



**Murdoch**  
UNIVERSITY

Reconciliation  
**Action Plan**  
2019-2021

# Artwork Credit

Shane Pickett  
born 1957, Quairading, Western Australia, died 2010, Perth, Western Australia

*Six Seasons: Bunuroo, Wanyarang, Muguroo, Djilba, Kamarang, Biroc*

2005, suite of 6 colour etchings, edition 17 of 50. 34 x 49cm each

Donated to Murdoch University Art Collection through the Australian Government's Cultural Gifts Program by Alan R. Dodge AM & Neil Archibald 2012

Artwork and text reproduced with permission from Mossenson Galleries on behalf of the Estate of Shane Pickett

© Estate of Shane Pickett 2019

In his lifetime, Shane Pickett was one of the foremost Nyoongar artists who combined his deep knowledge and concern for Nyoongar culture with a confident and individual style of gestural abstraction. Pickett created paintings that resonated with a profound but subtle immediacy. Balancing innovation with tradition, modernity with an ancient spirituality, Pickett created a complex visual metaphor for the persistence of Nyoongar culture against the colonizing tide of modernity. Pickett's celebrated suite of etching titled *Six Season*, represents each one of the six seasons, which is the annual cycle guiding Nyoongar people in their understanding of their country.



### **Bunuroo**

(January and February) is the season where many adolescents become adults and the songs of marriage and responsibilities are of importance.



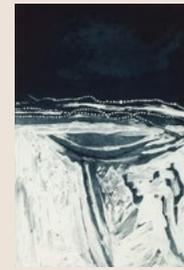
### **Wanyarang**

(March and April) is a time when those who have recently attained adulthood pair up and prepare their places or homes for courtship. Males put on their best costumes to impress the females. Nature prepares itself for the next cycle.



### **Muguroo**

(May and June) is the season of courtship and fertility. The magpie sings alone calling for rain and for all his clan to come and listen to the song of fertility. This is the beginning of nature's new cycle.



### **Djilba**

(July and August) is time for conception in nature's womb. The rainbow lorikeet sings with happiness, as the frogs sing their love songs and wisdom for life to continue.



### **Kamarang**

(September and October) bursts out in natural blooms of many different plant types to symbolise the birth of nature's new life, and the boasting is part of the song and dance of the newborn.



### **Biroc**

(November and December) is the season where nature sings the songs of childhood and the beginning of a new summer and warmer weather.



# Acknowledgement of Country

*Murdoch University acknowledges and pays respect to the Traditional Owners of the land on which Murdoch University is located; the Whadjuk people of the Noongar Nation. It is upon their ancestral lands that Murdoch University is built.*

*As we share our knowledge, teaching, learning and research practices within this University may we also pay respect to the knowledge embedded forever within the Aboriginal Custodianship of Country from the past, the present and the future.*

*The acronym for the Reconciliation Action Plan (RAP) is used throughout the RAP for the purpose of brevity.*

## Contents

|  |           |
|--|-----------|
| Message from Reconciliation Australia      | 3         |
| Message from the Vice Chancellor           | 4         |
| Our Vision for Reconciliation              | 5         |
| Our Business                               | 6         |
| Our Reconciliation Action Plan             | 7         |
| Our Stories                                | 8         |
| <b>1. Relationships</b>                    | <b>10</b> |
| Focus on Governance                        | 11        |
| Focus on Collaborative Partnerships        | 12        |
| Focus on Service to Society                | 13        |
| Focus on People, Values and Culture        | 14        |
| Focus on Physical and Digital Environment  | 15        |
| <b>2. Respect</b>                          | <b>16</b> |
| Focus on Students and Education            | 17        |
| Focus on Research and Innovation           | 19        |
| Focus on Service to Society                | 20        |
| Focus on Physical and Digital Environment  | 20        |
| Focus on People Values and Culture         | 21        |
| <b>3. Opportunities</b>                    | <b>22</b> |
| Focus on People, Values and Culture        | 23        |
| Focus on Collaborative Partnerships        | 25        |
| Focus on Global Outlook                    | 26        |
| Focus on Physical and Digital Environment  | 27        |
| <b>4. Tracking, Progress And Reporting</b> | <b>28</b> |
| Focus on Governance                        | 29        |



# Message from **Reconciliation Australia**

On behalf of Reconciliation Australia, I am delighted to see Murdoch University continue its reconciliation journey and to formally endorse its second Innovate RAP.

Through the development of an Innovate RAP, Murdoch University continues to play an important part in a community of over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia, defines and measures reconciliation through five critical dimensions: race relations; equality and equity; institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides Murdoch University with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, Murdoch University will

strengthen its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish Murdoch University well as it embeds and expands its own unique approach to reconciliation. We encourage Murdoch University to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

*“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”*

On behalf of Reconciliation Australia, I commend Murdoch University on its second RAP, and look forward to following its ongoing reconciliation journey.



**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

# Message from the **Vice Chancellor**

Reconciliation continues to be a crucial component in Australia's progress as a nation, just as it is for Murdoch University's path into the future. I can proudly say that this is the second consecutive Reconciliation Action Plan (RAP) to be developed by Murdoch University. Our inaugural RAP (2015 - 2018) significantly raised the profile of reconciliation and Aboriginal and Torres Strait Islander peoples, cultures and contributions at Murdoch University and in our second, we aim to consolidate these actions to further strengthen our commitment to reconciliation. This RAP will be launched alongside our new Aboriginal and Torres Strait Islander Employment Strategy.

