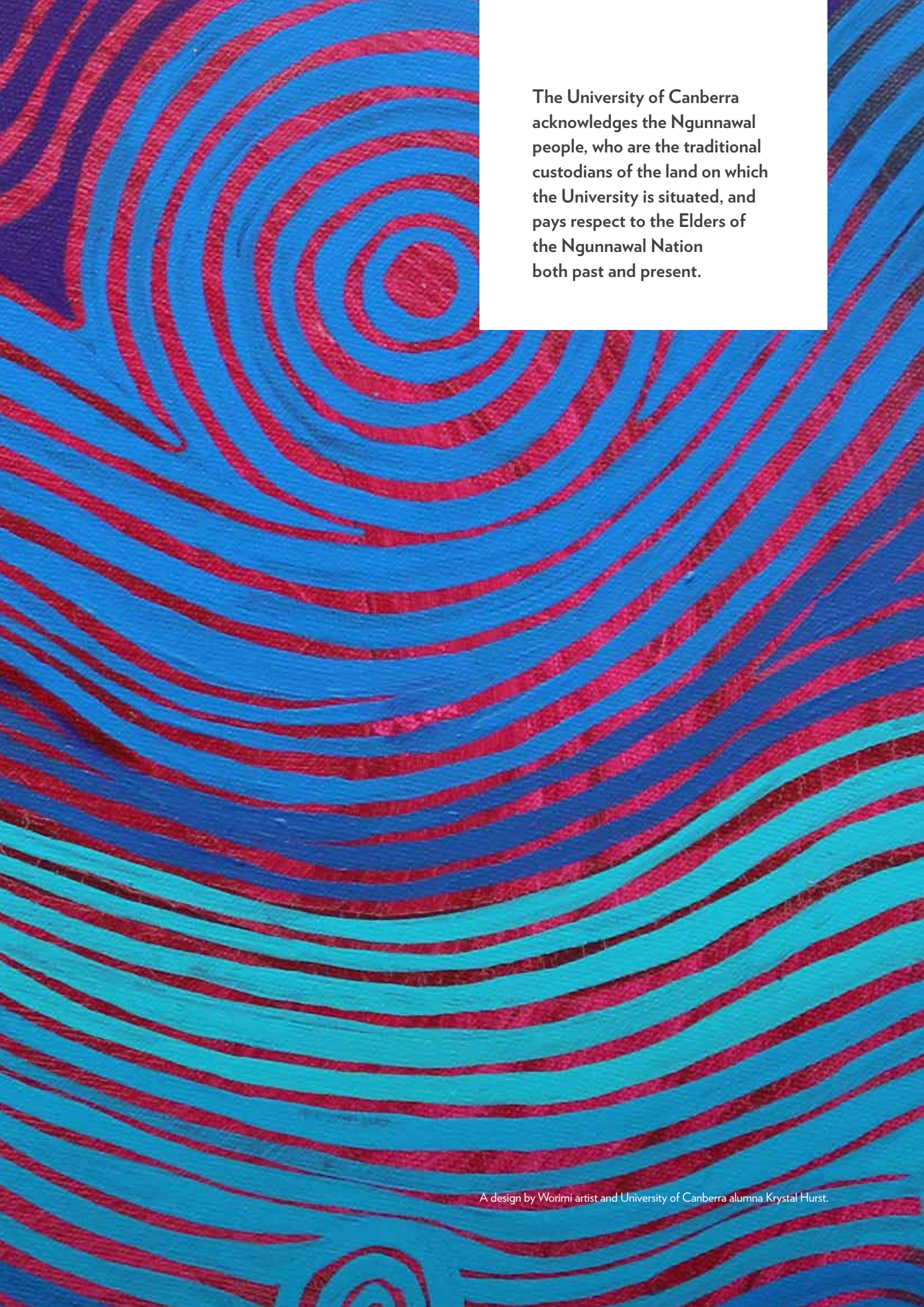


ABORIGINAL AND TORRES STRAIT ISLANDER STRATEGIC PLAN 2017-2021





The background of the entire page is an abstract artwork. It features a series of concentric circles in the upper left quadrant, transitioning into a series of wavy, horizontal lines that fill the rest of the page. The colors used are a vibrant red, a bright blue, and a teal or light blue. The lines and circles are hand-painted, giving the artwork a textured, organic feel.

The University of Canberra
acknowledges the Ngunnawal
people, who are the traditional
custodians of the land on which
the University is situated, and
pays respect to the Elders of
the Ngunnawal Nation
both past and present.

A design by Worimi artist and University of Canberra alumna Krystal Hurst.



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MESSAGE FROM THE **VICE-CHANCELLOR AND PRESIDENT**



The Aboriginal and Torres Strait Islander Strategic Plan 2017–2021 (the Indigenous Strategy) provides a framework for a university-wide approach to Aboriginal and Torres Strait Islander Leadership and Strategy. I am pleased to put my full support behind this plan.

The Indigenous Strategy is a valuable step forward towards equity in all areas for Aboriginal and Torres Strait Islander peoples. It will allow the University to open more doors to Aboriginal and Torres Strait Islander peoples, and create more opportunities to increase student completion rates, achieve parity in employment, aspire to cultural competency and build capacity in Aboriginal and Torres Strait Islander research.

Enacting the Indigenous Strategy will have a positive and ongoing impact on the community within the University while ensuring longer-term effects on Australian society.

This Strategy demonstrates that the University of Canberra is looking beyond providing high-quality education and research opportunities. We also focus our attention on creating positive impact on big, complex societal problems through constructive, planned and focused action.

I am proud to be a supporter of this Strategy as it takes a bold approach to changing the environment in the tertiary education sector. I hope to see other tertiary institutions follow this promising approach. I look forward to playing my part in implementing the Indigenous Strategy alongside our students, staff, alumni and other local supporters.



