contribute to First Nations outcomes.

First Nations Policy

As part of an overall strengthening of governance and administration, the First Nations Policy will provide a mechanism to implement a whole of University approach and protocols for implementing identified First Nations related strategic imperatives. To realise the commitment made in Future Making Strategic Plan, the principles of the merger White Paper and the Accord Report we will:

- establish governance structures, accountabilities, planning requirements, and reporting processes to assist the achievement of the policy objectives
- set clear, evidence-based First Nations education, research, and employment objectives and targets
- embed First Nations protocols and acts of cultural recognition into the University of Adelaide's First Nations Advisory Committee.

To assist in the implementation of the Strategic Plan and related matters, we will establish an interim Vice-Chancellor's First Nations Advisory Group for 2024-2025 with qualified membership as appropriate.

Cultural Competence

Through its umbrella Strategic Plan, the University is committed to cultural competency, capability, and safety. We will finalise the refreshed Cultural Competency unit for mandatory implementation as an initial priority.

Continuous Improvement

As part of the Indigenous Portfolio Review, Wirltu Yarlur developed a quality assurance framework to cover all its service and support activities, with learning and teaching being covered by existing University academic quality mechanisms. The quality framework will continue to inform the annual action planning cycle and can provide an exemplar for a more comprehensive First Nations Quality Management Framework in the future. A key focus will continue to be access, participation, retention, and success for First Nations staff and students.

Collaborative Endeavour

The implementation of the First Nations Strategy will provide the mandate for both academic and professional staff to prioritise meaningful change in support of Indigenous success.

What will change?

We will:

- create strong First Nations governance and cultural foundations as we transition to Adelaide University
- expand First Nations representation in our University community
- increase First Nation's recruitment of staff and students
- enhance our presence in community events and celebrations of First Nations significant dates
- extend research that supports Closing the Gap for First Nations peoples and societal wellbeing
- take a more systemic approach to achieving a culturally capable organisation engaged with community and committed to continuous improvement.



To assist in the implementation of the strategic plan and related matters, we will establish an interim Vice Chancellor's First Nations Advisory group."



Our foundations



Financial sustainability

We will secure financial sustainability to ensure we deliver on our promises to community.

Funding significantly impacts the delivery of higher education and is integral to improving outcomes for First Nations students. The historic tendency to focus only on spending behaviour limits subsequent analyses to inputs instead of outcomes achieved from investments, the latter becoming critical when educational outcomes for First Nations people are substantially below those of non-First Nations students.

We need a different and informed approach to investment decisions regarding First Nations student and staff success, and funding stability for long term planning so we can ensure financial and operational sustainability as we transition to Adelaide University.

Detailed Planning and Costing

We will fully cost and prioritise the recommendations arising from the Final Report to inform current and future budget development and planning.

We will review former employment investment strategies and identify those that need to be either discontinued, expanded or renewed based on both evidentiary factors and the potential

impact of current environmental trends including the Accord Report. We will achieve greater funding security and stability for the Indigenous unit.

We will meet identified outcomes achievable within the allocated budgetary parameters.

We will commence detailed planning for the proposed Indigenous Knowledges Centre to be established in 2026 in conjunction with our colleagues from the University of South Australia (UniSA).

Fundraising

The impetus for developing Indigenous advancement at the University of Adelaide came in 2021 with the establishment of an Indigenous Support Fund by the Vice-Chancellor and President, Professor Peter Høj AC and Emeritus Professor Mandy Thomas.

We will build on that initiative by working collaboratively with the Advancement Team within External Engagement to develop an articulated strategy with clear targets, performance monitoring and accountability.

Additional scholarships and other support for First Nations student attraction and retention will help enable us to meet Accord Report objectives, secure financial sustainability and deliver for our community.

We will reinforce the importance of, and protocols around, community engagement in all aspects of Indigenous engagement.

What will change?

We will:

- make informed decisions re where best to utilise existing and requisite resources
- ensure greater funding stability in support of staff attraction and retention and long-term planning
- enable decision making aligned to the transition to Adelaide University
- ensure First Nations imperatives are prioritised with all fundraising activities and events
- support the provision of matching funding for agreed Indigenous fundraising priorities.



We will fully cost and prioritise the recommendations arising from the Final Report to inform current and future budget development and planning.”