At Murdoch University, we are committed to improving outcomes for Aboriginal and Torres Strait Islander students. Thanks to the hard work of the Kulbardi Aboriginal Centre, we have seen a major increase in the number of Aboriginal and Torres Strait Islander students studying at Murdoch University and an increase in retention, success and completions. In 2018, we saw our highest number of Aboriginal graduates to date and we project that the number of completions will continue to grow. In April 2018, Murdoch University launched a new research centre, Ngangk Yira, to honour its commitment to improve health outcomes for Aboriginal families. This centre is the first of its kind in Australia.

Since the launch of our inaugural RAP, we have established many important initiatives to build a culture that values Aboriginal and Torres Strait Islander inclusion and success. We have embedded cultural protocols that are now a part of the way we do things at Murdoch University. All significant events now include a 'Welcome to Country' and all lecturers and unit coordinators are required to do an 'Acknowledgement of Country' at their first lecture of the semester. We have also incorporated local knowledge systems into the design of our physical environment.

As part of our strategic plan, we commit to walking alongside Aboriginal and Torres Strait Islander peoples to realise a collaborative vision for society that is harmonious, equitable and truly reconciled. Most importantly, we recognise how integral Aboriginal and Torres Strait Islander leadership, innovation, scholarship and entrepreneurship are in achieving this vision. As we strive to achieve our targets we are guided by the principles of integrity, respect, diversity, purpose and future-focus through which we can achieve measurable and sustainable outcomes for the community.

I wish to acknowledge the leadership of Chanelle van den Berg, Sharna Ninnette and the Reconciliation Action Plan Steering Group for driving the development of the RAP. I would also like to acknowledge and give thanks to the honorary Elders panel and the many staff and students who participated in the RAP consultation forums. Their guidance and assistance gives life and practical action to our aspirations.



**Professor Eeva Leinonen**  
Vice Chancellor  
Murdoch University



# Our Vision for **Reconciliation**

True reconciliation requires passion for change while paying heed to the impact of the past on the social and emotional wellbeing outcomes of Aboriginal and Torres Straits Islander peoples including their access to education and employment. As the Pro Vice Chancellor Aboriginal and Torres Strait Islander Leadership, I am proud this second consecutive RAP has resulted from considered and thoughtful discussions and reflections.

Murdoch University, as a tertiary education organisation, has a significant responsibility to realise equity in education access and success. This RAP signals Murdoch's important commitment to achieving and sustaining gains in this area through realistic and achievable outcomes for growth in two key areas: student numbers and success and workforce numbers. Through the latter, we will see sustainable change for the place of Aboriginal and Torres Strait Islander students and staff in the higher education sector including at Murdoch University well into the future.

Knowledge gained through education is a powerful tool for self-determination, societal change and reconciliation. Our ultimate aim is for sustained social change where racism and the impact of past policies and history ceases to impact self-determination and what Aboriginal and Torres Strait Islander peoples can realise and achieve in Australia. Murdoch University along with others in the higher education sector have an important part to play in this being achieved.

This second RAP has been a wonderful collaboration of Aboriginal and Torres Strait Islander peoples alongside their non-Indigenous counterparts and I acknowledge the leadership of Chanelle van den Berg and the Reconciliation Action Plan Steering Group in ensuring the respect and valuing of Aboriginal and Torres Strait Islander people's knowledges and diversity.

Through this RAP, we aspire to continue to build strong, respectful and trusting relationships and partnerships with Aboriginal and Torres Strait Islander peoples and the community and to highlight the achievements of Aboriginal and Torres Strait Islander peoples within the organisation.

I wholeheartedly endorse this second RAP and will champion Murdoch Universities long term commitment to further build and foster respectful relationships with WA's diverse Aboriginal peoples and communities.



**Professor Rhonda Marriott**  
Centre Director, Ngangk Yira  
Pro Vice Chancellor Aboriginal and Torres Strait  
Islander Leadership

# Our Business

Murdoch University spans six campuses across four countries, offering students a diverse range of learning environments. We have three Western Australian Campuses situated in Perth, Mandurah and Rockingham. As well as three international campuses in Singapore, Dubai and Myanmar.

At Murdoch University we focus on one purpose: to be a creative force for current and future generations. Our two core goals are: to educate free thinkers who thrive in society and are sought after by employers; and to provide life changing solutions for the world's big challenges through our outstanding translational research and innovative practice. We are a university for all. Irrespective of background and social standing with a focus on social equity, self-direction and freedom of thought and belief.

Murdoch University plays a key role in the economic and social wellbeing of the many communities we are a part of, and as a university we have a mandate to be in the service of society. Murdoch University was established in 1975 for this very purpose, as the second university in Western Australia, to provide inclusive education to all who can benefit, irrespective of social standing and background.

The work of the Kulbardi Aboriginal Centre and the Ngangk Yira Research Centre has been fundamental to Murdoch University's ability to meet the needs and aspirations of Aboriginal and Torres Strait Islander peoples. Their efforts have laid a strong foundation for the ongoing and meaningful engagement with Aboriginal and Torres Strait Islander communities. We recognise how integral Aboriginal and Torres Strait Islander leadership, innovation, scholarship and entrepreneurship are in achieving our vision.

Since the launch of our inaugural Reconciliation Action Plan (RAP) in 2015, we have established many important initiatives to build a culture that values Aboriginal and Torres Strait Islander inclusion and success. The development and implementation of our Aboriginal and Torres Strait Islander Employment Strategy along with the launch of our new RAP, signals Murdoch University's commitment to increasing the employment, retention and development of Aboriginal and Torres Strait Islander staff. We currently employ 3,112 people across our Australian campuses and of that, 23 staff are Aboriginal and Torres Strait Islander. The objective of the employment strategy is to enable Murdoch University to make progress towards achieving the target of having Aboriginal and Torres Strait Islander staff constitute 3% of our employees. As of November 2018 Aboriginal and Torres Strait Islander staff constitute approximately 1% of the total staffing group. To reach the 3% target we require an additional 70 Indigenous staff.