PROFESSOR DEEP SAINI
VICE-CHANCELLOR AND PRESIDENT



Vice-Chancellor and President
Professor Deep Saini (left),
Chancellor Professor Tom Calma AO.

EXECUTIVE SUMMARY

The Aboriginal and Torres Strait Strategic Plan 2017–2021 (the Indigenous Strategy) demonstrates the commitment of the University of Canberra to Aboriginal and Torres Strait Islander equity. We support open, genuine conversations and actions to close the gap between Aboriginal and Torres Strait Islander peoples and other Australians. This inaugural Strategic Plan provides a framework for a university-wide approach to Aboriginal and Torres Strait Islander Leadership and Strategy.

The University envisions a place of teaching and learning that is culturally inclusive, where aspirations are fostered, diversity is acknowledged and celebrated, and ongoing innovation and positive change are created and recognised.¹

Where we do not have adequate understanding to inform actions, the University will adopt a best practice approach, to be adapted and improved over time. The Indigenous Strategy generates a cycle of ongoing discovery and learning to facilitate exploring fresh approaches. Designed to engage the creative and intellectual energies of the University as broadly as possible, it will also set directions supported by evidence-based analysis.

THE INDIGENOUS STRATEGY ADDRESSES ABORIGINAL AND TORRES STRAIT ISLANDER OUTCOMES ACROSS FOUR MAIN AREAS:



ACADEMIC



RESEARCH AND INNOVATION



EMPLOYMENT



COMMUNITY ENGAGEMENT

THIS STRATEGY SETS FOUR HIGH LEVEL OBJECTIVES IN ITS FIRST PHASE:

- 1 Student completion** — By 2021 the University aspires to increase Aboriginal and Torres Strait Islander undergraduate completion rates in line with the broader UC community.
- 2 Aboriginal and Torres Strait Islander employment** — By 2021 the University will achieve parity in employment.
- 3 Cultural competency** — By 2021 all University graduates and staff will aspire to cultural competency.
- 4 Aboriginal and Torres Strait Islander research capacity building** — By 2021 the University will have Aboriginal and Torres Strait Islander Higher Degree by Research (HDR) candidates and academics in all faculties and institutes.

¹ University of Canberra, 'Reconciliation Action Plan 2013–2017', online at canberra.edu.au/reconciliation-action-plan_2013-17.pdf





OUR VISION

The Indigenous Strategy sets out the commitment of the University of Canberra to:

“ contribute, through our education and research, to the building of just, prosperous and sustainable communities which are respectful of their Indigenous past and committed to redressing disadvantage.² ”

The University's vision for reconciliation is 'aspiring towards equity through recognition, solidarity, and reciprocal relationships'.³ This vision is for a unified approach through active and meaningful engagement with Aboriginal and Torres Strait Islander peoples. Building strong networks with reconciliation at the core of the University's activities will contribute to equal opportunity, successful careers, and positive community interactions.

² University of Canberra, 'Breakthrough The University of Canberra's Strategic Plan 2013-2017', online at canberra.edu.au/strategic-plan_2013-17.pdf

³ University of Canberra, 'Reconciliation Action Plan 2013-2017', online at canberra.edu.au/reconciliation-action-plan_2013-17.pdf, p.4



STRATEGIC ALIGNMENT

The Aboriginal and Torres Strait Strategic Plan 2017–2021 (the Indigenous Strategy) drives and supports Aboriginal and Torres Strait Islander matters at the University. It is underpinned by the principles of equity, leadership and respectful relationships and aims to establish a framework for a whole-of-university approach to Aboriginal and Torres Strait Islander higher education.

The Office of Aboriginal and Torres Strait Islander Leadership and Strategy will guide and lead a coherent, aligned approach to be delivered by the faculties, institutes and business units of the University.

The Indigenous Strategy is the primary planning and implementation document for improving the University's approach to Aboriginal and Torres Strait Islander higher education, and establishes a framework for practical implementation. The primary purpose of this Strategy is to guide the management and implementation of the strategic direction and prioritisation of Aboriginal and Torres Strait Islander higher education at the University of Canberra. This Strategy complements the University of Canberra's Reconciliation Action Plan (UC RAP).

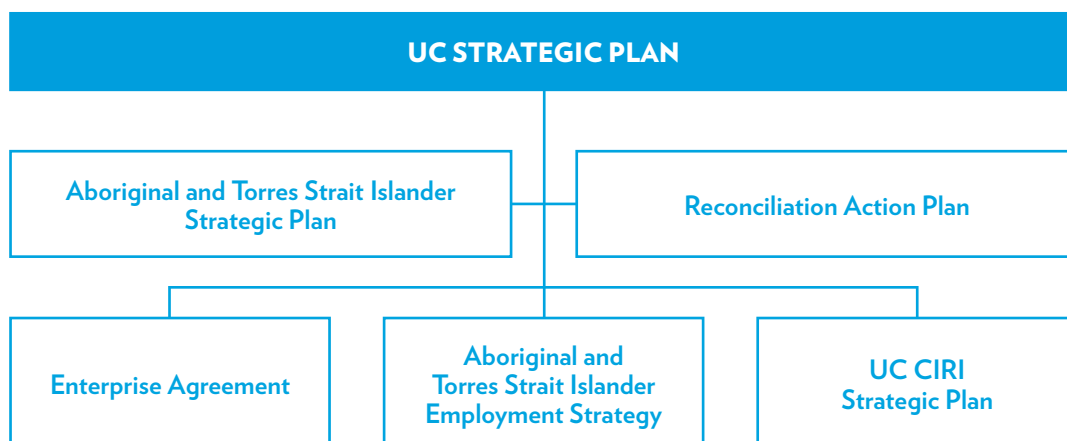
The UC RAP is a tool to help the University of Canberra build positive relationships between Aboriginal and Torres Strait Islander peoples and other Australians in the broader community. It identifies specific actions that will contribute to the improvement of the lives of Aboriginal and Torres Strait Islander peoples in a wider sense, not solely focused on the University. The UC RAP

overlaps with some areas of the Indigenous Strategy, but both documents work together and are important in guiding the University's efforts to improve outcomes for Aboriginal and Torres Strait Islander peoples. The UC RAP provides a framework with a clear indication on how UC strives to build reconciliation. Both the Indigenous Strategy and the UC RAP identify principles of equity within the University community.