Connected to the global world of ideas

First Nations knowledges, culture, partnerships and networks contribute to and significantly strengthen the University's international collaboration and engagement. Both the utility and representation of First Nations leadership in international delegations should be a consistent consideration.



Students

We will leverage our existing Malaysian First Nations study tours to secure further funding and greater participation in the new Colombo Plan program. We will actively pursue other international student mobility opportunities that include the future students of Adelaide University.

First Nations Global Community of Practice

We will continue to build on our existing First Nations international education and research networks and current activities to establish a viable and sustainable First Nations Global Community of Practice with an initial focus on the Asian Pacific region including Malaysia, China, Japan, Taiwan, Vietnam, Myanmar and Indonesia. Initial priorities will include various collaborative projects including seminars, joint symposiums, cultural exchanges, international fellowships and bi-annual meetings. We will seek to actively collaborate with similar initiatives by other universities in this area in support of best practice scholarship in Indigenous success.

First Nations Alumni

The Indigenous leadership in the University will work collaboratively with the Advancement team to develop a comprehensive framework for targeted engagement with First Nations alumni and community as part of the broader alumni strategy. It will be characterised by clear objectives, performance monitoring and accountability.

What will change?

We will:

- further develop and increase our First Nations international student mobility programs and enable a broader range of students to participate in these transformative experiences
- formally establish a First Nations Global Community of Practice to further strengthen international partnerships and support the international positioning of the University
- develop a greater understanding of the importance of, and protocols around, community engagement in all aspects of Indigenous engagement
- better leverage the value of First Nations education and cultural networks in our international engagement.



Attending the 2024 Indigenous Knowledges study tour in Malaysia has undoubtedly been the highlight of my time at University. Learning on country was an invaluable way of truly understanding the impacts of colonisation by creating a sense of connection that is unachievable within a classroom."

Madelaine Allchurch
Indigenous Knowledge
Study Tour 2024



Pillar of excellence #2

A magnet for talent



The University of Adelaide will increasingly be a preferred employer for First Nations people attracted by a new, contemporary, evidence-based Indigenous workforce strategy, and an evolving safe and welcoming culture.

Indigenous Workforce Strategy

We will develop an Indigenous Workforce Strategy preferably in consultation with UniSA, that proposes a whole of University approach with a strong commitment to developing Indigenous leadership roles through workforce strategies and employment objectives embedded at both Divisional and Faculty levels. It will also build on the principles and work in the University of Adelaide Indigenous Employment Strategy.

In order to attract and retain quality First Nations staff we will secure recurrent operational funding from the University for employment on 3–5-year contracts for identified roles, with workforce management practices and arrangements informed by the strategic and operational requirements of the workplace.

We will establish informed, realistic and achievable Indigenous employment targets as part of the Enterprise Bargaining Agreement negotiations, accompanied by a regular review process with clear accountability and responsibility.

We will review the Aboriginal and Torres Strait Islander Employment Strategy Investment fund as a prelude to its inclusion as a key strategy in the implementation of the First Nations Employment Strategy.

We will invest in building the capability of our existing staff through targeted investment in professional development, regular planning workshops and consultation.

University-based Work Integrated Learning (WIL)

As an institution, we will continue to offer work integrated learning opportunities and experiences to Indigenous students such as course placements, work experience, cadetships and internships.

We will also review and seek to remove the impediments faced by First Nations students when undertaking mandatory WIL requirements as part of their coursework in programs such as nursing and teaching.

Safe and Welcoming Culture

To ensure a safe and welcoming culture our institution will be characterised by:

- a dedicated Indigenous space where students and staff feel safe and supported
- increasing levels of cultural competence across the University
- high level Indigenous advisory bodies and representation as and where appropriate
- decision making informed by First Nations perspectives and standpoints
- expanded First Nations representation in our community.

What will change?