# Our Reconciliation **Action Plan**

Our RAP sets out our commitments to change for the next two years. In identifying our deliverables, our RAP Steering Group engaged and consulted with Murdoch University staff and students, Aboriginal Elders, community members and organisations. The key themes arising from the consultation being the need for a stronger commitment to Aboriginal and Torres Strait Islander employment and the inclusion of Aboriginal and Torres Strait Islander perspectives across all learning areas.

## RAP Champions

**Ms Chanelle van den Berg** (*Deputy Chair*)  
Senior Manager Aboriginal Education

**Ms Sharna Ninnette**  
Equity Projects Officer

## RAP Steering Group Members

**Braden Hill** (*Chair*)  
Former Director Aboriginal Education, Equity and Social Inclusion

**Chanelle van den Berg** (*Deputy Chair*)  
Senior Manager Aboriginal Education

**Professor Rhonda Marriott**  
Pro Vice Chancellor Aboriginal, Director Ngangk Yira

**Ms Sharna Ninnette**  
Equity Projects Officer

**Professor Lyn Karstadt**  
Deputy Vice Chancellor (International)

**Professor Kylie Readman**  
Pro Vice Chancellor Education

**Professor Grant O'Neil**  
Pro Vice Chancellor & Executive Dean College of Arts, Business, Law and Social Sciences.

**Ms Jacqui Pike**  
Senior Human Resources Advisor

**Ms Erica Lewin**  
Manager, Equity and Social Inclusion

**Jade Maddox**  
Research Coordinator & Cultural co-lead,  
Ngangk Yira Research Centre

**Associate Professor Anne Barnes** School of Veterinary Science  
Former Director Aboriginal Education, Equity and Social Inclusion

**Mrs Elizabeth Jackson-Barrett**  
Lecturer School of Education

**Mr Greg Caust**  
Former Director of Student Management

## Aboriginal Elders Panel

We gratefully acknowledge the Elders of Murdoch University's Honorary Elders Panel for their generosity in guiding and advising us throughout the development of this second consecutive Innovate RAP. We thank them for their valuable time, wisdom and knowledge.

# Our Stories

## The record high success rate of our Indigenous students reached last year (and probably will increase again for 2018)

With the introduction of a student success officer role in 2017, Murdoch University saw the highest success rate of Indigenous students at 72% compared to 66% for the previous 12 months.



### ^ Gerald Ryder study in USA

K-Track graduate and current Biomedical Science student Gerald Ryder participated in Murdoch's student exchange program in semester 2, 2018. Gerald spent the semester at the University of Arizona, United States of America.



### ^ NAIDOC Events

Kulbardi's annual NAIDOC event attracts over 250 community members for an evening of celebration of strength, culture, wisdom and knowledges. Previous guest speakers include ABC Black Comedy's Steven Oliver and actresses Shareena Clanton and Kylie Bracknell (pictured in 2017).



### ^ Acknowledgement of Country in Chancellery

The Chancellery building now exhibits a large acknowledgment of country at the main entrance as feature piece within the physical environment, when guests visit our campus this is one of the first things they see as they enter our chancellery building.

### ^ Professor Rhonda Marriott inducted into the Women's Hall of Fame

Rhonda Marriott, one of WA's most passionate advocates for Aboriginal health and social equity has been honoured for her life's work. Professor Rhonda Marriott, from Murdoch University was inducted into the Western Australia's Women's Hall of Fame at a ceremony at Government House. Professor Marriott has worked tirelessly to identify ways to help Aboriginal families become healthier and more resilient over the course of her 50 year career in Nursing, Midwifery and academia.

**Kulbardi was a finalist in the Australian Financial Review Higher Education awards in 2018 for our Academic Pathways Program.**

K-Track Enabling Program staff were shortlisted for the *Equity and Opportunity Award* at the 2018 *Australia Financial Review Higher Education Awards*. The Awards are an initiative to highlight at a national level the tremendous contribution that the Higher Education sector makes to Australian prosperity and quality of life.



**^ Kulbardi K-track Education Pathways Award**

In 2017 Kulbardi Aboriginal Centre was awarded the prestigious *National Award for Programs that Enhance Learning* at the *Australian Awards for University Teaching*. The award was presented by Federal Minister for Education and Training, Simon Birmingham.

**Ngangk Yira**

Murdoch University Officially launched an Aboriginal Health research centre in 2018. The first of its kind in Australia, Ngangk Yira Aboriginal Health and Social Equity Research Centre is addressing urgent and complex problems affecting Aboriginal and Torres Strait Islander Health and Social Equity.



**^ Postgraduates**

Indigenous student enrolment has increased in the area of postgraduate studies, and in 2018, we had our biggest cohort of post-graduate completions, consisting of two PHD students and four masters students.



**^ Customised graduation sash**

As a way of acknowledging their success, our Aboriginal graduates are presented with an honorary stole, illustrated by Bianca Wilder, a Noongar woman, the sash signifies aspects of the traditional land that Murdoch University resides. The graduands will proudly wear this sash when accepting their graduation certificate.