Incorporating the Indigenous Strategy into this approach aims to address the challenges faced by Aboriginal and Torres Strait Islander peoples at the University, both now and into the future. Importantly, actions taken under the Indigenous Strategy to improve the services and build a positive environment for Aboriginal and Torres Strait Islander peoples at the University will complement the specialist services and initiatives currently provided.

This multi-year strategy complements other existing high-level plans already in place, realises the University's Statement of Commitment to Reconciliation and aligns with other strategic initiatives for Aboriginal and Torres Strait Islander peoples at the University.

The table below illustrates the University of Canberra documents which articulate the strategies which concern our Aboriginal and Torres Strait Islander peoples. These strategies, plans and agreements are designed to enable our University to contribute to equal opportunity, successful careers for Aboriginal and Torres Strait Islander students and staff and positive interactions with Aboriginal and Torres Strait Islander communities, organisations and businesses.



OUR OBJECTIVES





ACADEMIC

- 1** Improve the attraction, retention and progression of Aboriginal and Torres Strait Islander students, and improve completion rates annually.
- 2** Embed Aboriginal and Torres Strait Islander perspectives and pedagogies in the University curriculum.
- 3** Draw on the leadership capacity of University of Canberra Aboriginal and Torres Strait Islander alumni.



RESEARCH AND INNOVATION

- 4** Expand Aboriginal and Torres Strait Islander research capacity and performance.
- 5** Improve Aboriginal and Torres Strait Islander research careers and postgraduate opportunities.
- 6** Increase co-designed projects that have positive outcomes for Aboriginal and Torres Strait Islander peoples.
- 7** Establish a research institute globally regarded for excellence and nationally valued for transformational research.



EMPLOYMENT

- 8** Harness the capabilities, potential and aspirations of Aboriginal and Torres Strait Islander peoples and optimise their contributions as individuals to the workforce and community.
- 9** Improve Aboriginal and Torres Strait Islander workforce capability, including supporting the take-up of professional development programs and further education.



COMMUNITY ENGAGEMENT

- 10** Provide a culturally safe environment for students, staff and communities through recognition of our First Peoples — Aboriginal and Torres Strait Islander people.
- 11** Deepen the engagement between the University of Canberra and Aboriginal and Torres Strait Islander communities.
- 12** Facilitate engagement between Indigenous peoples on a global scale.

“ It is underpinned by the principles of equity, leadership and respectful relationships and aims to establish a framework for a whole-of-university approach ”



Chancellor Professor Tom Calma AO, an Aboriginal Elder of the Kungarakan tribal group, and Bachelor of Midwifery graduate Karel Williams, recipient of the inaugural Tom Calma medal.

CURRENT ENVIRONMENT

The University of Canberra has thousands of students from all over Australia and the world studying across each faculty. With access to the highest-ranking cultural facilities in Australia, and some of the greatest thought-leaders in the world, Canberra has become the destination of choice for students wanting a first-class education.

The University's Reconciliation Action Plan 2013–2017 commits to increasing Aboriginal and Torres Strait Islander student enrolments. The University's aim is for Aboriginal and Torres Strait Islander students to make up two per cent of the student population by the end of 2017. In the past five years, the number of Aboriginal and Torres Strait Islander students increased 38 per cent from 159 students in 2011, to 263 students in 2016, accounting for 1.5 per cent of the total domestic student population.

A major challenge for the University is the low completion rate of tertiary studies by Aboriginal and Torres Strait Islander students. This, and substantial attrition in enrolments present significant challenges to increasing enrolment statistics. Low completion rates of Aboriginal and Torres Strait Islander students across institutions at the tertiary level is a complex issue, with many intersecting factors that may contribute to this outcome.

Nationally, Aboriginal and Torres Strait Islander student success rates are comparatively lower than the greater University student population. However, the University of Canberra had an Aboriginal and Torres Strait Islander success ratio of 0.89 in 2015, which is higher than the national ratio of 0.84 and greater than the combined ACT universities ratio of 0.88.⁴

The Indigenous Strategy will address student attrition and completion rates via a holistic and logical approach. In the short term, the University will adopt a best practice approach. In the long term, the University will commission an analysis to understand the determinants of student success. The approach taken to these issues by the University will be guided and adapted in accordance with the findings of the study.



Bidjara woman from South West Queensland, and Bachelor of Arts in International Studies student Jennifer Reilly.



**UNIVERSITY OF
CANBERRA**



**NGUNNAWAL
CENTRE**

The University has demonstrated a long-standing commitment to improving access and equal opportunity for Aboriginal and Torres Strait Islander peoples. For over 25 years, the Ngunnawal Centre has been a key partner in contributing towards positive change for Aboriginal and Torres Strait Islander students. The Ngunnawal Centre provides education, support and development programs for Aboriginal and Torres Strait Islander students and will continue to provide this critical support role.

University-wide strategies complement the role of the Ngunnawal Centre. These strategies work with the centre to bring resources and discipline-specific knowledge required to improve access to higher education and improve outcomes for Aboriginal and Torres Strait Islander students.

