STAFF AND STUDENTS FROM CULTURALLY AND LINGUISTICALLY DIVERSE BACKGROUNDS

ACTION PLAN 2018 – 2021

Monash has a diverse student body and staff profile drawn from different backgrounds, religions, cultures and countries. We use English as our shared language of learning, teaching, research and administration, but we draw strength from our diverse staff and student populations. We understand that our different perspectives make us innovative and progressive, and celebrate the differences that make us special.

Our celebration of people from culturally and linguistically diverse backgrounds has a long history. Our multi-faith religious centre was the first of its kind on an Australian campus, providing a place of worship for people of all faiths. We offer cultural safety training to all staff and students, and offer support in English language skills and cross-cultural communication. We are committed to developing and implementing new initiatives to connect international and local students.

The Action Plan will build on existing work and is based on four key focus areas:

1. **Leadership and Governance**
2. **Access and Participation**
3. **Culture and Success**
4. **Innovation and Collaboration**

1. LEADERSHIP AND GOVERNANCE

Category	Stakeholder group	Action	Responsibility	Success indicator	Timeframe
1.1 Institutional commitment to cultural inclusion	Students and staff	a. University-wide commitment to institutional policies, strategies and practices to support cultural diversity and inclusion of students and staff	Deputy Vice-Chancellor & Vice-President (Education) Chief Human Resources Officer Executive Director, Campus Community Division	- Increase in positive responses to benchmark questions in Staff Engagement Survey about equal opportunity and fairness - Practices that are inclusive of cultural and linguistically diverse students and staff are included in the Monash University Annual Report - Implementation of new initiatives designed to increase engagement between local and international students - Ongoing commitment to supporting the Monash Intercultural Lab	- Dec 2020 - Annually - Dec 2019 - Ongoing
1.2 Leadership and practice informed by data and evidence	Students and staff	a. Collect and analyse data to inform equity goals, programs and initiatives	Deputy Vice-Chancellor & Vice-President (Education) Chief Human Resources Officer	- Surveying of staff and students with data used to link students and staff with existing services and inform future inclusive practices - Staff Engagement Survey results are reported by relevant demographic variables	- Ongoing - Dec 2020

2. ACCESS AND RECRUITMENT

Category	Stakeholder group	Action	Responsibility	Success indicator	Timeframe
2.1 Increase demand from talented staff and students	Staff	a. Promote and advance opportunities for culturally and linguistically diverse staff via robust recruitment processes	Chief Human Resources Officer	- Growth in demand from a greater geographic mix of talented staff	- Ongoing
	Students	b. Attract students of culturally and linguistically diverse backgrounds	Deputy Vice Chancellor and Vice-President (Global Engagement) Director, Social Inclusion	- Growth in demand from a greater geographic mix of talented students - Increased number of undergraduate international and asylum seeker scholarships offered	- Ongoing - Ongoing
2.2 Select for talent and equity	Students	a. Recognise talent and redress possible educational disadvantage through admissions schemes that support access and participation	Director, Social Inclusion	- Increased number of students from culturally and linguistically diverse backgrounds submitting a SEAS application	- Ongoing
	Students	b. Provide a variety of pathways, including English language and bridging programs, to ensure courses are accessible to students of culturally and linguistically diverse backgrounds	Executive Director, Monash College	- Increased number of students from culturally and linguistically diverse communities in pathway destination courses	- Ongoing
	Staff	c. In academic promotion committees, strive for a membership that has a broad representation of staff from culturally and linguistically diverse backgrounds	Chief Human Resources Officer Chairs of promotion committees	- Promotion policy contains a clause to encourage cultural diversity on promotion panels and is reviewed periodically to lead in best practice	- Ongoing

