



MONASH
University



INNOVATE RECONCILIATION

Action Plan

June 2023 – June 2025

**We acknowledge the Traditional Owners, and Elders past and present,
of all the lands on which Monash University operates.**

Acknowledgements

Monash acknowledges the Elders past, present and emerging, and the descendants of the people of the Eastern Kulin nation who have been and are the Custodians of the lands upon which this work was conducted. We acknowledge that this land is the place of age-old ceremonies, of celebration, initiation and renewal, and that the local Aboriginal peoples have had and continue to have a unique role in the life of these lands.

Kulin Nation: When Europeans first settled what we now refer to as the Port Phillip region it was already occupied by five Aboriginal language groups. These groups spoke a related language and were part of the KULIN (Koolin) nation of peoples. The peoples are:

Woiwurrung (Woy-wur-rung) - The Wurundjeri People
Boonerwrung (Bun-er-rong) - The Boonerwrung People
Wathaurong (Wath-er-rong) - The Wathaurong People
Taungerong (Tung-ger-rong) - The Taungerong People

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Language

This document may contain culturally sensitive wording and descriptions.

Deceased persons

This document may contain or reference material from or may refer to deceased persons. This may include photographs, film and books, and recordings.

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Foreword

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Reconciliation Australia commends Monash University on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Monash University continues to be part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Monash University will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Monash University using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and

Torres Strait Islander peoples rooted in mutual collaboration and trust. This Innovate RAP is an opportunity for Monash University to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Monash University will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Monash University's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Monash University on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.



Foreword

Professor Tristan Kennedy
Pro Vice-Chancellor (Indigenous)

Impact 2030, Monash University's Strategic Plan, outlines our intent to contribute to the creation of a society that recognises, respects and includes Indigenous peoples, cultures and knowledge. Monash is committed to working with and celebrating Aboriginal and Torres Strait Islander peoples, cultures and knowledge, as well as Indigenous peoples of other places where Monash has a campus or major presence. Our third Reconciliation Action Plan affirms the University's commitment to advancing the education and research aspirations of Aboriginal and Torres Strait Islander people.

This Reconciliation Action Plan (RAP) supports building a University community that embraces Aboriginal and Torres Strait Islander perspectives in all of our activities in the interest of increasing the participation and success of Indigenous students and staff. Our RAP is built on a collaborative approach that sustains strong relationships, respect and success in pursuing reconciliation. I extend my commendation to the Indigenous Advisory Council and those

who worked with the Council to develop our RAP. As you look through the Plan, you will see that responsibility for its execution is spread across the University community. This is as it should be: Aboriginal and Torres Strait Islander business is everyone's business.

While opinion as to the necessity of a RAP is not universal, I believe that if properly constructed, RAPs can be instrumental in enabling organisations to sustainably and strategically take meaningful action to advance reconciliation. Based around the core pillars of relationships, respect and opportunities, RAPs provide tangible and substantive benefits for Indigenous peoples, increasing economic equity and supporting Indigenous self-determination. The development of this plan was led by the Pro Vice-Chancellor (Indigenous), the William Cooper Institute, and supported by the Portfolio of the Deputy Vice Chancellor Education, the Indigenous Advisory Council, the Indigenous Engagement Working Group and the Reconciliation Action Plan Working

Group. The RAP covers all four pillars of the [Monash Aboriginal and Torres Strait Islander Framework: 2019-2030](#).

It has been a great pleasure to be involved in the development of Monash University's third RAP which affirms Monash's genuine commitment to advancing the lives of Aboriginal and Torres Strait Islander people, through quality education and career pathways. I look forward to witnessing many positive outcomes as we work toward achieving our targets over the next two years.

Our Vision for Reconciliation

As one of Australia's leading education providers, Monash is committed to working with and celebrating Aboriginal and Torres Strait Islander peoples, cultures and knowledge, as well as Indigenous peoples of other places where Monash has a campus or major presence. This work is guided by the Council for Aboriginal Reconciliation Act (1991) and United Nations Declaration on the Rights of Indigenous Peoples. The University will contribute to the creation of this society by working with and celebrating Aboriginal and Torres Strait Islander peoples, cultures and knowledge, as well as First Nations peoples of other places where Monash has a campus or major presence.