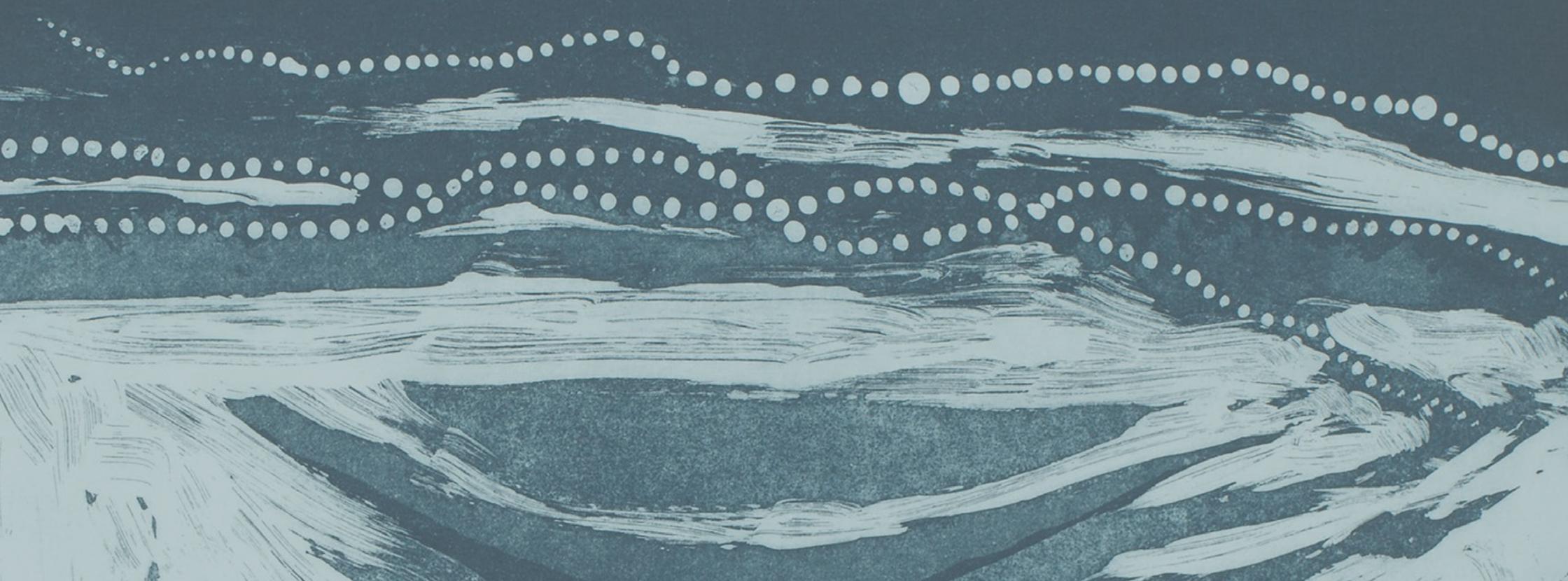


**< Noongar representation in Singapore**

Our Singapore graduations now include Noongar performances showcasing Aboriginal culture internationally in recognition of the Noongar grounds on which Murdoch was established.

# 1. Relationships

Murdoch University is committed to bringing Aboriginal and Torres Strait Islander peoples and the broader Australian community together, focusing on communication and understanding. We recognise that relationships are essential in creating stronger connections between Aboriginal and Torres Strait Islander peoples and the University. We will actively promote the growth of relationships that are mutually beneficial and provide opportunities for Aboriginal and Torres Strait Islander peoples and their communities.





## Focus on Governance

| Action   | Deliverable   | Responsibility   | Timeline  |
|--|---|--|---|
| <b>1.1</b> Establish and maintain an effective RAP Steering Group (RSG) to drive governance of the RAP.  | Approve RAP Steering Group to have Terms of Reference and Membership.   | University Secretary<br>RAP Steering Group Chair                             | December 2019   |
|  | RSG oversees the development, endorsement and launch of the RAP.  | University Secretary<br>RAP Steering Group Chair                             | March 2020  |
|  | Maintain Aboriginal and Torres Strait Islander representation on the RSG.   | University Secretary<br>RAP Steering Group Chair                             | December 2019,<br>December 2020   |
|  | RAP Steering Group reporting to the Equity and Diversity Committee to guide the ongoing implementation, reporting and review of the RAP.    | University Secretary<br>RAP Steering Group Chair                             | December 2019,<br>December 2020   |
|  | RAP Steering Group to meet at least four times per year.  | University Secretary<br>RAP Steering Group Chair                             | March 2020,<br>June 2020,<br>September 2020,<br>December 2020,<br>March 2021,<br>June 2021,<br>September 2021,<br>December 2021 |
|  | RAP Steering Group chair to progress report to senior executive group and senate annually.  | University Secretary<br>RAP Steering Group Chair                             | April 2020,<br>April 2021   |
| <b>1.2</b> Raise internal awareness of our RAP to promote reconciliation across our business and sector. | RAP aligned with the current University Strategic Plan and other University strategies.   | Provost  | March 2021  |
|  | Ensure all staff and students at the University receive notification of new RAP and will have access to RAP through the University website. | Senior Manager Aboriginal Education<br>Director Marketing and Communications | March 2020  |
|  | Ensure Colleges develop implementation plans in relation to the RAP.  | Pro Vice Chancellor College of ABLSS<br>Pro Vice Chancellor College of SHEE  | March 2020  |

# 1. Relationships

## Focus on Collaborative Partnerships

| Action | Deliverable   | Responsibility   | Timeline  |                              |
|--------|---|--|---|------------------------------|
| 1.3    | Develop and maintain beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes. | Murdoch University to consult with Aboriginal and Torres Strait Islander peoples and communities through the Honorary Elders Panel and the Kulbardi Aboriginal Centre. | Senior Manager Aboriginal Education<br>Pro Vice Chancellor Aboriginal and Torres Strait Islander Leadership                   | December 2020, December 2021 |
|        |   | Routinely invite Aboriginal and Torres Strait Islander alumni, Elders and community networks to relevant events.   | Pro Vice Chancellor Aboriginal and Torres Strait Islander Leadership<br>Senior Manager Aboriginal Education                   | December 2020                |
|        |   | Include Aboriginal representation on the Vice Chancellor's External Advisory Group in consultation with the Aboriginal and Torres Strait Islander staff.               | Chief of Staff<br>Pro Vice Chancellor Aboriginal and Torres Strait Islander Leadership<br>Senior Manager Aboriginal Education | December 2020                |
|        |   | Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.                              | Senior Manager Aboriginal Education<br>Pro Vice Chancellor Aboriginal and Torres Strait Islander Leadership                   | December 2020, December 2021 |
|        |   | Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.  | Senior Manager Aboriginal Education<br>Pro Vice Chancellor Aboriginal and Torres Strait Islander Leadership                   | December 2020, December 2021 |