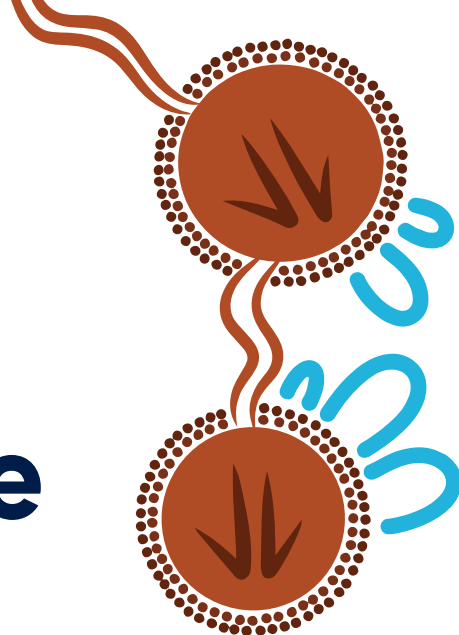
Through a whole of University approach, we will seek to:

- increase greater employment participation by First Nations people
- ensure greater First Nations workforce growth and stability
- provide greater security in the allocation of funding for employment contracts
- implement targeted professional development to build capability to maximise career enhancement
- embed principles of First Nations cultural competence in learning, teaching, research and service provision
- support employment pathways that will enable more First Nations staff to seek leadership roles
- achieve increased investment in job creation and retention.



We will establish realistic and achievable Indigenous employment targets.”

Research that shapes the future



We will have greater clarity around our First Nations research footprint including a structured framework to support research activities, clear strategic priorities in First Nations research, articulated ethics and protocols for dealing with First Nations communities and new initiatives for attracting, retaining and developing First Nations HDR students.

Research Strategy

We will continue to work collaboratively and promote that the new Adelaide University Research Strategy currently under development reflects principles similar to those of the Yuringkarninthe (Deep Listening) Aboriginal Research Strategy and that it addresses the concerns of First Nations researchers and supervisors, as revealed through the Indigenous Portfolio Review consultation processes. We need to move from a current reliance on individual researchers to a more co-ordinated strategic approach to build capacity and capability in identified priority areas for First Nations research.

Adopting a “Closing the Gap” framework to define and prioritise First Nations research investment is fundamental to undertaking research that transforms the quality-of-life chances for those most disadvantaged.

HDR Supervision and Pathways

HDR students form the pipeline for the future academic workforce. While award course completions for First Nations postgraduate research students have substantially increased across

the sector in recent years, it is still well below population parity. We need to be creative in establishing robust entry and completion pipelines for First Nations HDR students, understanding the interdependency with workforce strategy and organisational culture required to meet this challenge.

Indigenous Knowledge and Intellectual Property (IP)

As we progress to increase First Nations research and researchers, we will need to be cognisant of the increasing intellectual property regulatory parameters governing the use of Indigenous Knowledge including Traditional Knowledge and Traditional Cultural Expressions.

This is best achieved through targeted professional development which can also include academic staff involved in the Indigenisation of curriculum.

What will change?

We will:

- seek to secure additional grant and other funding, and a structured framework to support research activities concerning First Nations researchers and research
- explore innovative options and approaches to create a robust pipeline of First Nations HDR students
- develop the First Nations research priorities through the lens of “Closing the Gap” initiatives
- seek to embed First Nations knowledges in University research
- support best practice in research by, as well as of, First Nations people
- introduce targeted professional development focused on emerging Indigenous IP regulatory frameworks.



We need to move from a reliance on individual researchers to a more coordinated strategic approach.”

A 21st century education for a growing community of learners

We will support First Nations success at the University of Adelaide by delivering learning, teaching and research that inspires, is digitally enabled, and makes a difference to the lives of Indigenous communities. We will seek to embed Indigenous value systems and knowledges into university structures and core activities.

Learning and teaching experience

We will continue to engage extensively with community to inform and enrich the development and delivery of our existing and new Indigenous Knowledges units. In the next two years we will further collaborate with academic colleagues to build institutional cultural awareness and competency, particularly in relation to the delivery of Indigenous curriculum.

Curriculum

We will take a leadership role in relation to the Indigenisation of the curriculum as part of the merger process. We will ensure an Indigenous Knowledges core unit across disciplines as part of the merger curriculum workstream and process.

An Indigenous Knowledges Centre is at the heart of the new Indigenous portfolio. We will work with our colleagues to identify an optimum governance model and initial strategic priorities for the Centre as we transition to Adelaide University.

Digital transformation

We are committed to the Digital Transformation Strategy and will continue working with Learning and Innovation Enhancement on virtual reality (VR) and related technologies to ensure our new offering as we transition to Adelaide University are optimising digital technology, including strategic artificial intelligence.

We will prioritise student online support to ensure adequate digital access for First Nations students as we transition to Adelaide University.