Monash University proudly acknowledges that its Australian campuses stand on the traditional lands of the peoples of the Kulin nations. For millennia, Aboriginal and Torres Strait Islander peoples have lived in Australia. Generations communicated across the vast continent via many unique languages and created intricate societies with complex cultural practices and spiritual traditions. Although these societies differed markedly from one another they shared the conception that the land has always been part of their spiritual domain. Connections to the lands, waters, territories and resources were maintained by rules, laws and lore.

Colonisers arrived in the eighteenth-century creating turmoil and disruption that has lasted for over two centuries. This collision of cultures led to dispossession and disadvantage as Aboriginal and Torres Strait Islander ways of living, as languages and cultures were eroded. Many families lost connections to country and each other, which led to profound personal loss and cultural damage. Government policies saw Aboriginal and Torres Strait Islander peoples treated unfairly and subject to social and economic marginalisation. In the face of this adversity Aboriginal and Torres Strait Islander peoples have resolutely survived. Through this resilience Aboriginal and Torres Strait Islander people remain an integral part of Australian society as the first peoples.

Monash Aboriginal and Torres Strait Islander Framework

We were the first Australian university to have a dedicated Australian Indigenous Research Centre – the Monash Centre for Research into Aboriginal Affairs, established in 1964. The legacy of that centre continues today, through the Monash Indigenous Studies Centre, the William Cooper Institute, and Gukwonderuk Indigenous Health.

Launched in 2019, the Monash Aboriginal and Torres Strait Islander Framework 2019 - 2030 establishes our commitment to making a leading national and international contribution to Aboriginal and Torres Strait Islander advancement. As the University with the longest history of engagement in Aboriginal and Torres Strait Islander education in Australia, this Framework once realised in 2030, will represent over 75 years of effort and achievements in Aboriginal and Torres Strait Islander higher education in Australia.

Pillar 1 Measures

Increasing participation and supporting success of Aboriginal and Torres Strait Islander students

- 1. By 2030, Aboriginal and Torres Strait Islander student participation commensurate with national population parity.
- 2. No disparity in retention & success rates between Indigenous & non-Indigenous (domestic) students.
- 3. Ranked in top 5 nationally for satisfaction with the education experience among Aboriginal and Torres Strait Islander students (SES).

Pillar 2 Measures

Embedding Aboriginal and Torres Strait Islander Perspectives in content into curriculum

- 1. All students are exposed to a minimum standard of Aboriginal and Torres Strait Islander content for all students.
- 2. Increase the number of Aboriginal and Torres Strait Islander appointments in faculty leadership teams and increase the Indigenous professoriate.
- 3. Increase the numbers of participants in the Indigenous Academic Development Program.

Pillar 3 Measures

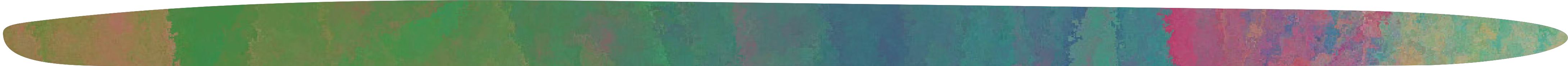
Growing research contributions to address and serve the needs of Aboriginal and Torres Strait Islander people and communities

- 1. Increase the numbers of:
 - a. Aboriginal and Torres Strait Islander Higher Degree by Research enrolments and completions
 - b. Research grants where the research is led by Aboriginal and Torres Strait Islander researchers in partnership with Indigenous communities and organisations; and
 - c. Aboriginal and Torres Strait Islander led research publications & citations annually.
- 2. By 2025, Monash University will have Aboriginal and Torres Strait Islander Higher Degree by Research candidates and leading academics in all faculties;
- 3. Establish a network of Aboriginal and Torres Strait Islander early career researchers with national and international reach.

Pillar 4 Measures

Upholding traditional knowledge and respecting Aboriginal and Torres Strait Islander staff, students & communities

- 1. Employ Aboriginal and Torres Strait Islander staff in line with national population parity by 2030.
- 2. Faculties establish a champion of Aboriginal and Torres Strait Islander Education (participating in Faculty Executive & responsible for leading the Indigenous agenda).
- 3. All staff to complete Indigenous cultural awareness training programs.
- 4. Participation and attendance of Indigenous Advisory Council members at scheduled meetings.