⁴ Quote: 'The ratio is the indicator for an equity group expressed as a rate divided by an equity reference value for that indicator. This is a better measure of equity because it makes a comparison between the equity group and a suitable benchmark. Ratios of less than 1.00 indicate poor performance, while ratios of 1.00 and greater indicate good performance'. Department of Education, 'Appendix 5 Equity Performance Data', 2015, docs.education.gov.au/node/41766.

POWERFUL STORY DRIVES PAUL COLLIS, PHD

Dr Paul Collis, a Barkindji man, is one of the University of Canberra's first Aboriginal doctoral recipients. For his thesis, Dr Collis examined Indigenous masculinity in the 21st century. Dr Collis used postcolonial thinkers such as Frantz Fanon and Australian Aboriginal authors, including his grandfather Archie Knight, to inform his work.

As someone who has come through the University of Canberra Foundation program, completed a Bachelor's Degree with First Class Honours, and now a PhD, Dr Collis is able to provide informed insight into the issues facing Aboriginal and Torres Strait Islander students.

"The Ngunnawal Centre encouraged me and helped me build my confidence — a key ingredient that is often fragile in Indigenous students."

Dr Collis has the following advice to fellow Aboriginal and Torres Strait Islander students;

“ acknowledge that this is hard — the University is a new place, language and culture that you have to make sense of. Second, seek support from the Ngunnawal Centre, from the Faculty and from mentors. Third, commit to it and work at it. ”

Dr Collis' advice to his Aboriginal and Torres Strait Islander postgraduate colleagues at the University of Canberra is: "keep family close in all ways and bring them along in your journey. Be honest with yourself and supervisors about your progress and needs, and negotiate the time and space you need culturally to meet your responsibilities."





KEY RESULT AREA

Goal: Increase Aboriginal and Torres Strait Islander student success.

OBJECTIVES	ACTION ITEMS
1 To improve the attraction, retention and progression of Aboriginal and Torres Strait Islander students, and improve completion rates annually.	<ul style="list-style-type: none">1.1 Investigate and report the current patterns of attraction, progression, retention and completion rates to understand the drivers and the best approach to increase Aboriginal and Torres Strait Islander completions at the University of Canberra.1.2 Develop a recruitment strategy for Aboriginal and Torres Strait Islander undergraduate admissions.1.3 Establish an Aboriginal and Torres Strait Islander endowment to provide financial support through an annual scholarship program to Aboriginal and Torres Strait Islander students enrolled at the undergraduate and postgraduate level of all academic disciplines and courses at the University of Canberra.1.4 Enhance alternative entry pathways for Aboriginal and Torres Strait Islander students to comprehensively prepare them for university study.1.5 Develop mentoring and network programs for undergraduate and postgraduate students drawing on the college of adjuncts and staff.
2 To embed Aboriginal and Torres Strait Islander perspectives and pedagogies in the University curriculum.	<ul style="list-style-type: none">2.1 Audit and evaluate the level of Aboriginal and Torres Strait Islander content offered in University of Canberra degrees.2.2 Encourage and incentivise academic staff to complete cultural proficiency training to enhance staff understanding of Aboriginal and Torres Strait Islander cultures.2.3 Incorporate Aboriginal and Torres Strait Islander content into every University of Canberra degree.2.4 Map Aboriginal and Torres Strait Islander ways of knowing against the UC graduate attributes to determine areas of overlap and divergence, and identify ways in which the graduate attributes could be beneficially adjusted by closer alignment with Aboriginal and Torres Strait Islander ways of knowing.2.5 Map Aboriginal and Torres Strait Islander ways of learning against progressive contemporary non-Indigenous approaches to learning to determine areas of overlap and divergence, and identify ways in which contemporary university learning design and delivery could be beneficially adjusted.2.6 Pilot and evaluate the incorporation of Aboriginal and Torres Strait Islander peoples' approaches to teaching and learning in a selected unit or small number of units, with recommendations for further actions University-wide.
3 To draw on the leadership capacity of University of Canberra Aboriginal and Torres Strait Islander alumni.	<ul style="list-style-type: none">3.1 Engage our Aboriginal and Torres Strait Islander alumni as mentors.3.2 Foster an active Aboriginal and Torres Strait Islander alumni community for students to share their experiences, and continue to develop knowledge and professional skills and networks.

RESEARCH AND INNOVATION

CURRENT ENVIRONMENT

The University recognises and values the diversity of Aboriginal and Torres Strait Islander research undertaken across the disciplines, and seeks to provide a formal network to connect researchers working in our Faculties and Research Centres.

National figures indicate Aboriginal and Torres Strait Islander HDR commencements and completions are trending upwards. However, there is a large discrepancy between the number of established Aboriginal and Torres Strait Islander researchers and non-Indigenous researchers Australia wide and at the University of Canberra. In 2014, Aboriginal and Torres Strait Islander PhD candidates made up just 0.65 per cent of all PhD candidates nationally.⁵ In 2014, University of Canberra Aboriginal and Torres Strait Islander PhD enrolments were above the national average at 0.98 per cent of the University's total PhD enrolments.

Contributing factors of low Aboriginal and Torres Strait Islander outcomes include:

- low numbers of Aboriginal and Torres Strait Islander postgraduate enrolments
- shortage of Aboriginal and Torres Strait Islander research in capacity building programs
- relative absence of Aboriginal and Torres Strait Islander research role models, methodologies and mentors available to students within their respective disciplines.

The University is seeking to attract, enrol and retain Aboriginal and Torres Strait Islander peoples in higher degrees by research as we develop our research environment. Currently there are ten Aboriginal and Torres Strait Islander researchers at the University, comprising three Professors and seven PhD candidates.