Student experience and support

First Nations student support is a whole of University responsibility and requires a comprehensive approach. There needs to be a seamless collaboration between Indigenous centres and University support services to ensure Indigenous students are supported to continue studying.

We will engage with colleagues around the development of an Enterprise Student Support Framework that supports the specific needs of First Nations students as we transition to Adelaide University.

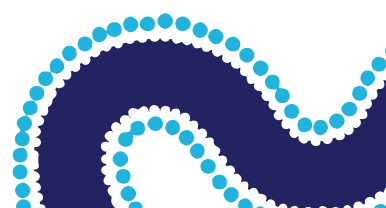
Pathways

Pathways programs provide essential support, fostering confidence amongst First Nations students as they navigate unfamiliar environments and transition into further educational pursuits at the University. We will undertake a comprehensive review of Indigenous access, pathways and outreach including the Karnkanthi program to inform the eventual operating model for Adelaide University. We will build partnerships with primary and secondary schools, creating successful pathways for school students to assist with increasing Year 12 completions leading into higher education.

What will change?

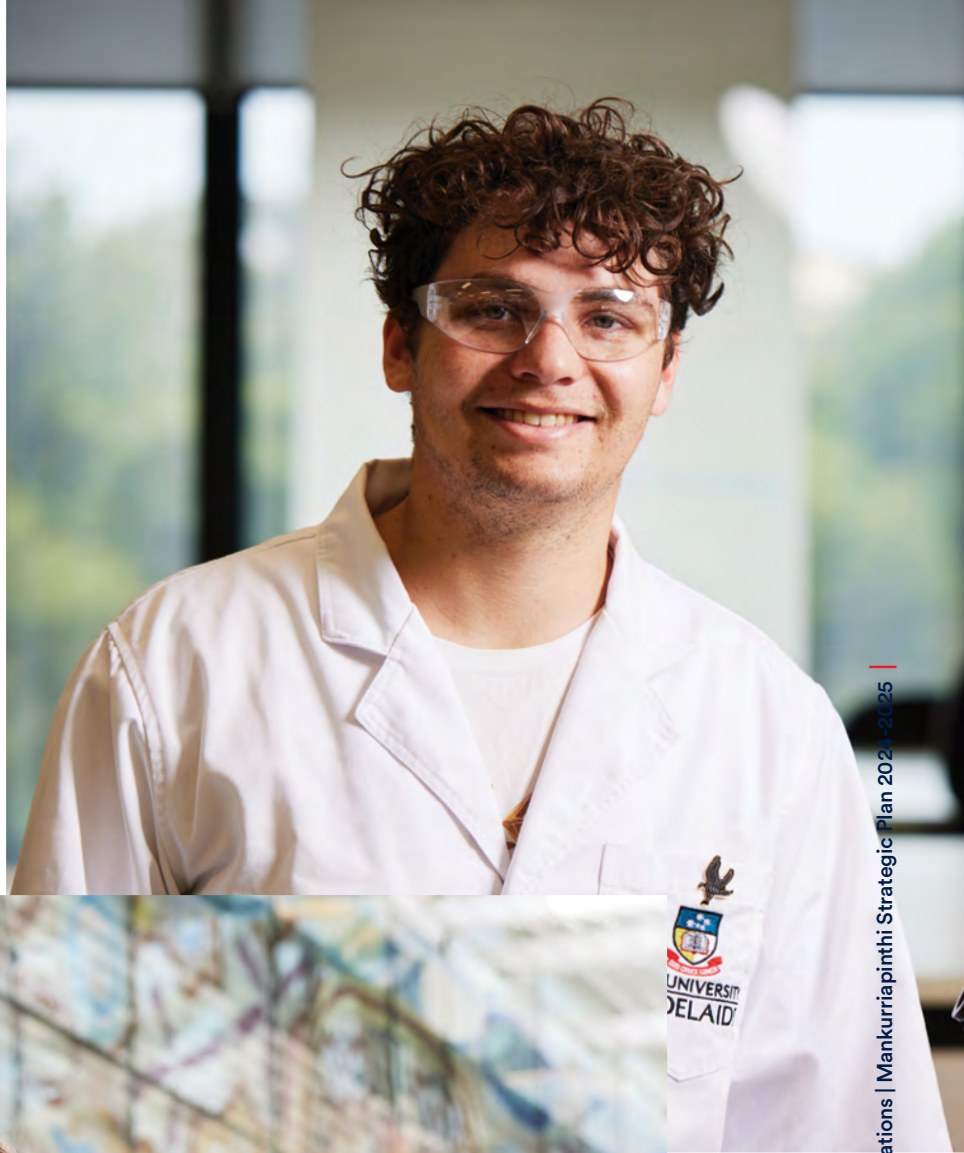
We will:

- review and refresh the Tarrkarri Tirrka (Future Learning) strategy to better enable engagement with Indigenous knowledge systems
- deliver new digitally enhanced Indigenous units at undergraduate and postgraduate level
- better recognise and reward the contribution made by community to learning and teaching
- facilitate collaboration and build staff capability in the delivery of Indigenous curriculum
- review and improve access pathways for First Nations students with a focus on engagement with the K-12 student cohorts
- enhance student experience, support and retention through a whole of University approach



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An Indigenous
Knowledges Centre is
at the heart of the new
Indigenous portfolio.”



The beating heart of Adelaide

Applying the value and contribution of First Nations knowledge and culture across our various activities will enhance our reputation as an important international university city.



Cultural events

As well as expanding our First Nations cultural events and activities on campus, we will provide sponsorship of and ready engagement with significant community events such as NAIDOC Week, Reconciliation Week and National Sorry Day.

Community engagement

Respectful and deep engagement with community leaders and First Nations organisations is a key component of Indigenous success at the University. We need to better recognise and reward the

contribution they make to our learning and teaching development and delivery, as well as our research. Opportunities for non-Indigenous staff and students to build their cultural competence through engagement with community will be further explored.

Strong Physical Presence

We will ensure the visibility of Indigenous cultures and seek to incorporate Kaurna language in signage and building names. We will commence the requisite planning for a dedicated, centrally located First Nations physical space at Adelaide University.

Where practicable, we will support sector Indigenous procurement principles. An honour board celebrating former Indigenous leaders, high achievers, and persons of high distinction will also be developed.

Collections and Archives

As a University, we will ensure our established cultural protocols for access to and management of our Indigenous collections and archives are embedded practice. This will involve greater liaison with community, professional staff and Indigenous leadership within the academy.

What will change?

We will:

- enjoy the social and cultural advantages provided by increased engagement with First Nations culture and community
- appropriately acknowledge and reward the community contribution made to our Indigenous knowledges courses
- create more welcoming campuses for First Nations students and staff
- provide and promote culturally sensitive access to our First Nations artefacts and archives.



A new chapter for First Nations People

This plan and the work of the Indigenous Portfolio Review work that preceded it, enables informed decision making as we create a best practice model for Indigenous success at Adelaide University. We will take a complementary strengths-based approach in developing the model in collaboration with our colleagues at UniSA.

Our goals and aspirations are ambitious but achievable. We are committed to the principles of the Accord for First Nations people and to the foundation imperatives in the merger White Paper which states that we are committed to reconciliation and that we will:

- work to embed Aboriginal ways of knowing, being and learning across our activities
- aim to become the university of choice for First Nations people across Australia.