Core Business

Monash University was established in Melbourne, Australia in 1958. We are an enthusiastic, optimistic and accessible University and believe that quality education and research can change the world for the better. Monash offers a large number of courses across numerous disciplines. Our researchers make highly significant contributions that bring real and positive change to the lives of people all over the world.

In 2015, Monash proudly celebrated 50 years of Aboriginal and Torres Strait Islander programs, including support for Aboriginal and Torres Strait Islander peoples to study and work at the University and a diverse range of research and courses in Aboriginal history, anthropology, culture, identity and literature. In 2023, we celebrate three years of the William Cooper Institute, an Institute proudly named for Uncle William Cooper, a strong advocate for the rights of Aboriginal and Torres Strait Islander peoples.

Education (students) and Employment (staff)

Monash University employs 9,950 (FTE) staff across all campuses (current at 27 February 2023).

1. Our Aboriginal and Torres Strait Islander staff
Monash University employs 108 Aboriginal and Torres Strait Islander staff (71.0 FTE), (current at 27 February 2023)
2. Our Aboriginal and Torres Strait Islander students
Monash University has 365 Aboriginal and Torres Strait Islander students enrolled (current at 27 February 2023)

Geographic Footprint and Sphere of Influence

Monash is the only Australian university present and active on four continents. We benchmark all our degrees globally, so they meet both local and international accreditation standards.

Cultural experiences should be lived, and our students are immersed in diverse cultural environments as part of their learning programs. There are six local campuses in the state of Victoria, as well as two international campuses and three international centres.

Clayton campus

Clayton campus has around 26,000 students and is the largest of all eight campuses. It is located 20km south-east of Melbourne.

Caulfield campus

Caulfield campus is Monash University's second largest campus, nine kilometres south-east of Melbourne.

Peninsula campus

Peninsula campus is Monash University's third largest campus. It is about 40km south of Melbourne and has around 3500 students.

Parkville campus

The Parkville campus has recently undergone a \$50 million redevelopment, which includes new world-class research laboratories and teaching space.

Law Chambers

Located in the heart of the Melbourne's legal precinct and within walking distance of the Magistrates, County and Supreme Courts.

Malaysia campus

Monash University Malaysia, located in Bandar Sunway, Kuala Lumpur has an enrolment of approximately 7,000 undergraduate, postgraduate and higher degree by research students across seven schools.

Indonesia campus

Monash University's Indonesia campus is an official legal entity in Indonesia and welcomed our first intake in October 2021.

Southeast University – Monash University Joint Graduate School, China

Since 2013 Monash University has partnered with Southeast University (SEU) to create a Joint Graduate School and a Joint Research Institute in Suzhou.

IITB Monash Academy, India

Monash University has partnered with the Indian Institute of Technology Bombay (IITB) to create a Research Academy in north-eastern Mumbai.

Prato Centre, Italy

The Prato Centre in Italy hosts short courses, workshops, seminars and conferences. Existing Monash students may be able to study here as part of their degree.

With over 80,000 students and 430,000 alumni from over 170 countries, Monash is Australia's largest University.

Our Path to Reconciliation

In 2013, Monash's then Vice-Chancellor, Professor Ed Byrne and then Chair of the Indigenous Advisory Council, Professor Colin Bourke launched the University's inaugural RAP (2013-2014). This RAP was established as a Reflect RAP. Known as the Scoping Reconciliation RAP, this RAP assisted Monash in the preparation for reconciliation initiatives in successive RAPs. Committing to a Reflect RAP allowed Monash time to further scope and develop relationships with Aboriginal and Torres Strait Islander stakeholders to assist in the decision of a vision for reconciliation before committing to specific actions or initiatives.

In 2016, Monash continued its commitment to advancing the lives of Aboriginal and Torres Strait Islander peoples, through quality education and career pathways with the launch of its second RAP, Innovate RAP. This RAP was officially launched by the Vice-Chancellor and President Professor Margaret Gardner AC, and Chair of the Indigenous Advisory Council. Known as the Implementing Reconciliation RAP, the Innovate RAP focused on developing and strengthening relationships with Aboriginal and Torres Strait Islander peoples, engaging staff and stakeholders in reconciliation, and developing and piloting innovative strategies to empower Aboriginal and Torres Strait Islander peoples.