Our PhD candidates are currently researching:

- History through archives, memory, and place
- The virtual tribe: on becoming Aboriginal online
- Models of leadership
- Stories of Elders

In June 2014, the University launched the Collaborative Indigenous Research Initiative (UC CIRI). UC CIRI is a network of researchers committed to Aboriginal and Torres Strait Islander research. UC CIRI works with existing Research Centres and Faculties to connect and grow Aboriginal and Torres Strait Islander research interests at the University.



Dr Raglan Maddox undertook a world-first study into smoking rates among Aboriginal and Torres Strait Islander people, in an effort to curb the number of preventable deaths from tobacco smoking.

“The University is seeking to attract, enrol and retain Aboriginal and Torres Strait Islander peoples in higher degrees by research as we develop our research environment.”

⁵ Table derived Table 6.1 2010–2014: Commencing and All Indigenous Students by Level of Course and Broad Field of Education, Higher Education: Higher Education Statistics, Department of Education



RESEARCHING AND DESIGNING THE GATEWAY TO THE BUNDIAN WAY, NSW

The Bundian Way is one of Aboriginal peoples' most significant trade routes and spiritual journeys, stretching from the South Coast region of New South Wales near Pambula to the rugged and mountainous region of the Snowy Mountains near Mount Kosciusko. Aboriginal peoples of the region have used the 350-kilometre trail system for countless generations for ceremonies and the trade of food, goods and tools. It is the first Aboriginal pathway listed on the NSW State Heritage Register.

Thought to have been lost, the location of the Bundian Way was surveyed in 2010 using the location of Aboriginal objects, historical writings and maps, stories and oral history, and surveys of scarred trees and journals to identify the route. The Eden Local Aboriginal Land Council has embarked on a tourism and economical strategy to highlight the cultural significance of the Bundian Way. Ultimately, this project will help the Eden Local Aboriginal Land Council develop a major arts precinct, and will enable Jigamy to become the principal entry point to the Bundian Way cultural and spiritual journey.

UC CIRI provided funding for an Aboriginal and/or Torres Strait Islander scholar to research aspects of the Bundian Way. Aboriginal researcher Noeleen Lumby, who has an existing research connection with the Local Eden Aboriginal Land Council, was selected for this position in August 2016. Noeleen will explore how the Bundian Way can be a vehicle for revitalising and teaching the South Coast Aboriginal language.



“ Aboriginal researcher
Noeleen Lumby will explore
how the Bundian Way can be
a vehicle for revitalising and
teaching the NSW South Coast
Aboriginal language. ”



KEY RESULT AREA

Goal: Support Aboriginal and Torres Strait Islander research.

OBJECTIVES	ACTION ITEMS
4 To expand Aboriginal and Torres Strait Islander research capacity and performance.	<ul style="list-style-type: none">4.1 Conduct an audit of all current research activity at the University of Canberra and establish an online resource.4.2 Seek and apply for research funding that builds research capacity and leads to high-value and high-impact externally funded research.4.3 Co-host a biennial conference of Aboriginal and Torres Strait Islander research at the University of Canberra.4.4 Support research and research training by Aboriginal and Torres Strait Islander researchers as individuals and in teams.
5 To improve Aboriginal and Torres Strait Islander research careers and postgraduate opportunities.	<ul style="list-style-type: none">5.1 Provide tailored scholarships designed to best contribute to Aboriginal and Torres Strait Islander postgraduate student success.5.2 Increase the number of Aboriginal and Torres Strait Islander postgraduate and HDR research students enrolling and graduating from the University of Canberra.5.3 Establish a program of mentoring, development and support for Aboriginal and Torres Strait Islander postgraduates and Early Career Academics.
6 To increase Aboriginal and Torres Strait Islander-led projects that have positive outcomes for Aboriginal and Torres Strait Islander peoples.	<ul style="list-style-type: none">6.1 Invest in co-designed projects that demonstrate positive outcomes for Aboriginal and Torres Strait Islander peoples.6.2 Develop an Aboriginal and Torres Strait Islander web portal to assist in the promotion of newsletters, projects and success stories in the area of Aboriginal and Torres Strait Islander research.
7 To establish an Aboriginal and Torres Strait Islander research institute globally regarded for excellence and nationally valued for transformational research.	<ul style="list-style-type: none">7.1 Collaborate with our UC CIRI network to expand the network and harness the Aboriginal and Torres Strait Islander professoriate to create an Indigenous-led Research Institute.7.2 Create a Visiting Researchers program to encourage new collaborations.7.3 Develop linkages with Aboriginal and Torres Strait Islander peoples, other Australians, and global stakeholders, including through MOUs, as appropriate.



EMPLOYMENT

CURRENT ENVIRONMENT

Aboriginal and Torres Strait Islander peoples in the tertiary education sector contribute significantly to social, cultural and academic development, and to the establishment of a culture that acknowledges and celebrates diversity.

The University supports the work of the Aboriginal and Torres Strait Islander Employment Strategy in setting and working towards increasing the University of Canberra workforce who identify as Aboriginal or Torres Strait Islander to 1.5 per cent by March 2018, and development opportunities for Aboriginal and Torres Strait Islander peoples.⁶

Aboriginal and Torres Strait Islander participation at all levels is growing and the University commits to furthering the employment of Aboriginal and Torres Strait Islander academics and professional employees at all appointment levels. The University supports employment opportunities for Aboriginal and Torres Strait Islander peoples through the continuing work of the University's Aboriginal and Torres Strait Islander Employment Committee.

In 2014, the University formally installed Professor Tom Calma AO as University of Canberra Chancellor. Professor Calma is the first Aboriginal male to hold the position of Chancellor of any Australian university. Chancellor and chair of the University Council, Professor Calma has been involved in and with the tertiary education sector since 1980 as an academic, in representing Australia's interest in higher education internationally, on research grants, in reviewing administrative and academic structures, and on advisory boards and committees.



