

FIRST NATIONS ROADMAP 2026-2030

First Nations leadership, self determination and cultural authority embedded across UniSQ, delivering equitable outcomes, regional impact, and national leadership.

The First Nations Roadmap provides a clear line of sight from ambition to delivery to assurance, ensuring UniSQ delivers sustained impact for First Nations peoples, communities, and future generations.

STRATEGIC FOCUS

Focus areas over the next 5 years

1

Leadership & Governance

- Cultural leadership embedded in governance and decision making.
- Clear accountability and oversight.

2

Student Success

- Students access, belong, succeed and graduate through culturally safe, inclusive and supportive learning experiences.
- Improved retention and completion.

3

Research Excellence

- Research is ethical, impactful and community led.
- Growth in First Nations led research.

4

Workforce & Careers

- Staff belong, contribute, progress and lead in culturally safe workplaces.
- Increased representation, career progression and leadership.

5

Community Partnership

- Long term, reciprocal partnerships.
- Tangible regional and community benefit.

GUIDING PRINCIPLES

Whole-of-University approach

- First Nations peoples are the First Peoples of Australia and represent the world’s oldest continuing living cultures in the world.
- First Nations cultures, identities, heritages, languages, lore/law, custodianship, and social and spiritual systems practiced by diverse groups within First Nations society is respected and recognised across the University.

HOW WE WILL DELIVER

Shared commitment & partnership

Led through strong institutional commitment

- Clear leadership from the Vice-Chancellor, Executive Leadership Team and Pro Vice-Chancellor (First Nations)

Embedded in how UniSQ works

- Alignment with UniSQ’s education, research and workforce priorities

Delivered in partnership

- Shared responsibility across the University, guided by co-design, respectful partnerships and culturally safe practice.



Our pledge, Our performance, Our partnerships, Our people, Our places

The First Nations Roadmap 2026-2030 is the University’s overarching framework to align and coordinate activity across education, workforce, research, and community engagement. Its goals focus on improving First Nations student access, participation, retention, and completion, alongside strengthening workforce representation, leadership pathways, and career development. The Roadmap prioritises embedding cultural safety and addressing racism, while recognising and integrating First Nations knowledges and perspectives across teaching, research, and governance.

Key priorities include building culturally safe learning and working environments, strengthening community partnerships, and ensuring research is ethical, community-informed, and delivers benefits. The Roadmap also emphasises accountability through improved measurement, reporting, and evaluation. Collectively, these goals aim to position UniSQ as a place of First Nations learning, cultural authority, and intercultural exchange, contributing to equity, self-determination, and long-term impact for First Nations peoples and communities.



STRATEGIC FOCUS <i>Focus areas over the next 5 years</i>	1 Leadership & Governance	2 Student Success	3 Research Excellence	4 Workforce & Careers	5 Community Partnership
STRATEGIC PILLARS <i>High-level pillars outlined in our enabling strategies</i>	• Governance and Accountability: Strong, transparent governance and shared accountability in delivering the First Nations Strategic Workforce Framework. • Leadership: The University champions and commits to sharing the responsibility and accountability for First Nations education.	• Learning and Teaching: Ensure that all teaching being delivered to our students is of the highest quality, and that First Nations knowledges are represented and embedded throughout the curriculum. • Education Pathways: Facilitate First Nations student access, retention and success through culturally responsive support services and career pathways through initiatives such as the Indigenous Higher Education Pathways Program (IHEPP).	• Build Capacity of First Nations Researchers: Elevate First Nations voices in UniSQ research, focusing on identifying, mentoring, and supporting First Nations researchers. • Building Culturally Safe Researchers: Equip UniSQ non-First Nations researchers with the knowledge, tools and environment to undertake First Nations research in a culturally safe manner.	• Cultural Safety: Create culturally safe environments where First Nations staff feel respected, empowered, and valued. • Attraction and Recruitment: Nationally recognised First Nations employer of choice by prioritising person-centred strength-based approaches. • Retention: Empower leaders, managers and supervisors to develop, model and promote culturally safe workplace practices and behaviours. • Development: Prioritise, implement, and embed innovative and structured 'Grow Your Own' approaches.	• Community as Partner: Foster authentic community partnerships to drive strategic research approach, implementation, evaluation, and dissemination. Deepen engagement between First Nations communities and the broader university, for long-term journeying together
ENABLING STRATEGY <i>Our actions</i>	• First Nations Strategic Workforce Framework	• First Nations Education Strategy; First Nations Research Strategy	• First Nations Research Strategy	• First Nations Strategic Workforce Framework	• First Nations Research Strategy; First Nations Education Strategy; First Nations Strategic Workforce Framework
OUTCOMES <i>What success looks like</i>	• First Nations leadership visible across UniSQ	• Strong student cohorts graduating into careers	• Research delivering benefit for communities and regions	• Culturally capable workforce with recognised contributions	• UniSQ recognised as a trusted national leader
SUCCESS MEASURES <i>How we will reach our goals</i>	• Workforce representation • Leadership progression • First Nations voice in decision-making	• Improved First Nations student participation, retention and completion	• Growth in First Nations led research and HDR participation	• Increased First Nations Staff • Evidence of culturally safe practices • Evidence of support for career progression	• Strength and outcomes of community partnerships