Wangu poles by Kaurna and Ngarrindjeri artist Paul Herzich

Appendix

Strategic Initiatives by elements and pillars

Element / Pillar	Priority / Initiative	Description
A strong culture	First Nations Strategy	The First Nations Strategy is built on the fundamental principle that Indigenous success is a whole of University responsibility and requires a systematic approach with clear accountabilities and reporting.
	First Nations Policy	The First Nations policy provides the mechanism to enable a whole of University approach and implement the First Nations strategy.
	First Nations Advisory Committee	The interim Committee will be established to directly advise the Vice-Chancellor and President on matters within the academy that impact First Nations people and to monitor the progress of the First Nations Strategy.
	Cultural Competence	As an initial priority, the refreshed cultural competency unit will be a mandatory component in staff professional development which will enable them to more effectively engage with the strategy.
	Continuous Improvement	The First Nations strategy is underpinned by the imperative to build a culture of continuous improvement built on existing Quality Assurance frameworks.
	Collaborative Endeavour	The strategy provides the opportunity for both academic and professional staff to work collaboratively to improve access and outcomes for First Nations peoples and build a stronger culture.
Financial sustainability	Detailed Planning & Costing	Recommendations arising from the Final Report will be fully costed to inform planning for the transition to Adelaide University. This will ensure informed decision making and increase the likelihood of long-term sustainability.
	Fundraising	Wirltu Yarlur and Advancement will work collaboratively to set achievable targets and strategies for the Indigenous Support Fund and related initiatives. This will support recruitment and greater access for First Nations students.
Connected to the global world of ideas	Students	Existing First Nations international mobility study tours will be expanded in reach and participation. This will further support First Nations networks for staff and students, and broaden cultural understanding and competence for both Indigenous and non-Indigenous students.
	First Nations Global Community of Practice	First Nations collaborative education and research networks will be expanded and formalised in a community of practice. This will also provide the opportunity to collaborate with other benchmark institutions with similar initiatives and objectives.
	First Nations Alumni	A collaboratively developed framework for engagement with First Nations alumni and community will be part of the broader University Alumni strategy. This will make a marked difference to the nature and level of engagement and can support the notion of Adelaide being a preferred destination and employer.
Magnet for talent	Indigenous Workforce Strategy	The implementation of new Aboriginal and Torres Strait Islander Employment Strategy in 2024 will provide the foundational elements for the development of an Indigenous workforce strategy for Adelaide University. This will put us in a better position to meet EBA targets and grow our own Indigenous academic and professional workforce.
	University-based Work Integrated Learning	University-based WIL such as course placements, work experience and cadetships will further support the objectives of the new Aboriginal and Torres Strait Islander Employment Strategy which are focused on access, participation and success.
	Safe and Welcoming Culture	Planning will commence for a dedicated Indigenous space in the new University and related factors that will support a safe and welcoming culture on current and future campuses.

Element / Pillar	Priority / Initiative	Description
Research that shapes the future	Research Strategy	The collaborative development of the new research strategy will enable First Nations issues to be readily addressed. The whole of University approach can provide a valuable exemplar for other parts of the University.
	HDR Supervision and Pathways	The development of a sustainable pipeline for First Nations HDR students is linked to the Workforce Strategy. It will enable us to more effectively “grow our own” future First Nations academic workforce.
	Indigenous Knowledge and IP	Familiarisation with emerging First Nations regulatory IP protocols will be part of targeted professional development. It will be an important skill as the indigenisation of curriculum proceeds.
21st Century education for a growing community of learners	Learning and Teaching experience	The implementation of further Indigenous units and evidenced links of learning outcomes to the Indigenous graduate attribute will enrich the learning and teaching experience. An Indigenous Knowledges Centre is at the heart of planning for Adelaide University.
	Curriculum	The indigenisation of curriculum will involve a collaborative, consultative process that will result in strategic and operational frameworks to support implementation.
	Digital Transformation	The new VR unit on Immersive Story Telling will provide a model for further digital innovation. This provides an opportunity to experience Indigenous knowledge in a highly engaging manner consistent with the Digital Transformation Strategy.
	Student Experience and Support	We will build on existing policies and practices to ensure First Nations students can readily access Indigenous and mainstream support services to support retention and completion.
	Pathways	A review of access and pathways programs can identify an optimum model for fostering confidence and supporting success amongst First Nations students. This will impact both student recruitment and retention.
Beating heart of Adelaide	Cultural Events	Enhanced participation in cultural events and important Indigenous national celebrations can contribute significantly to the idea of a welcoming campus, thereby supporting attraction and engagement of staff and students.
	Community engagement	A more strategic approach to community engagement will greatly support the implementation of the First Nations Strategy
	Strong Physical Presence	A strong physical presence in a dedicated space, signage, naming, artworks which incorporates Kaurna language also contributes to a sense of cultural safety and a welcoming campus.
	Collections and Archives	Established protocols for access to and management of Indigenous collections and archives when understood across the academy can lead to more interaction and less reactive responses.

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Kaurna acknowledgement

We acknowledge and pay our respects to the Kaurna people, the original custodians of the Adelaide Plains and the land on which the University of Adelaide's campuses at North Terrace, Waite, and Roseworthy are built. We acknowledge the deep feelings of attachment and relationship of the Kaurna people to country and we respect and value their past, present and ongoing connection to the land and cultural beliefs. The University continues to develop respectful and reciprocal relationships with all Indigenous peoples in Australia, and with other Indigenous peoples throughout the world.