



THE UNIVERSITY
OF QUEENSLAND
AUSTRALIA

CREATE CHANGE



Indigenous Business Hub Strategic Plan

2026–2028

Strengthening an Indigenous led business ecosystem that is culturally grounded, community aligned, and future focused

Acknowledgement

The Business School acknowledges the Traditional Owners and their custodianship of the lands on which the School operates.

We pay our respects to their Ancestors and their descendants, who continue cultural and spiritual connections to Country. We recognise their valuable contributions to Australian and global society.

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A word from the Dean and Head of School

As Dean of UQ Business School, I'm delighted to introduce this Strategic Plan for our Indigenous Business Hub.

This initiative reflects something deeply important to us – not only as a Business School, but as a community – our commitment to listening, learning and working alongside Aboriginal and Torres Strait Islander peoples. The Hub has grown through strong relationships with community, industry, and our own staff and students, and I've been continually inspired by the generosity, insight and leadership underpinning its work.

Through these partnerships we can support Indigenous entrepreneurship, elevate Indigenous voices in research and education, and create opportunities that are both meaningful and enduring.

Looking ahead, this Strategic Plan sets an ambitious and important path forward. It challenges us to embed Indigenous perspectives more deeply in what we teach, how we research, and how we engage with the world beyond the University. It also reminds us of the responsibility we carry: to ensure that our efforts contribute to real outcomes for Indigenous businesses and communities. I'm excited by what lies ahead and proud of what the Hub has already achieved. Together, we'll continue to build a future where Indigenous knowledge, enterprise, and leadership are recognised, respected and central to Australia's shared prosperity.



Professor Brent Ritchie

Dean and Head of UQ Business School
(2021-2026)



**“This Strategy
is ambitious
and deliberate.”**

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A word from the Director

The Indigenous Business Hub exists because of relationships with community, Indigenous businesses, students and partners committed to doing things differently.

This Strategic Plan reflects where we've come from and where we're going. It's shaped by listening and experience, and by a clear understanding that Indigenous business isn't only about economic participation, but about self-determination, cultural strength and generational impact.

Our work sits at the intersection of community, enterprise and knowledge. We're guided by Indigenous ways of knowing, being, and doing; by Indigenous governance principles; and by the communities we're accountable to and walk alongside.

This requires time to build trust, a commitment to cultural legitimacy and a focus on outcomes that matter beyond the institution.

Over the next 3 years, we'll strengthen our research impact, expand pathways for Indigenous students and scholars, and deepen partnerships across industry and community. We'll support Indigenous businesses not just to participate in the economy, but to lead within it, on their own terms.

This Strategy is ambitious and deliberate. It's grounded in doing the right work, in the right way, with the right people, to create enduring, accountable impact for future generations.



**Associate Professor
Sharlene Leroy-Dyer**

Garigal/Darug, Awabakal, Wiradjuri
Director, Indigenous Business Hub

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Our vision

“We envision a future where Aboriginal and Torres Strait Islander businesses thrive as leaders in commerce, culture and innovation; fully integrated, respected and self-determining within economic systems. Through enduring partnerships between communities, academia and industry, Indigenous enterprises shape a future grounded in Indigenous knowledges, equity and generational prosperity.”

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Our mission

“Our mission is to strengthen the growth and impact of Aboriginal and Torres Strait Islander businesses by connecting Indigenous knowledges, education and enterprise. We build partnerships across community, academia and industry to deliver culturally grounded research, business capability development and student pathways that create meaningful economic participation and leadership opportunities for Indigenous peoples.”

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Our values



Integrity

Decisions and conduct are guided by honesty, accountability, discernment and ethical practice. Integrity is upheld in all interactions and responsibilities.



Impact

Focuses on achieving outcomes that create positive change for Indigenous students, businesses and communities. Impact is intentional, measurable and aligned to community needs.



Time and relationships

Time, presence and consistency are essential to building trust. The Hub commits to working in ways that respect relationships, avoid rushed engagement and value long-term partnership.



Community alignment

Reflects the priorities, aspirations and expectations of the communities it serves. Listening, respect and alignment guide the Hub's relationships and actions.



Cultural legitimacy

Sits at the centre of the Hub's work. It reflects authority, knowledge and ethics grounded in Aboriginal and Torres Strait Islander ways of knowing, being and doing. Cultural legitimacy shapes how the Indigenous Business Hub operates, why it exists and who we're accountable to.