## Focus on Service to Society

| Action   | Deliverable  | Responsibility   | Timeline               |
|--|--|--|------------------------|
| <b>1.4</b> Celebration of National Reconciliation Week.            | Hold a minimum of one internal event each year to celebrate National Reconciliation Week supported by non-ISSP (Indigenous Student Success Program) funding. | Senior Manager Aboriginal Education                                  | March 2020, March 2021 |
|  | Promote National Reconciliation Week activities internally and encourage all staff participation.  | RAP Steering Group   | March 2020, March 2021 |
|  | Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate National Reconciliation Week.        | Vice Chancellor  | March 2020, March 2021 |
|  | RAP Steering Group members to participate in an external National Reconciliation Week event.   | RAP Steering Group   | March 2020, March 2021 |
|  | Circulate Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to our staff.                                       | RAP Steering Group   | March 2020, March 2021 |
|  | Register all our National Reconciliation Week events on Reconciliation Australia's National Reconciliation Week website.                                     | Senior Manager Aboriginal Education                                  | March 2020, March 2021 |
| <b>1.5</b> Promote reconciliation through our sphere of influence. | Implement strategies to engage our staff in reconciliation.  | Senior Manager Aboriginal Education                                  | December 2020          |
|  | Communicate our commitment to reconciliation publicly.   | Senior Manager Aboriginal Education                                  | December 2020          |
|  | Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.  | Pro Vice Chancellor Aboriginal and Torres Strait Islander Leadership | December 2020          |
|  | Collaborate with Reconciliation WA and other learning services and workplaces that have developed RAPs.  | Pro Vice Chancellor Aboriginal and Torres Strait Islander Leadership | December 2020          |

# 1. Relationships

## Focus on People, Values and Culture

| Action | Deliverable  | Responsibility   | Timeline                        |
|--------|--|--|---------------------------------|
| 1.6    | Where possible, ensure Aboriginal and Torres Strait Islander representation on University governing bodies, boards and committees.                           | University Secretary   | December 2020                   |
| 1.7    | Review the Aboriginal and Torres Strait Islander Workforce Strategy 2019 to ensure existing anti-discriminating provisions do not exist on an ongoing basis. | Director People and Culture  | December 2020                   |
|        | Develop, implement and communicate an anti-discrimination policy for our organisation.   | Director People and Culture  | December 2020                   |
|        | Educate senior leaders on the effects of racism through our cultural awareness training.   | Director People and Culture<br>Senior Manager Aboriginal Education   | December 2020,<br>December 2021 |
|        | Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.  | Pro Vice Chancellor Aboriginal and Torres Strait Islander Leadership | December 2020                   |



## Focus on Physical and Digital Environment

| Action  | Deliverable   | Responsibility   | Timeline      |
|---|---|--|---------------|
| 1.8 Create a centralised University webpage for information relating to reconciliation and Aboriginal and Torres Strait Islander activities undertaken by the University that is easily accessible, well presented and regularly updated. | Web pages developed that can be easily accessed from the main University web page and provide links to all Aboriginal and Torres Strait Islander activities at Murdoch. | Director IT Services<br>Director Marketing & Communications<br>Senior Manager Aboriginal Education | December 2020 |
|   | New web pages are to be updated and appropriately linked and maintained.  | Director IT Services<br>Director Marketing & Communications<br>Senior Manager Aboriginal Education | December 2020 |
|   | Develop an online accessible protocol to guide the University in all engagement with Aboriginal and Torres Strait Islander peoples and communities.                     | Senior Manager Aboriginal Education  | December 2020 |

## 2. Respect

Murdoch University acknowledges the Lands of the Whadjuk and Binjareb people in which our Australian campuses are situated on. We honour and recognise Aboriginal and Torres Strait Islander people's histories, cultures and knowledge's and their Elders past, present and future. Our University embraces and celebrates cultural diversity and provides an environment that respects Aboriginal people's connection to country. We encourage and support all staff and students to fully engage as members of a society with a shared vision and history that includes all cultures.