The institutional learnings of the first two RAPs were significant and innovative programs were established for advancing Aboriginal and Torres Strait Islander staff, students and community. In 2019, Monash launched the Aboriginal and Torres Strait Islander Framework 2019-2030. The commitments set out in our first two RAPs remain strong, both within the Aboriginal and Torres Strait Islander Framework and now in this third RAP for the period 2023-2025.

Through our teaching, research and community engagement, Monash has made a substantial and ongoing contribution to reconciliation by fostering mutually-beneficial partnerships with Aboriginal and Torres Strait Islander peoples and communities. We have created an enduring legacy through our Indigenous and non-Indigenous alumni, both students and staff, who have subsequently progressed in their professional careers to advance research, knowledge and awareness of Aboriginal and Torres Strait Islander Peoples, cultures and issues.

This commitment to Reconciliation has been enhanced by Monash's previous two Reconciliation Action Plans:

1. Reconciliation Action Plan 2013-2014; and
2. Reconciliation Action Plan 2016-2018.

Our new RAP sets out our ambitions for advancing Reconciliation over the next 2 years, 2023-2025. The RAP closely aligns with the University's overarching strategies - Impact 2030 and the Monash Aboriginal and Torres Strait Islander Framework: 2019-2030.

The RAP Working Group is representative of Monash's Indigenous and non-Indigenous community, comprising academic and professional staff representation from across Monash's ten faculties and central divisions.

The RAP represents Monash's commitment to addressing the 5 identified critical dimensions that together represent a holistic and comprehensive picture of Reconciliation as identified by Reconciliation Australia:

1. Race Relations;
2. Equality and Equity;
3. Institutional Integrity;
4. Historical Acceptance; and
5. Unity

This RAP aligns to, and is supportive of, the imperatives set out for Aboriginal and Torres Strait Islander peoples and communities through the following:

1. Monash University Act, 2009;
2. Impact 2030: Monash University Strategic Plan 2021-2030
3. Monash Aboriginal and Torres Strait Islander Framework: 2019 – 2030;
4. Monash Indigenous Research Action Plan;
5. Monash Environmental, Social and Governance Statement 2021 - 2025;
6. Universities Australia Indigenous Strategy for 2022-2025;
7. Closing the Gap targets, Council of Australian Governments (COAG);
8. The Office of Prime Minister and Cabinet's Indigenous Student Support Program; and
9. Victorian Aboriginal Affairs Framework.

Risk Implications

The implementation of the RAP will assist Monash to meet its commitments to the strategic imperatives listed above, thus reducing the risk profile in these important areas.

Impact

Embracing and promoting the Reconciliation process will enhance the two-way knowledge process and recognise the contributions of Aboriginal and Torres Strait Islander Peoples. Monash's commitment to the Reconciliation process will expand our own contributions to:

1. reduce disparity between Indigenous and non-Indigenous Australians;
2. elevate the visibility of Aboriginal and Torres Strait Islander expertise, excellence and contributions to society;
3. acknowledge and support the rights, languages and cultures of Aboriginal and Torres Strait Islander communities;
4. tackle racism; and
5. promote equity outcomes for all Australians.

Working Group

The RAP Working Group has primary governance responsibility for the RAP development and implementation. This Governance structure is designed to provide oversight of the RAP at a senior level. The Working Group is responsible for ensuring that the plan meets its aims and objectives and for overseeing implementation by the University. It is also responsible for ensuring that milestones are satisfactorily achieved, and stakeholders are consulted and kept informed of future changes.

The Working Group will review the recommendations and actions of the William Cooper Institute team and be responsible for approval of all planning documents. The RAP Working Group will continue to provide guidance and advice to the Vice-Chancellor’s Executive Implementation and Oversight Committee (VCEIO), the Indigenous Advisory Council (IAC) and the Indigenous Engagement Working Group, to actively monitor the RAP’s implementation.

