



UNE Indigenous Education Strategy

2023-2025

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University of
New England



UNE Indigenous Education Strategy 2023-2025

The Australian Government Department of the Prime Minister and Cabinet initiated the [Indigenous Student Success \(Higher Education\) Program \(ISSP\)](#) in January 2017. ISSP is a supplementary funding source for higher education providers related to Aboriginal and Torres Strait Islander students, replacing the Indigenous Commonwealth Scholarships Program and Indigenous tutorial assistance. Eligibility for ISSP grants requires universities to have an Indigenous Education Strategy that meets several requirements to enhance student success in higher education.

The Indigenous Education Strategy outlines priority areas and tasks that directly affect the recruitment into, and success of, Indigenous Australians at the University of New England. The Strategy is a collaboration across the University to ensure a whole-of-University approach to Indigenous success. The plan is consistent with the UNE Strategic Plan.

Future Fit

The Goals of Future Fit, the Decadal Strategy directly supports the Indigenous Education Strategy. These goals include:

Goal 1: Personalised Learning Journeys-Crafting, adapting and supporting learning journeys that are distinctive in their accessibility and flexibility

Goal 2: Empowering Communities- Creating and sharing knowledge to make a difference locally, regionally and globally

Goal 3: Building Resilience-Committing to environmental, social, and financial resilience for the university, our staff, our students and our communities

Values

UNE values that support behaviours include:

- **Be Open:** We build our relationships on the principles of openness, transparency, sincerity and inclusivity.
- **Be Enquiring:** We have the curiosity, foresight, flexibility, creativity, courage, and perseverance to spur positive change.
- **Be Exceptional:** We know that integrity, ambition and a commitment to continuous improvement are key to excellence as a university.
- **Make A Difference:** We strive to create positive change for individuals and communities.

Target Audience

The Indigenous Education Strategy targets:

- Existing students in coursework and higher degree research programs at the University of New England.
- Indigenous students in Schools that aspire to higher education.
- Indigenous and non-Indigenous Staff at the University of New England.

Goals of the Education Strategy

The Indigenous Education Strategy seeks to:

- Grow the Indigenous student body at the University of New England.
- Drive the inclusion of Indigenous knowledges and content in curricula.
- Improve student success through pedagogical and engagement activities.
- Improve campus climate by increasing cultural competence.

The Strategy incorporates seven Focus Areas:

- Focus 1:** Student Success
- Focus 2:** Pathways to Higher Education
- Focus 3:** Curricula
- Focus 4:** Cultural Competency
- Focus 5:** Management and Reporting
- Focus 6:** Teaching and Learning
- Focus 7:** Data

Time frames

A three-year Strategy from 2023-2025.
Priorities: See the time column.

Focus 1: Pathways to Higher Education

Task	Key Performance Indicator	Measure	Outcome	Time	Who
1.1 Enhance academic pathways to UNE	1.1.1 Create and pilot a Pathways Academy from school to UNE	Enrollments	Increasing enrollment	Dec 2024	DVC PVC-IS
1.2 Develop multiple pathways to higher education	1.2.1 Review/Strengthen the interview pathway to UNE	Enrollments	Increasing enrollment	Dec 2024	DVC EPBPBD
	1.2.2 Redevelop and diversify the TRACKS program	Changes completed	Increasing enrollments in programs	Dec 2024	DVC PVC-IS
	1.2.3 Investigate a competency-based pathways program	Proposal created	New program prepared for approval process	Dec 2024	DV PVC-IS EP-EF
1.3 Develop incentives for school pathways	1.3.1 Create scholarships for school achievers	# of scholarships	Increasing enrollment from high school	Dec 2023	DVC PVC-IS