About this plan

The UQ Indigenous Business Hub's Strategic Plan 2026-2028 provides a clear direction for the next 3 years, setting out the priorities and actions that will guide how the Hub grows, operates and creates impact across the Indigenous business ecosystem. The Strategy serves as a framework for decision making to:

- Stay true to cultural and community foundations
- Strengthen relationships and partnerships that create a sustainable impact
- Build capability, confidence and opportunity across Indigenous businesses
- Guide investment, governance and operational focus over the next 3 years.

The Strategic Plan is guided by the intent to strengthen and sustain an Indigenous-led business ecosystem that's culturally grounded, community-aligned and future-focused, empowering Indigenous entrepreneurs, enterprises and partnerships to thrive over the next 3 years and beyond.

Our pathway for success

The UQ Indigenous Business Hub's next 3 years are framed around 5 interdependent pillars.

The pillars reflect a balance of long-term ambition and operational feasibility, and they represent the areas where we can generate the most meaningful impact.

Each pillar identifies the primary focus, the key enablers required for success and the core actions that will guide implementation.

Pillar 1

Research and Innovation

Pillar 3

Student Pathways

Pillar 5

Governance, Sustainability, and Impact

Pillar 2

Learning and Student Experience

Pillar 4

Industry and Community Partnerships



Pillar 1: Research and innovation

This pillar strengthens the Hub's research and consultancy portfolio to deliver impactful outcomes for Indigenous communities and the Indigenous business sector. It establishes clear priority themes and criteria to ensure research activity is strategically aligned and grounded in strong partnerships with trusted Indigenous organisations.

A key focus is expanding opportunities for Indigenous scholars through clearer pathways for postdoctoral roles and HDR candidates in business. This includes actively involving them in the Hub's project portfolio, providing hands-on experience, strengthening their research capability and enabling the Hub to draw on fresh perspectives and emerging expertise.

The International Journal of Indigenous Business remains a cornerstone asset. Under this pillar, the Hub aims to develop the journal to enhance its academic standing and progress its trajectory toward international A* recognition.

The Hub embeds innovation across these efforts, producing community-led and evidence-driven research that's designed to influence practice, policy and sector growth.

Enablers

- Increased Indigenous postdoctoral positions and HDR candidates
- Research assistants to support project delivery
- Dedicated funding and physical space for research and collaboration
- Strong networks and reciprocal relationships with Indigenous partners
- A clear role or lead position for Research and innovation
- Marketing and communications activity to increase visibility of research, events and outputs

To achieve this, we will:

1. Establish a research theme and project selection framework that aligns with capability, resources and strategic priorities.
2. Develop a targeted funding strategy that positions the Hub to secure competitive grants and investment, enabling growth and delivery of high-quality, impactful projects.
3. Implement a 3-year development plan for the International Journal of Indigenous Business that lifts academic quality, broadens its reach and strengthens its positioning toward A* recognition.
4. Establish a research partnerships program with trusted Indigenous partners to co-design and deliver impact reports and community-focused research.



Pillar 2: Learning and student experience

This pillar strengthens the learning environment and student experience for Indigenous business students by supporting student success, developing meaningful educational offerings and amplifying Indigenous voice and leadership across the Business School.

The Hub continues to contribute cultural insight and guidance to curriculum design; however, this is streamlined through defined criteria and process. We aim to progress Indigenous-focused learning pathways, including tailored MBA components and executive education opportunities.

We further enhance the student experience through mentoring, connected networks, committee support and improved systems for capturing engagement and achievements – reinforcing our goal of being a place of learning, leadership and support.

Enablers

- Increased Indigenous postdoctoral positions and HDR candidates
- Research assistants to support project delivery
- Dedicated funding and physical space for research and collaboration
- Strong networks and reciprocal relationships with Indigenous partners
- A clear role or lead position for Research and Innovation
- Marketing and communications activity to increase visibility of research, events, and outputs

To achieve this, we will:

1. Establish clear advisory pathways that outline how the Hub contributes expertise to curriculum and learning initiatives across the Business School.
2. Define and actively communicate the Hub's role, services and value proposition to current Indigenous Business School students through targeted engagement and clear messaging.
3. Prepare and advance a business case for Indigenous-focused MBA offerings and an Indigenous executive education or leadership program.
4. Establish an Indigenous business student committee and student network supported by a structured mentoring program.
5. Strengthen access to reliable insights about Indigenous student experiences to support informed engagement and decision-making across the Hub.