## Focus on Students and Education

| Action  | Deliverable   | Responsibility  | Timeline                        |
|---|---|---|---------------------------------|
| <b>2.1</b> Ensure, where appropriate, Aboriginal and Torres Strait Islander knowledges and perspectives are offered within undergraduate and postgraduate curriculum. | Where appropriate, disciplines incorporate Aboriginal and Torres Strait Islander knowledges, perspectives and themes.   | Provost<br>Pro Vice Chancellor (Education)<br>Heads of Disciplines<br>Senior Manager Aboriginal Education<br>Pro Vice Chancellor Aboriginal and Torres Strait Islander Leadership | December 2020                   |
|   | Inclusion of Aboriginal and Torres Strait Islander focused learning experiences in the Murdoch Spine.   | Provost<br>Pro Vice Chancellor (Education)<br>Senior Manager Aboriginal Education   | March 2020                      |
|   | Collaborations between Kulbardi and relevant Colleges and disciplines in co-designing high quality learning experiences.  | Provost<br>Pro Vice Chancellor (Education)<br>Senior Manager Aboriginal Education   | December 2020                   |
|   | Development of a road map for the development of Aboriginal and Torres Strait Islander led units and course offerings.  | Provost<br>Pro Vice Chancellor (Education)<br>Senior Manager Aboriginal Education   | December 2019                   |
| <b>2.2</b> Increase cultural awareness for all members of the University.   | Aboriginal and Torres Strait Islander Cultural Awareness Program to be offered to students through Murdoch Spine.   | Provost<br>Pro Vice Chancellor (Education)<br>Senior Manager Aboriginal Education   | December 2020,<br>December 2021 |
|   | All senior leadership staff participate in cultural awareness training annually.  | Provost<br>Pro Vice Chancellor (Education)<br>Heads of Disciplines<br>Senior Manager Aboriginal Education   | December 2020,<br>December 2021 |
|   | Continue to consult with Aboriginal and Torres Strait Islander peoples and communities through the Honorary Elders Panel and the Kulbardi Aboriginal Centre, on the development and implementation of our cultural learning strategy. | Senior Manager Aboriginal Education   | March 2021                      |
|   | All RAP Steering Group members and HR managers participate in cultural awareness training annually.   | Senior Manager Aboriginal Education   | March 2021                      |
|   | Conduct a review of cultural learning needs within our organisations.   | Senior Manager Aboriginal Education   | March 2021                      |
|   | Review and update a cultural learning strategy to ensure it is relevant for Murdoch University's staff.   | Senior Manager Aboriginal Education   | March 2021                      |

## 2. Respect

### Focus on Students and Education continued

| Action   | Deliverable   | Responsibility  | Timeline      |
|--|---|---|---------------|
| <b>2.3</b> Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols. | Update guidelines for Welcome to Country and Acknowledgement to Country in accessible online protocols guide.   | Provost<br>Senior Manager Aboriginal Education              | December 2019 |
|  | Acknowledgement of Country, Welcome to Country or other appropriate protocols applied at the commencement of important meetings and where possible.                                     | Heads of Disciplines  | December 2019 |
|  | Review, implement and disseminate cultural protocol resources to all academic staff at the commencement of each teaching period.  | Senior Manager Aboriginal Education                         | December 2019 |
|  | Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.                        | Senior Manager Aboriginal Education                         | December 2019 |
|  | Have all colleges and disciplines invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. | Heads of Disciplines  | December 2019 |
| <b>2.4</b> Celebrate and recognise Aboriginal and Torres Strait Islander student success.                        | Ensure all Aboriginal and Torres Strait Islander students have the opportunity to wear the customised stole when graduating from Murdoch University.                                    | Senior Manager Aboriginal Education                         | December 2020 |
|  | Host a minimum of one major Alumni event for Aboriginal and Torres Strait Islander Alumni at Murdoch University.  | Senior Manager Aboriginal Education<br>Director Advancement | December 2021 |
|  | Design and commission a public installation to be featured on the campus as recognition to all Aboriginal and Torres Strait Islander graduates.   | Senior Manager Aboriginal Education<br>Art Curator          | December 2020 |



## Focus on Research and Innovation

| Action   | Deliverable   | Responsibility  | Timeline                |
|--|---|---|-------------------------|
| 2.5 Disseminate guidelines and protocols to ensure that Aboriginal and Torres Strait Islander research and research with Aboriginal and Torres Strait Islander participants is culturally safe and methodologically sound. | Guidelines and protocols for Aboriginal and Torres Strait Islander research at Murdoch University to be developed and disseminated.   | DVC R&I<br>Pro Vice Chancellor Aboriginal and Torres Strait Islander Leadership | December 2020           |
|  | NHMRC National Statement on Ethical Conduct on Research Involving Humans to be disseminated regularly.  |   |                         |
|  | Ensure strategies support research by Aboriginal and Torres Strait Islander researchers through providing an environment and employment structure that enables the development of the skills and increase the number of early career researchers.                           | DVC R&I<br>Pro Vice Chancellor Aboriginal and Torres Strait Islander Leadership | December 2020           |
|  | Annual workshop developed and held for those undertaking research with Aboriginal and Torres Strait Islander peoples and their communities.   | DVC R&I<br>Pro Vice Chancellor Aboriginal and Torres Strait Islander Leadership | July 2020,<br>July 2021 |
|  | Commit to have an Indigenous Research Strategy in place by 2021.  | DVC R&I<br>Pro Vice Chancellor Aboriginal and Torres Strait Islander Leadership | January 2021            |
|  | Ensure strategies include effective and appropriate guidelines on research related to Aboriginal and Torres Strait Islander peoples or cultures, including ensuring ethics processes fully involves relevant Aboriginal and Torres Strait Islander peoples and communities. | DVC R&I<br>Pro Vice Chancellor Aboriginal and Torres Strait Islander Leadership | January 2021            |

## 2. Respect

### Focus on Service to Society

| Action                                 | Deliverable   | Responsibility                      | Timeline               |
|--|---|-------------------------------------|------------------------|
| <b>2.6</b> Celebration of NAIDOC Week. | Hold one internal event annually to celebrate National NAIDOC Week supported by non-ISSP funding. | Senior Manager Aboriginal Education | April 2020, April 2021 |
|  | RAP Steering Group to participate in an external NAIDOC Week event.                               | RAP Steering Group                  | April 2020, April 2021 |
|  | Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.       | Director People and Culture         | April 2020, April 2021 |
|  | Promote and encourage participation in external NAIDOC events to all staff.                       | Senior Manager Aboriginal Education | April 2020, April 2021 |