Focus 2: Student Success

Task	Key Performance Indicator	Measure	Outcome	Time	Who
2.1 Establish a university working group to review success / retention challenges and barriers with the intent of advising on policy/practices.	2.1.1 Higher % of success and retention	Increase	Increased Student success and completion	Dec 2025	DVC EP-SE Ooral
2.2 Establish in-house faculty Indigenous advisors.	2.2.1 Higher % of success and retention	Increase	Increased Student success and completion	Dec 2025	DVC Faculties
2.3 Use data analytics to green/yellow/red flag Indigenous learners with respect to success and retention.	2.3.1 Higher % of success and retention	Increase	Increased Student success and completion	Dec 2025	DVC EP-SE
2.4 Tiered support and engagement structure	2.4.1 Develop tiered levels of support and engagement program	Increase success	Increased Student success and completion	Dec 2024	DVC PVC-IS
	2.4.2 Students registered in engagement programs specific to their personalised needs	Registered	Increased Student success and completion	Dec 2024	DVC PVC-IS
2.5 Create a community of best practice	2.5.1 Develop a UNE Student Engagement committee to share knowledge, best practice and engagement strategies	Committee established and operational	Increased Student success and completion	Jun 2023	DVC EP-SE
2.6 Establish early engagement / Lean into Learning	2.6.1 Develop an on-boarding process from the time of offer	Increase enrollments	Increased Student success and completion in the first year	Jun 2023	DVC PVC-IS
	2.6.2 Offer a Pre-Orientation Program on campus (UNE Armidale)	Increased engagement and attendance	Increased Student success and completion in the first year	Jun 2023	DVC PVC-IS
2.7 Increase Indigenous participation in student-led bodies	2.7.1 Support the re-establishment and growth of the Indigenous Students Association (ISA)	Membership growth	Increased student voice in the UNE community	Dec 2023	DVC PVC-IS

Focus 3: Curricula

Task	Key Performance Indicator	Measure	Outcome	Time	Who
3.1 Enhance Indigenous course/unit content across faculties	3.1.1 Map units and courses with Indigenous content, focus, or standards	Curricula map	A clear picture of Indigenous content at UNE	Dec 2024	DVC Deans
	3.1.2 Develop resources and curricula to support units/courses	# of courses	Increase in Indigenous curricula at UNE	July 2024	DVC Deans
	3.1.3 Employ SME's to undertake Indigenous curricula transformation	# of units updated	Relevant, quality, authentic curricula at UNE	Jul 2024	DVC Deans
3.2 Create new units to support existing programs across faculties	3.2.1 Work with Faculties/ stakeholders to create relevant units to address program needs	# of units created	Increased number of Indigenous-specific units and courses at UNE	Dec 2025	DVC Deans
	3.2.2 Develop a list of, and employ, SME's to provide advice and technical support for program enhancement	Database created	A network of, and increased access to Indigenous SME's	Dec 2023	DVC Deans
	3.2.3 Create grants to assist in the implementation of Indigenous content for individual staff	# of grants	Increase in Indigenous content in curricula	Dec 2024	DVC Deans
3.3 Create a field of Indigenous Knowledges or Ways of Knowing	3.3.1 Implement an Indigenous Knowledges schedule of forums and events	Schedule of activities	An active discourse of Indigenous Knowledges at UNE	Dec 2023	DVC PVC-IS
	3.3.2 Investigate and define Indigenous knowledges at UNE	Discussion Paper developed	An active discourse of Indigenous Knowledges at UNE	Dec 2024	DVC PVC-IS
	3.3.3 Create partnerships with communities to support the Indigenous knowledge base	# of partnerships	An increase in partnerships with community organisations and members	Dec 2023	DVC PVC-IS
	3.3.4 Define Indigenous Knowledges with cultural standards	Completed	Indigenous cultural standards	Jan 2025	
	3.3.5 Examine international pedagogical tools in Indigenous education for distribution and training	Literature review created	Completed and shared with UNE staff	Jul 2024	
3.4 Readiness for work and career advancement	3.4.1 Design TRACKS Pathway for those seeking to enhance their employability	Enrollments	Increased TRACKS Enrollments	Dec 2023	DVC PVC-IS
	3.4.2 Create Indigenous Graduate Attribute relating to cultural competency of graduates	Graduate Attribute approved	Improved campus safety	Dec 2024	EP-Student Experience
	3.4.3 Develop Capstone unit to reflect Indigenous Graduate Attribute	Enrollments	Improved campus safety	Dec 2024	DVC Deans
	3.4.4 Expand Indigenous Student Ambassador Program	Extend outside of existing program within Oorala	Student Ambassadors placed in other directorates	Dec 2023	DVC PVC-IS AEC