Roles and Responsibilities

Role	Name	Responsibilities
RAP Champion	Pro Vice Chancellor (Indigenous)	<ul style="list-style-type: none">• Management of the RAP Development Team and Working Group ensuring that they adhere to Monash standards• Manage and resolve issues as they arise and escalate as required• Co-ordinate the change control process and any configuration management activities
RAP Development Team	Dr Greg Cusack Ms Georgia Blood Mr Jamil Tye Ms Elle Richards Mr John Page	<ul style="list-style-type: none">• Draft and consult the drafts of the RAP• Establish the RAP through University governance and Reconciliation Australia processes
Chair	Pro Vice-Chancellor (Indigenous), Working Group Chair	<ul style="list-style-type: none">• Chairs Working Group meetings
RAP Working Group Members	Members	<ul style="list-style-type: none">• The already established Indigenous Engagement Working Group will perform the role of the RAP Working Group. This group consists of Associate Deans (Indigenous) and Indigenous Champions from faculties and central divisions of the university.• They will continue to provide guidance and advice to the Vice-Chancellor's Executive Implementation and Oversight Committee (VCEIO) and the Indigenous Advisory Council (IAC), to actively monitor the RAP's implementation.• The Chair of the RAP Group will attend VCEIO meetings and all IAC meetings throughout the two-year period covered by this RAP.• Membership comprises (2022):<ul style="list-style-type: none">– Pro Vice-Chancellor (Indigenous), Chair– Professor Ann Nicholson, Dean, Faculty of Information Technology– Dr Caroline Henckels, Faculty of Law– Professor Chris Davies, Acting Dean, Faculty of Engineering– Professor Lynette Russell AM, Director, Monash Indigenous Centre, Faculty of Arts– Professor Nick McGuigan, Director of Equity, Diversity and Social Inclusion, Faculty of Business and Economics– Dr Peta Clancy, Associate Dean (Indigenous), Faculty of Art, Design and Architecture– Professor Karen Adams, Associate Dean (Indigenous), Faculty of Medicine, Nursing and Health Sciences– Professor Jordan Nash, Dean, Faculty of Science– Professor Umesh Sharma, Associate Dean Equity and Inclusion, Faculty of Education– Dr Dan Malone, Faculty of Pharmacy and Pharmaceutical Sciences– Professor Susan Elliott AM, Provost and Senior Vice-President– Professor Sharon Pickering, Deputy Vice-Chancellor and Senior Vice-President (Education)– Professor Abid Khan, Deputy Vice-Chancellor (Global Engagement)– Professor Matthew Gillespie AM, Vice-Provost (Academic Affairs)– Mr Leigh Petschel, Chief Financial Officer– Mr Phillip Vaughan, Chief Human Resources Officer– Dr Greg Cusack, Chief Coursework Officer and Chief of Staff, Portfolio of the DVC and Vice-President (Education)– Mr Ben Vivekanandan, Director Precincts and Government– Ms Fiona Bygraves, Faculty General Manager, Faculty of Law– Ms Ruth Bain, Faculty General Manager, Faculty of Art, Design and Architecture– Ms Lucie Joschko, Director, Staff Equity, Diversity and Inclusion, Human Resources– Mr Jamil Tye, Director, William Cooper Institute– Mr Beau Cubillo, Indigenous student representative



Relationships

Monash University acknowledges and honours the cultural knowledges, practices and commitment of Aboriginal and Torres Strait Islander communities across Australia. We are committed to ongoing, authentic engagement with reconciliation as we recognise the important role it plays in developing our shared futures.

Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	August 2023	Lead: Pro Vice-Chancellor (Indigenous) Support: Director, William Cooper Institute
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2023	Lead: Pro Vice-Chancellor (Indigenous) Support: Director, William Cooper Institute
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	April 2024, April 2025	Lead: Deputy Vice-Chancellor (Education) Support: Director, William Cooper Institute
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2023, 2024	RAP working group
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2023, 2024	Lead: Deputy Vice-Chancellor (Education) Support: Director, William Cooper Institute
	Organise at least one NRW event each year.	27 May – 3 June 2023, 2024	Lead: Deputy Vice-Chancellor (Education) Support: Director, William Cooper Institute
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2024, 2025	Lead: Deputy Vice-Chancellor (Education)
3. Promote reconciliation through our sphere of influence.	Continue to develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce	December 2023, 2024	Lead: Deputy Vice-Chancellor (Education) Support: Director, William Cooper Institute
	Communicate our commitment to reconciliation publicly.	May 2024, 2025	Lead: Deputy Vice-Chancellor (Education) Support: Director, William Cooper Institute
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	December 2023, 2024	Lead: Pro Vice-Chancellor (Indigenous) Support: Director, William Cooper Institute
	Collaborate with other RAP organisations to develop ways to advance reconciliation.	April 2024, 2025	Lead: Pro Vice-Chancellor (Indigenous) Support: Director, William Cooper Institute
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	November 2023	Lead: Deputy Vice-Chancellor (Education) Support: Director, Human Resources
	Continue to implement and communicate an anti-discrimination policy for our organisation.	April 2024, 2025	Lead: Vice-Chancellor Support: Pro Vice-Chancellor (Education)
	Continue to engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	April 2024, 2025	Lead: Deputy Vice-Chancellor (Education) Support: Pro Vice-Chancellor (Indigenous)
	Educate senior leaders on the effects of racism.	December 2023, 2024	Lead: Pro Vice-Chancellor (Indigenous) Support: Director, William Cooper Institute