### Focus on Physical and Digital Environment

| Action   | Deliverable  | Responsibility   | Timeline      |
|--|--|--|---------------|
| <b>2.7</b> Create campus environments which are inclusive of Aboriginal and Torres Strait Islander cultures, such as prominent displays of Aboriginal and Torres Strait Islander art and language. | Development of a respectful cultural trail in consultation with Elders which is utilised appropriately.  | Chief Operating Officer  | August 2020   |
|  | Continue using Noongar place names on campus.  | Chief Operating Officer<br>Senior Manager Aboriginal Education | December 2020 |
|  | Label and re-name, where appropriate, the Murdoch University environment in local Noongar language in consultation with Kulbardi Aboriginal Centre. For example, trees, buildings, pathways and roads. | Chief Operating Officer<br>Senior Manager Aboriginal Education | December 2020 |
| <b>2.8</b> Display an “Acknowledgement of Country” statement in a prominent location on major University documents, marketing materials and University websites.                                   | Continue to display an ‘Acknowledgement of Country’ statement on major University documents, marketing materials and university websites.  | Director Marketing and Communications                          | December 2020 |



## Focus on People, Values and Culture

| Action      | Deliverable   | Responsibility   | Timeline  |
|-------------|---|--|---|
| <b>2.9</b>  | Develop, approve and Implement Aboriginal Employment Strategy to increase employment, retention and development of Aboriginal and Torres Strait Islander staff. | Aboriginal and Torres Strait Islander Aboriginal and Torres Strait Islander Employment Strategy developed and implemented.             | Director People and Culture<br>December 2019  |
| <b>2.10</b> | The University will develop in consultation with Aboriginal and Torres Strait Islander communities, a cultural awareness training for all staff.                | All staff offered 'Beyond Black and White' cultural awareness training throughout the year.  | Senior Manager Aboriginal Education<br>Associate Director Organisational Development<br>August 2021                     |
|             |   | All new staff will be introduced to the Reconciliation Action Plan during induction process through compulsory online module.          | Senior Manager Aboriginal Education<br>Associate Director Organisational Development<br>December 2020                   |
|             |   | All new and current staff to be provided with regular opportunities to undertake cultural awareness training.                          | Senior Manager Aboriginal Education<br>Associate Director Organisational Development<br>August 2021                     |
|             |   | Staff engagement with cultural awareness training to be reported annually to Equity and Diversity Committee and University leadership. | Senior Manager Aboriginal Education<br>Associate Director Organisational Development<br>December 2019,<br>December 2020 |

# 3. Opportunities

Murdoch University is committed to making a substantial contribution to the educational, employment and business outcomes for Aboriginal and Torres Strait Islander peoples. It is our aspiration to make a positive difference in the lives of individuals, families and communities, and to engage in creative and innovative ways of learning and research that draws upon the strengths of Aboriginal and Torres Strait Islander peoples.





## Focus on People, Values and Culture

| Action     | Deliverable  | Responsibility  | Timeline   |               |
|------------|--|---|--|---------------|
| <b>3.1</b> | Increase recruitment, academic outcomes, retention and progress of Aboriginal and Torres Strait Islander students at Murdoch University across disciplines through the Aboriginal and Torres Strait Islander Student and Education Strategy. | Establish a position appointing an Aboriginal and Torres Strait Islander staff member to liaise with schools and other educational institutions to increase the intake of Aboriginal and Torres Strait Islander students. | Senior Manager Aboriginal Education<br>Pro Vice Chancellor Education   | August 2019   |
|            |  | Provide opportunities for greater access to on-campus accommodation for Aboriginal and Torres Strait Islander students, including residential scholarships to existing and new accommodation.                             | Chief Operating Officer<br>Senior Manager Aboriginal Education   | December 2020 |
| <b>3.2</b> | Develop an Aboriginal and Torres Strait Islander Research Strategy.  | Strategy developed and implemented that seeks to increase HDR enrolments, early career research positions and clear career pathways for Aboriginal and Torres Strait Islander academics.                                  | Deputy Vice Chancellor Research and Innovation<br>Pro Vice Chancellor Aboriginal and Torres Strait Islander Leadership | December 2019 |
| <b>3.3</b> | Murdoch appropriately represents Aboriginal and Torres Strait Islander peoples by making senior level appointments.  | Appointment of an Aboriginal and Torres Strait Islander leader to the position of Pro-Vice Chancellor as required by the ISSP funding guidelines.   | Vice Chancellor  | December 2020 |
| <b>3.4</b> | Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.  | Create, update and internally communicate a database identifying Aboriginal and Torres Strait Islander businesses as approved suppliers.  | Manager Procurement<br>Chief Operating Officer<br>Chief Financial Officer  | December 2020 |
|            |  | Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.  | Manager Procurement  | December 2020 |
|            |  | Investigate Supply Nation membership.   | Manager Procurement  | December 2020 |
|            |  | Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.   | Manager Procurement  | December 2020 |
|            |  | Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.   | Manager Procurement  | December 2020 |
|            |  | Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.  | Manager Procurement  | December 2020 |

### 3. Opportunities

#### Focus on People, Values and Culture continued

| Action  | Deliverable  | Responsibility  | Timeline      |
|---|--|---|---------------|
| 3.5 Murdoch University to develop itself as a preferred employer for Aboriginal and Torres Strait Islander peoples. | Develop, implement and review Aboriginal and Torres Strait Islander Employment Strategy.   | Director People and Culture   | December 2020 |
|   | Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.  | Director People and Culture   | December 2020 |
|   | Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.  | Director People and Culture   | December 2020 |
|   | Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.   | Director People and Culture   | December 2020 |
|   | Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.  | Director People and Culture   | December 2020 |
|   | Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.  | Director People and Culture   | December 2020 |
|   | Recognition of Aboriginal and Torres Strait Islander significant dates through the development of a cultural leave policy and awareness raising through initiatives identified in the Aboriginal and Torres Strait Islander Employment Strategy. | Director People and Culture<br>Pro Vice Chancellor Aboriginal and Torres Strait Islander Leadership | December 2020 |