Focus 4: Cultural Competency						
Task	Key Performance Indicator	Measure	Outcome	Time	Who	
4.1 Review current cultural training programs	4.1.1 Training programs reviewed and recommendations implemented	Completed	Cultural training programs enhanced	Dec 2023	DVC/ COO PVC-IS	
4.2 Develop a UNE cultural competency framework	4.2.1 Create a cultural competency framework and promulgate	Completed	Framework approved and implemented	Dec 2023	DVC / COO PVC-IS	
4.3 Require formal completion of cultural training by all staff and students	4.3.1 HR to embed cultural training as required on-boarding	Completed	Staff required to undertake training as on-boarding requirement	Dec 2024	DVC / COO	
	4.3.2 Students to receive required cultural training before graduating	Completed	Academic requirement	Dec 2024	DVC / COO	
Focus 5: Management and Reporting						
Task	Key Performance Indicator	Measure	Outcome	Time	Who	
5.1 Create standard Indigenous reporting criteria for university governance	5.1.1 Develop reporting templates and timelines for input to University Committees including: <ul style="list-style-type: none"> • Academic Board and its committees • Faculty Education and Research Committees • School committees • Executive Committee • Council • Other committees as required 	Structure and requirements Completed	Reporting	July 2024	DVC Governance and Secretariat	
5.2 Implement Indigenous-specific responsibilities and accountabilities into key leadership position descriptions	5.2.1 Position descriptions for executive and SLT reviewed and Indigenous-specific responsibilities implemented across all senior roles including schools, faculties and divisions.	Completed	Report submitted to VC on changes	Mar 2024	VC	
Focus 6: Teaching and Learning						
Task	Key Performance Indicator	Measure	Outcome	Time	Who	
6.1 Implement professional development for F2F and online pedagogy to engage Indigenous learners	6.1.1 Increased student success/ retention/completion	Increase	Improved student satisfaction QILT surveys	Jul 2024	DVC PVC-AD EP-EF	
6.2 Develop best practice tools for F2F and online unit/ course design	6.2.1 Staff training in course design for diverse groups	Increase staff satisfaction	Improved staff satisfaction	Jul 2024	DVC PVC-AD EP-EF	
	6.2.2 Strategic curriculum design framework-Mapping evidence of design e.g., course design framework, policy, procedures, board participation and committees etc	Investigate and map	Imbricated course design	Jul 2024	DVC PVC-AD EP-EF	

6.3	Align/contextualise Indigenous pedagogy	6.3.1 Create a map to assess pedagogy activities and relevance to Indigenous learners in courses	Map completed	Faculty reports	Dec 2024	DVC PVC-AD EP-EF
		6.3.2 Create a toolbox of pedagogical practices relevant to Indigenous learners	Toolbox developed	Improved student satisfaction	Dec 2024	DVC PVC-AD EP-EF
Focus 7: Data						
Task	Key Performance Indicator	Measure	Outcome	Time	Who	
7.1	Create/adopt data sovereignty principles	7.1.1 Principles document accepted and implemented	Completed	Report	Dec 2023	DVC EP-EF
		7.1.2 Workflow/process flow chart created	Completed	Report	Dec 2023	DVC EP-EF
		7.1.3 Principles adopted by Academic Board or other quality structure	Completed	Report	Dec 2023	DVC EP-EF
7.2	Principles-based Ethics Framework (links to a potential data ethics framework)	7.2.1 Map data Usage/requirements	Completed	Report	Dec 2023	DVC EP-EF
		7.2.2 Add to the current version of the learning analytics				
7.3	Analytics	7.3.1 Identify data questions, sources, and evaluation cycles	Completed	Report	Dec 2023	DVC EP-EF
		7.3.2 Data Strategy created and linked to dashboard. Identify data requirements	Completed	Report	Dec 2023	DVC EP-EF
		7.3.3 Leading indicators created for 'dashboard'	Completed	Report	Dec 2023	DVC EP-EF