Left to Right: Chancellor Professor Tom Calma AO, Deputy Vice-Chancellor (Research and Innovation) Professor Frances Shannon, Chair of the Aboriginal and Torres Strait Islander Advisory Group Auriel Bloomfield, Dean of Aboriginal and Torres Strait Islander Leadership and Strategy Professor Peter Radoll.

“ The University commits to furthering the employment of Aboriginal and Torres Strait Islander academics and professional employees at all appointment levels. ”

⁶ University of Canberra, 'Enterprise Agreement 2015–2018,' clause 15.



LEADING ABORIGINAL RESEARCHERS JOIN UC



Left to right: Professor Chris Sarra, Chancellor Professor Tom Calma AO, Professor Dennis Foley, Dean of Aboriginal and Torres Strait Islander Leadership and Strategy Professor Peter Radoll.

Professor Peter Radoll

Dean of Aboriginal and Torres Strait Islander Leadership and Strategy at UC and was appointed in January 2016. The role is the most senior appointment of its type in the ACT. This marks an important change in the approach to improving Aboriginal and Torres Strait Islander strategy and outcomes at the University.

Professor Radoll directly oversees Aboriginal and Torres Strait Islander education, research, the Ngunnawal Centre and Aboriginal and Torres Strait Islander student engagement.

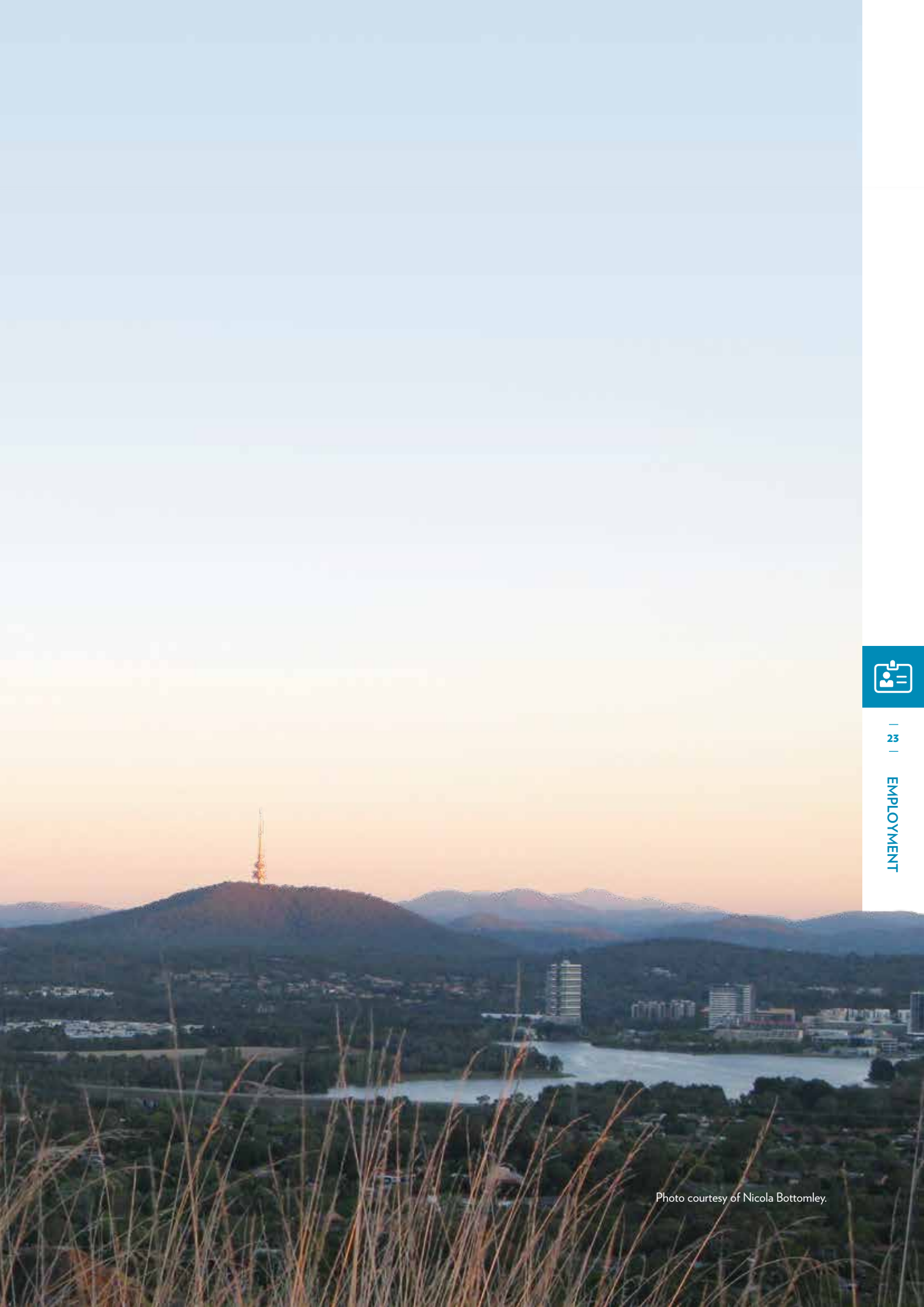
Professor Chris Sarra

Highly regarded Indigenous educator, former school principal and founder of the Stronger Smarter Institute Professor Sarra, joined the University of Canberra as a Professor of Education in June 2016.

In this role, Professor Sarra teaches and researches in areas such as school leadership, Indigenous education, and educational equity in East Asia and Australia working closely with Centenary Professor Moosung Lee. He also collaborates with the University's Institute for Governance and Policy Analysis (IGPA) on education and social policy research, and teaches an online Masters unit on educational leadership.