## Focus on Collaborative Partnerships

| Action   | Deliverable  | Responsibility  | Timeline      |
|--|--|---|---------------|
| <b>3.6</b> Continue to develop and improve relationships with corporate partners to enhance opportunities and experiences for Aboriginal and Torres Strait Islander Students and the extended Aboriginal and Torres Strait Islander community. | Secure and maintain partnerships with corporate partners through regular communication and engagement. | Senior Manager Aboriginal Education<br>Pro Vice Chancellor Aboriginal and Torres Strait Islander Leadership | December 2020 |

## Focus on Global Outlook

| Action | Deliverable  | Responsibility  | Timeline  |  |
|--------|--|---|---|--|
| 3.7    | Provide opportunities for international students to experience and learn Aboriginal and Torres Strait Islander culture and perspectives.   | Continue to engage Aboriginal performers to participate in local and international graduation ceremonies.   | Director Marketing and Communications                           | March 2019, October 2019, March 2020, October 2020   |
|        |  | Provide cultural and educational experiences to all international students through on-campus training sessions offered quarterly.                                     | Senior Manager Aboriginal Education                             | May 2019, August 2019, November 2019, February 2020, May 2020, August 2020, November 2020, February 2021 |
| 3.8    | Provide opportunities for Aboriginal and Torres Strait Islander students to participate in international short-term and semester programs. | Provide support to students to participate in the Murdoch University Study Abroad and Exchange program through dedicated scholarships and Kulbardi Aboriginal Centre. | Senior Manager Aboriginal Education<br>Student Mobility Officer | December 2020  |



## Focus on Physical and Digital Environment

| Action  | Deliverable  | Responsibility  | Timeline                     |
|---|--|---|------------------------------|
| <b>3.9</b> Continue to extend and improve the Murdoch University Aboriginal and Torres Strait Islander art collection by strategically sourcing culturally significant desert and urban based Aboriginal and Torres Strait Islander artwork of the highest quality. | Aboriginal and Torres Strait Islander artworks purchased on an annual basis. All artworks displayed widely with appropriate interpretative information panels across the university's campuses.                    | Art Curator   | December 2020                |
|   | A reference group to engage Noongar artists as projects arise.   | Chief Operating Officer<br>Chair Art Board<br>Art Curator   | December 2020                |
|   | Major capital development to include a dedicated percentage of overall budget to Noongar artists.  | Chair Art Board<br>Art Curator  | December 2020                |
|   | Public Art Strategy to include engagement with Noongar artists to provide an artistic and cultural context to the University's location.   | Chief Operating Officer<br>Chair Art Board<br>Art Curator   | December 2020                |
| <b>3.10</b> Promote Aboriginal and Torres Strait Islander artworks through events, social media and physical environment.   | Hold a minimum of one exhibition on campus to showcase and celebrate Aboriginal and Torres Strait Islander artworks and artists.   | Art Curator   | December 2019, December 2020 |
|   | Use of Social Media to provide continuous updates of Murdoch University's Aboriginal and Torres Strait Islander art collection and artist's profiles.  | Art Curator   | December 2020                |
|   | Continue to work collaboratively with University colleges and disciplines, celebrating Aboriginal and Torres Strait Islander artworks, and create opportunities for Aboriginal and Torres Strait Islander artists. | Art Curator<br>Pro Vice Chancellor Aboriginal and Torres Strait Islander Leadership<br>Heads of Disciplines | December 2020                |



# 4. Tracking, Progress and Reporting



## Focus on Governance

| Action |  | Responsibility   | Timeline   |
|--------|--|--|--|
| 4.1    | Maintain a framework for regular and robust reporting of RAP outcomes.   | Reporting Framework created.   | Chair RAP Steering Group<br>December 2020, December 2021   |
|        |  | Reports made on a regular basis to the Elders group and Executive team via the RAP Steering Group, with outcomes.      | Chair RAP Steering Group<br>December 2020, December 2021   |
|        |  | RAP Steering Group Chair to provide an annual report to the Equity and Diversity Committee and Senior Executive Group. | Chair RAP Steering Group<br>December 2020, December 2021   |
|        |  | Annual Report delivered to Murdoch University's Senate.  | Manager Kulbardi Aboriginal Centre<br>December 2020, December 2021   |
|        |  | Engage our senior leaders and other staff in the delivery of RAP commitments.  | Pro Vice Chancellor Aboriginal and Torres Strait Islander Leadership<br>March 2020, February 2021                                      |
|        |  | Encourage Colleges to develop an implementation plan for the RAP.  | Chair RAP Steering Group<br>December 2020, December 2021   |
|        |  | Appoint and maintain an internal RAP Champion from senior management.  | Pro Vice Chancellor Aboriginal and Torres Strait Islander Leadership<br>March 2020, December 2020                                      |
| 4.2    | Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. | Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.                       | Pro Vice Chancellor Aboriginal and Torres Strait Islander Leadership<br>December 2020, December 2021                                   |
|        |  | Report RAP progress to all staff and senior leaders quarterly.   | Chair RAP Steering Group<br>March 2020, June 2020, September 2020, December 2020, March 2021, June 2021, September 2021, December 2021 |
|        |  | Publicly report our RAP achievements, challenges and learnings, annually.  | Chair RAP Steering Group<br>December 2020, December 2021   |
|        |  | Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.                              | Chair RAP Steering Group<br>March 2020, December 2021  |
|        |  | Register via Reconciliation Australia's website to begin developing our next RAP.                                      | Chair RAP Steering Group<br>December 2020, December 2021   |

**For more information contact:**

Denise Bertilone  
Governance Committee Officer  
08 9360 6420  
Denise.Bertilone@murdoch.edu.au

**[murdoch.edu.au](http://murdoch.edu.au)**