Respect

Monash is committed to fostering a society that recognises, respects and includes Aboriginal and Torres Strait Islander peoples, cultures and knowledges.

Monash University seeks to foster an environment which respects Aboriginal and Torres Strait Islander peoples, cultures and knowledges, and works towards addressing the legacies of the past. Through its teaching, research and community engagement, Monash will continue to make a substantial and ongoing contribution to reconciliation by fostering mutually beneficial partnerships with Aboriginal and Torres Strait Islander peoples and communities. It will recruit, support and retain Aboriginal and Torres Strait Islander students and staff and advance research, knowledge and awareness of Aboriginal and Torres Strait Islander peoples, cultures and issues.

Respect

Action	Deliverable	Timeline	Responsibility
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledges and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation	January 2024, June 2024	Lead: Pro Vice-Chancellor (Indigenous) Support: Director, William Cooper Institute
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	July 2024, September 2024	Lead: Pro Vice-Chancellor (Indigenous) Support: Director, William Cooper Institute
	Develop, implement and communicate a cultural learning strategy for our staff.	December 2024	Lead: Pro Vice-Chancellor (Indigenous) Support: Director, William Cooper Institute
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	April 2025	Lead: Deputy Vice-Chancellor (Education) Support: Director, William Cooper Institute
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Continue to increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2023, 2024	Lead: Pro Vice-Chancellor (Indigenous) Support: Director, William Cooper Institute
	Continue to implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	December 2023, 2024	Lead: Pro Vice-Chancellor (Indigenous) Support: Director, William Cooper Institute
	Continue to invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	March, 2024, 2025	Lead: Pro Vice-Chancellor (Indigenous) Support: Director, William Cooper Institute
	Continue practice of giving an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	December 2023, 2024	Lead: Deputy Vice-Chancellor (Education) Support: Pro Vice-Chancellor (Indigenous)
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	July 2023, 2024	Lead: Pro Vice-Chancellor (Indigenous) Support: RAP Working Group
	Continue to review HR policies and procedures to remove barriers to staff participating in NAIDOC Week	December 2023, 2024	Lead: Director, Human Resources Support Pro Vice-Chancellor (Indigenous)
4. Continue to build respect for Aboriginal and Torres Strait Islander peoples in our students	Promote and encourage participation in external NAIDOC events to all staff.	June 2023, 2024	Lead: Pro Vice-Chancellor (Indigenous) Support: RAP Working Group
	Continue to implement compulsory Aboriginal and Torres Strait Islander training for all students	March 2024, 2025	Lead: Deputy Vice-Chancellor (Education) Support: Pro Vice-Chancellor (Indigenous)
	Establish Aboriginal and Torres Strait Islander Learning and Teaching Community of Practice	December 2023	Lead: Pro Vice-Chancellor (Indigenous) Support: Associate Deans (Indigenous)
	Embed Aboriginal and Torres Strait Islander knowledges across the curriculum	December 2024	Lead: Pro Vice-Chancellor (Indigenous) Support: Associate Deans (Indigenous)

Opportunities

Monash University continues to develop opportunities for Aboriginal and Torres Strait Islander peoples through excellent learning and teaching, research, employment and in procurement through Aboriginal and Torres Strait Islander organisations. Monash is committed to further developing these opportunities within the university as well as through advocacy across the institution’s broader sphere of influence.

These opportunities will the institution and non-Indigenous staff through greater exposure to Aboriginal and Torres Strait Islander peoples, communities and organisations. The Aboriginal and Torres Strait Islander staff, communities engaged in this process will have increased access to the significant resources of one of Australia’s largest universities.