Professor Dennis Foley

Teaches and researches in the area of Business and Entrepreneurship, a Fulbright Scholar and a double Endeavour Fellow with numerous national and international competitive research grants to his credit. Professor Foley sits on the editorial boards of several well-known Journals and is recognised internationally as one of the leaders in his field.



KEY RESULT AREA

Goal: Increase and maintain Aboriginal and Torres Strait Islander employment opportunities.

OBJECTIVES	ACTION ITEMS
<div><div>8</div><div><p>To harness the capabilities, potential and aspirations of Aboriginal and Torres Strait Islander peoples and optimise their contributions as individuals to the workforce and community.</p><p>To reach 3 per cent of all academic positions and 3 per cent for professional staff roles.</p></div></div>	<div><div>8.1</div><div>Administer employment targets, and submit an annual plan to meet the objectives of the Aboriginal and Torres Strait Islander Employment Strategy across every portfolio.</div></div> <div><div>8.2</div><div>Develop innovative partnerships to drive and support demand for growing the number and breadth of Aboriginal and Torres Strait Islander professionals.</div></div> <div><div>8.3</div><div>Create opportunities for Aboriginal and Torres Strait Islander academics and professional employees at all appointment levels.</div></div> <div><div>8.4</div><div>Develop recruitment material aimed at attracting Aboriginal and Torres Strait Islander talent.</div></div> <div><div>8.5</div><div>Establish the University of Canberra <i>Recruit Your Own</i> program to retain Aboriginal and Torres Strait Islander graduates as employees.</div></div>
<div><div>9</div><div><p>To improve Aboriginal and Torres Strait Islander workforce capability, including supporting the take-up of professional development programs and further education.</p></div></div>	<div><div>9.1</div><div>Support initiatives that encourage Aboriginal and Torres Strait Islander employees to manage their own career strategies, including professional development.</div></div> <div><div>9.2</div><div>Assist Aboriginal and Torres Strait Islander employees to identify a mentor.</div></div>



COMMUNITY ENGAGEMENT

CURRENT ENVIRONMENT

The University of Canberra's main campus is located on the traditional country of the Ngunnawal Peoples and respects the long-term sustainability of Aboriginal and Torres Strait Islander cultures, the natural environment, and resources.

Closing the gap in Aboriginal and Torres Strait Islander disadvantage is a shared responsibility, benefiting all students, our society, and our economy as a whole. Therefore, the University, our partners and broader communities have a reciprocal responsibility to deepen our engagement.

The Aboriginal and Torres Strait Islander leadership at the University has fostered diverse and valuable partnerships across government, community, and industry, which are central to the University's reputation for attracting Aboriginal and Torres Strait Islander students.

The University is a central hub within our community, and the University commits to leverage our position in the community to engage with other community members for the benefit of all.

As we deepen our engagement between the University of Canberra and Aboriginal and Torres Strait Islander communities, our aim is to enable the University to have meaningful opportunities to improve the quality of the lives of Aboriginal and Torres Strait Islander peoples and preserve cultural safety.

“Closing the gap in Aboriginal and Torres Strait Islander disadvantage is a shared responsibility, benefiting all students, our society, and our economy as a whole.”



Wiradjuri woman of central NSW, and UC CIRI/FAD Postdoctoral Fellow (writing and indigenous studies), Anita Heiss.