Pillar 3: Student pathways

Pillar 3 focuses on building a clear and supported pipeline for Indigenous students throughout their academic journey. It emphasises the Hub's role in supporting participation and completion by aligning with broader UQ initiatives that improve access, outreach and engagement

for Indigenous students in regional and remote Queensland.

This work is complemented by increased access to scholarships, financial support and visible pathways into postgraduate study, HDR programs and postdoctoral opportunities.

This pillar's aim is to create seamless and empowering pathways that enable Indigenous students to progress confidently into business, leadership, research and enterprise.

Enablers

- Review of entry requirements and support to enable more Indigenous students to enter and succeed
- A pipeline strategy that supports seamless progression from school through undergraduate, postgraduate, MBA, HDR and postdoctoral pathways
- A dedicated pathways role or responsibility within the Hub
- Scholarship development and linked support arrangements

To achieve this, we will:

1. Develop a student pathways strategy that maps progression from early engagement through to postgraduate and research opportunities.
2. Collaborate with relevant units to strengthen entry pathways and support mechanisms that influence Indigenous student enrolment, participation and completion within the Business School.
3. Expand Indigenous student access to scholarships and funding opportunities across undergraduate, postgraduate, HDR and postdoctoral levels.
4. Establish a dedicated Hub contact to collaborate with pathway-focused teams across the Faculty and Business School, and lead Hub-specific contributions.
5. Grow a UQ Indigenous Business School network, including alumni, to foster engagement, collaboration and knowledge sharing.



Pillar 4: Industry and community partnerships

Pillar 4 elevates the Hub's role in fostering collegial, meaningful and targeted engagement with industry, the Indigenous business sector, communities and aligned networks across UQ and beyond. It positions the Hub as a connector, linking UQ capability with Indigenous businesses and community priorities to enable shared outcomes.

While trusted Indigenous partners contribute to impact-focused research under Pillar 1, this pillar broadens that engagement to encompass partnerships that support project delivery, learning opportunities, capability building and revenue generation.

These relationships form a core foundation for collaboration across all pillars, strengthening the Hub's influence and ensuring that its work remains grounded in community needs and industry relevance.

Enablers

- Reliable data and reporting that gives visibility of partners, projects and outcomes
- Communications and marketing capacity to tell the Hub's story and highlight partners
- A dedicated stakeholder engagement position or coordination role
- Revenue strategies that link partnerships to sustainable income across pillars

To achieve this, we will:

1. Develop a partnership framework that guides strategic, culturally grounded engagement with Indigenous businesses, communities and corporate partners.
2. Build and maintain an active, values-aligned network of Indigenous businesses, sector bodies, academic centres and trusted partners that support the Hub's strategic objectives.
3. Co-design a portfolio of projects and initiatives with selected partners that demonstrate best practice and cultural innovation.
4. Establish at least one regular industry and community-focused event or forum hosted or led by the Hub each year.



Pillar 5: Governance, sustainability and impact

This pillar strengthens the foundations of the Indigenous Business Hub by establishing a clear and coherent structure that supports long-term sustainability and effective delivery across all areas of work.

As the Hub evolves from a collective of contributors across multiple operating areas,

there's a need for defined roles, streamlined reporting mechanisms, transparent budgeting and a sustainable resourcing model.

This pillar also recognises that governance is dynamic and must adapt as the Hub grows. Positioning governance, sustainability and impact as a standalone focus ensures ongoing

visibility, regular monitoring and continuous refinement – enabling the Hub to remain accountable, resilient and well-positioned to deliver meaningful outcomes for communities, partners and the University.

Enablers

- A dedicated governance and structure review to map current state and future state
- Institutional support for structural recommendations and resourcing
- Clear budget processes and financial reporting tools
- Impact and performance frameworks aligned to the Strategy

To achieve this, we will:

1. Set a sustainable governance pathway with aligned resources and incremental milestones to guide progression toward Centre status.
2. Implement a clear operating model with defined roles, responsibilities and reporting, supported by scalable operational frameworks and systems.
3. Create an impact and performance framework with annual reporting, and activate a cohesive brand and communications approach to share outcomes and engage stakeholders.
4. Form an Advisory Committee to deepen relationships and draw guidance from community, academics and Elders to shape strategic direction and impact.



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For further details, contact:

Indigenous Business Hub,
Business School
The University of Queensland

E indigenous.business@business.uq.edu.au

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