Opportunities

Action	Deliverable	Timeline	Responsibility
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	September 2023, 2024	Lead: Director, Human Resources Support: Pro Vice-Chancellor (Indigenous)
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	September 2023, 2024	Lead: Director, Human Resources Support: Pro Vice-Chancellor (Indigenous)
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	July 2024	Lead: Director, Human Resources Support: Pro Vice-Chancellor (Indigenous)
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders	December 2023, 2024	Lead: Director, Human Resources Support: Pro Vice-Chancellor (Indigenous)
	Continue to review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2023, 2024	Lead: Director, Human Resources Support: Pro Vice-Chancellor (Indigenous)
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	December 2023, 2024	Lead: Director, Human Resources Support: Pro Vice-Chancellor (Indigenous)
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	December 2023	Lead: Director, Procurement Support: Pro Vice-Chancellor (Indigenous)
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	January 2024	Lead: Director, Procurement Support: Pro Vice-Chancellor (Indigenous)
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	September 2023	Lead: Director, Procurement Support: Pro Vice-Chancellor (Indigenous)
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	December 2023, 2024	Lead: Director, Procurement Support: Pro Vice-Chancellor (Indigenous)
	Maintain Supply Nation membership	December 2023, 2024	Lead: Director, Procurement Support: Pro Vice-Chancellor (Indigenous)
3. Grow opportunities for new Aboriginal and Torres Strait Islander staff through the Graduate Program	Continue to Implement an Aboriginal and Torres Strait Islander Graduate program	January 2024, 2025	Lead: Director, Human Resources Support: Pro Vice-Chancellor (Indigenous)
	Support the retention of participants in the Graduate Program	July 2023 December 2023 July 2024 December 2024	Lead: Director, Human Resources Support: Pro Vice-Chancellor (Indigenous)
	Expand participation in the Graduate Program through active recruitment nationally	December 2023 December 2024	Lead: Director, Human Resources Support: Pro Vice-Chancellor (Indigenous)

Governance

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain RAP Working Group including Aboriginal and Torres Strait Islander and other representation.	July 2023	Pro Vice-Chancellor (Indigenous)
	Establish and apply a Terms of Reference for the RWG.	July 2023	Lead: Pro Vice-Chancellor (Indigenous) Support: RAP Working Group
	Meet at least four times per year to drive and monitor RAP implementation.	June, September, December 2023. March, June, September, December 2024. March 2025.	Lead: Pro Vice-Chancellor (Indigenous) Support: RAP Working Group
2. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	July 2023	Lead: Pro Vice-Chancellor (Indigenous) Support: RAP Working Group
	Engage our senior leaders and other staff in the delivery of RAP commitments.	September 2023, 2024	Lead: Deputy Vice-Chancellor (Education) Support: Pro Vice-Chancellor (Indigenous)
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	August 2023	Lead: Pro Vice-Chancellor (Indigenous) Support: RAP Working Group
	Maintain an internal RAP Champion from senior management.	July 2023	Lead: Deputy Vice-Chancellor (Education) Support: Pro Vice-Chancellor (Indigenous)
3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2023, 2024	Lead: Pro Vice-Chancellor (Indigenous) Support: RAP Working Group
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August 2023, 2024	Lead: Pro Vice-Chancellor (Indigenous) Support: RAP Working Group
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2023, 2024	Lead: Pro Vice-Chancellor (Indigenous) Support: RAP Working Group
	Report RAP progress to all staff and senior leaders quarterly.	September, December 2023. March, June, September, December 2024. March, June 2025.	Lead: Deputy Vice-Chancellor (Education) Support: Pro Vice-Chancellor (Indigenous)
	Publicly report our RAP achievements, challenges and learnings, annually.	May 2024, 2025	Lead: Pro Vice-Chancellor (Indigenous) Support: RAP Working Group
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	July 2024	Lead: Deputy Vice-Chancellor (Education) Support: Pro Vice-Chancellor (Indigenous)
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP	June 2025	Lead: Deputy Vice-Chancellor (Education) Support: Pro Vice-Chancellor (Indigenous)
4. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	September 2024	Lead: Deputy Vice-Chancellor (Education) Support: Pro Vice-Chancellor (Indigenous)



Further Information

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