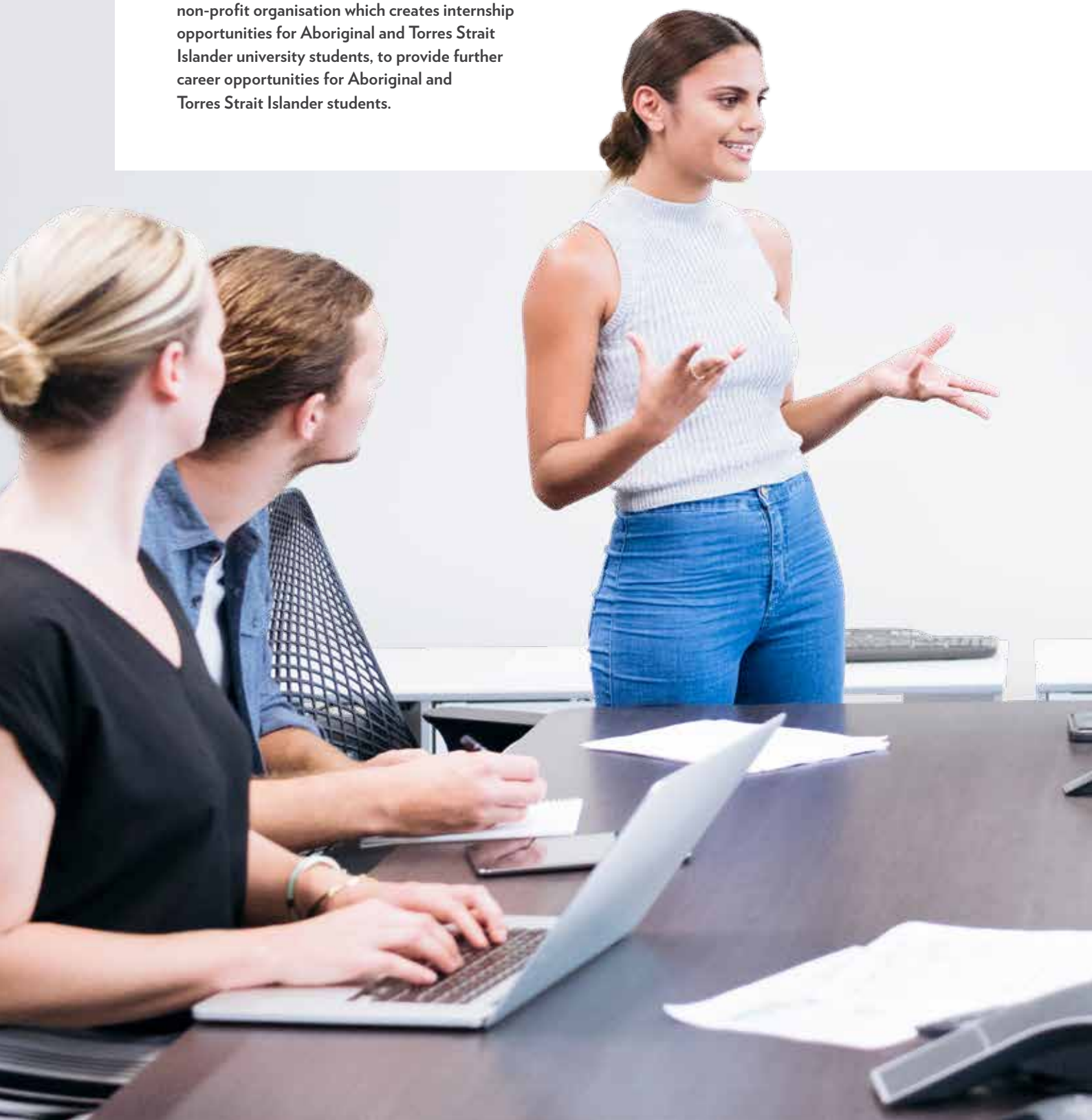


UC'S 10-YEAR AGREEMENT WITH CAREERTRACKERS



In May 2015, the University of Canberra signed an agreement with CareerTrackers, a national non-profit organisation which creates internship opportunities for Aboriginal and Torres Strait Islander university students, to provide further career opportunities for Aboriginal and Torres Strait Islander students.

“ The University of Canberra acknowledges the benefits of practical, hands-on learning and this arrangement will allow us to continue to provide a range of valuable internship opportunities for students ”



Dean of Aboriginal and Torres Strait Islander Leadership and Strategy Professor Peter Radoll, said the agreement builds on an already strong relationship the University has with CareerTrackers.

"The University of Canberra acknowledges the benefits of practical, hands-on learning and this arrangement will allow us to continue to provide a range of valuable internship opportunities for students for the next 10 years," he said.

"The University is committed to developing better access to university education for Aboriginal and Torres Strait Islander people, and to promote higher levels of participation in tertiary education. By partnering with CareerTrackers, students will have access to additional professional development training opportunities to help them succeed in their chosen profession," Professor Radoll said.

CareerTrackers CEO Michael Combs said he is pleased a long-term relationship has been confirmed with the University.

"University of Canberra students will have the opportunity to work for some of Australia's largest corporations including Qantas, insurance group IAG and Lend Lease.

"This partnership creates opportunities for students to complement their studies with practical experience. Ultimately, we aim to see more Aboriginal and Torres Strait Islander students complete university and enter the workforce with the skills and confidence they need to become industry and community leaders," Mr Combs said.



KEY RESULT AREA

Goal: Identify and promote effective connections that enable the University of Canberra to have meaningful opportunities to improve the quality of the lives of Aboriginal and Torres Strait Islander peoples and preserve cultural safety.

OBJECTIVES	ACTION ITEMS
10 To deepen the engagement between the University of Canberra and Aboriginal and Torres Strait Islander communities and education networks.	<ul style="list-style-type: none">10.1 Support or work with an Aboriginal and Torres Strait Islander advisory committee that is representative of the local community and objectives of the University.10.2 Develop multi-layered partnership relationships in which the development of academic collaborative provision, research and enterprise are mutually beneficial.10.3 Develop MOUs and strategic partnerships with local and regional Aboriginal and Torres Strait Islander bodies, organisations and businesses.10.4 Build on and extend the range of Aboriginal and Torres Strait Islander representation on University boards, governing bodies and working/task groups to extend influence on strategic decision-making and policy.
11 To facilitate engagement between Indigenous peoples on a global scale.	<ul style="list-style-type: none">11.1 Develop our engagement with neighbouring university hubs within the Asia/Pacific region e.g. Singapore and Wellington.11.2 Create international partnerships with universities that offer strong Indigenous programs.11.3 Increase Aboriginal and Torres Strait Islander students studying abroad by 2 per cent each year between 2017 and 2021.
12 To provide a culturally safe environment for students, staff and communities through recognition of our First Peoples – Aboriginal and Torres Strait Islander people.	<ul style="list-style-type: none">12.1 Foster and maintain cultural safety competencies and actions by all students and staff, including acknowledgement of and respect for cultural protocols university-wide.12.2 Build on the engagement of Aboriginal and Torres Strait Islander Elders, men, women, youth and communities to provide leadership and direction to the University on the design and delivery of programs and services to Aboriginal and Torres Strait Islander peoples.12.3 Enhance physical and online spaces (including buildings, lecture theatres and web pages) to signify the University of Canberra respects cultural safety.12.4 Develop cultural safety training modules for employees in collaboration with the local Aboriginal and Torres Strait Islander community and the Office of Aboriginal and Torres Strait Islander Leadership and Strategy.





Photo courtesy of Tyronne Bell.

UNIVERSITY OF CANBERRA
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Cover image (left to right):

University of Canberra Chancellor
Professor Tom Calma AO, a Kungarakan elder.

Worimi artist and University of Canberra alumna
Krystal Hurst (Bachelor of Cultural Heritage).

Dean of Aboriginal and Torres Strait Islander
Leadership and Strategy Professor Peter Radoll,
an Anaiwan man.

Cover photo courtesy of Kim Pham.