3. CULTURE AND SUCCESS

Category	Stakeholder group	Action	Responsibility	Success indicator	Timeframe
3.1 Inclusive policies and practices	Students and staff	a. Consider dates of cultural significance in planning	Deputy Vice-Chancellor & Vice-President (Education) Chief Human Resources Officer	- A Monash published cultural calendar is available on the Diversity and Inclusion website and updated periodically - Where practical and possible, events and programs are scheduled around significant cultural dates or students and staff are offered flexible study and work arrangements	- Feb 2019 - Ongoing
	Students and staff	b. Ensure all campuses accommodate cultural practices of our diverse student and staff community	Executive Director, Campus Community Division Executive Director, Buildings and Property Chief Human Resources Officer	- Appropriate spaces are available on all campuses for religious practices - Student and staff policies demonstrate acceptance of religious practices and celebrations	- Aug 2019 - Ongoing
3.2 Education and training	Students and staff	a. Deliver targeted and comprehensive training for staff and students to support an environment inclusive of cultural and linguistically diverse backgrounds	Deputy Vice-Chancellor & Vice-President (Education) Chief Human Resources Officer	- Increased attendance at relevant training - Qualitative feedback from staff participating in training demonstrates value - Inclusive learning and teaching practices are embedded in courses	- Ongoing - Ongoing - Ongoing
3.3 Ensure Monash graduates are expert, engaged and in demand	Students	a. Where required, provide academic support for students of cultural and linguistically diverse backgrounds	Deputy Vice-Chancellor & Vice-President (Education) University Librarian Senior Manager, English Connect	- Monash Library delivers programs and resources for students of cultural and linguistically diverse backgrounds, to develop academic skills in an English speaking context - Targeted English language support is available for undergraduate and postgraduate students - Language and cross-cultural competency activities provided by English Connect are well regarded as evidenced by student survey and outcomes	- Ongoing - Ongoing - Ongoing

	Students	b. Provide comprehensive transition and orientation support for students of culturally diverse backgrounds	Executive Director, Campus Community Division	-	Increase in percentage of students of culturally diverse backgrounds enrolled and continuing study post census date	-	Ongoing
	Students	c. Improve student experience for students of cultural and linguistically diverse backgrounds	Executive Director, Campus Community Division	-	Careers, Leadership and Volunteering provide targeted workshops and programs to support international students to secure employment	-	Ongoing
			Monash student associations	-	Students of cultural and linguistically diverse backgrounds participate in Non-residential college and TeamMONASH at the same rate as their peers	-	Ongoing
				-	Culturally focused student clubs offered on Monash campuses (Clayton, Caulfield and Peninsula)	-	Dec 2019
				-	International student council representative on Monash student associations	-	Ongoing
				-	Representation of Monash University International Students Service on Monash campuses (Clayton, Caulfield, Peninsula)	-	Ongoing
3.4 University culture where diversity is valued and supported	Students and staff	a. Celebrate and promote Monash's inclusive culture focusing on cultural inclusion	Executive Director, Campus Community Division	-	Monash continues to celebrate cultural diversity by hosting and being involved in days and events of cultural significance	-	Ongoing
			Chief Human Resources Officer	-	Vice Chancellor's Diversity and Inclusion Awards recognises practices inclusive of diverse cultural and linguistic backgrounds	-	Annually
			Chief Marketing Officer	-	External marketing is relevant to students from culturally diverse communities and represents the diverse cohort of Monash students	-	Ongoing
	Students and staff	b. Offer targeted health services for students and staff of cultural and linguistically diverse backgrounds	Executive Director, Campus Community Division	-	Specialist health and counselling services are accessible for students and staff of cultural and linguistically diverse backgrounds	-	Ongoing
	Students	c. Provide individualised support for international students as required	Executive Director, Campus Community Division	-	International students receive individual case management as required	-	Ongoing
			Senior Manager, Study Abroad				

4. INNOVATION AND COLLABORATION

Category	Stakeholder group	Action	Responsibility	Success indicator	Timeframe
4.1 Commitment to innovation and excellence	Students and staff	a. Commit resources for continuous research, evaluation, development and innovation of university programs and initiatives targeting students and staff of cultural and linguistically diverse backgrounds	Deputy Vice-Chancellor & Vice-President (Education) Chief Human Resources Officer	- Ongoing research and evaluation informing the development of programs and initiatives to improve access, participation and success of students and staff of cultural and linguistically diverse backgrounds	- Ongoing
	Staff	b. Contribute to academic knowledge on diverse cultures and linguistic backgrounds to inform best practice and improve community understanding of inclusive practices	Senior Vice-Provost and Vice-Provost (Research)	- Ongoing research into diverse cultures and linguistic backgrounds that is used to inform future inclusive practices	- Ongoing
	Students and staff	c. Provide leadership and promote inclusive practices to business and education providers	Vice-Chancellor and President	- Monash is recognised as a leader in equity and diversity	- Ongoing