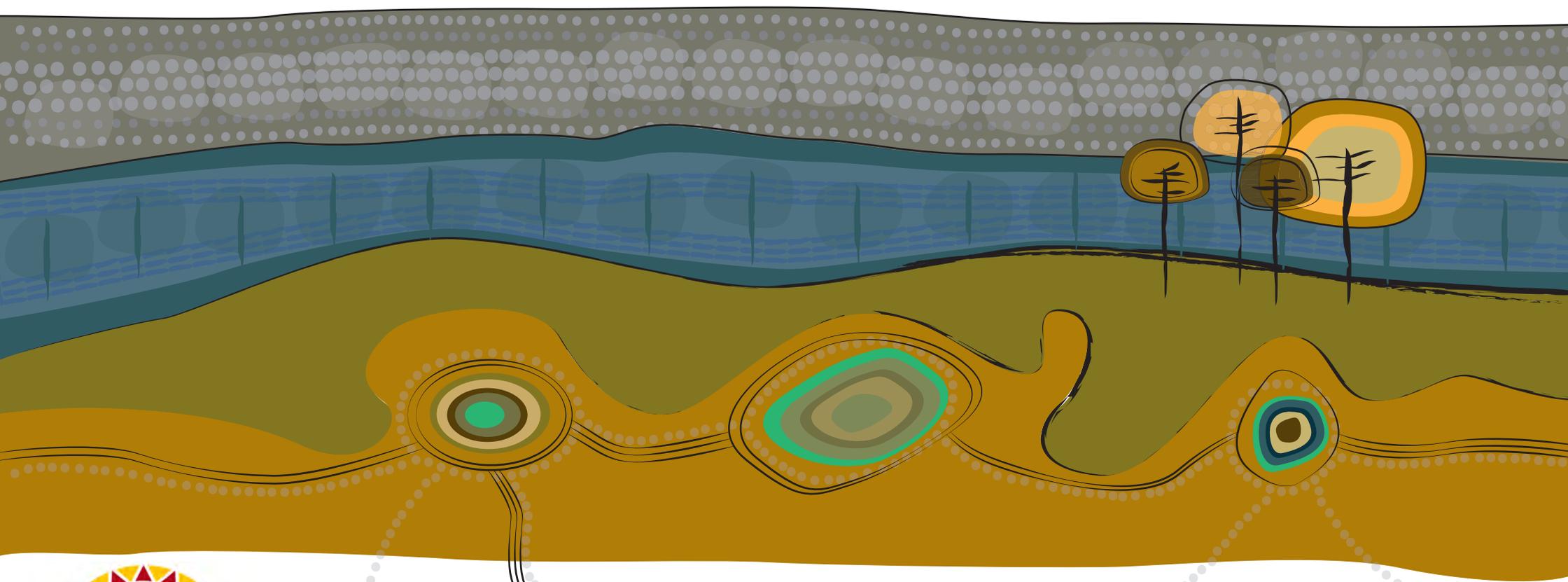




MONASH University

## Reconciliation Action Plan

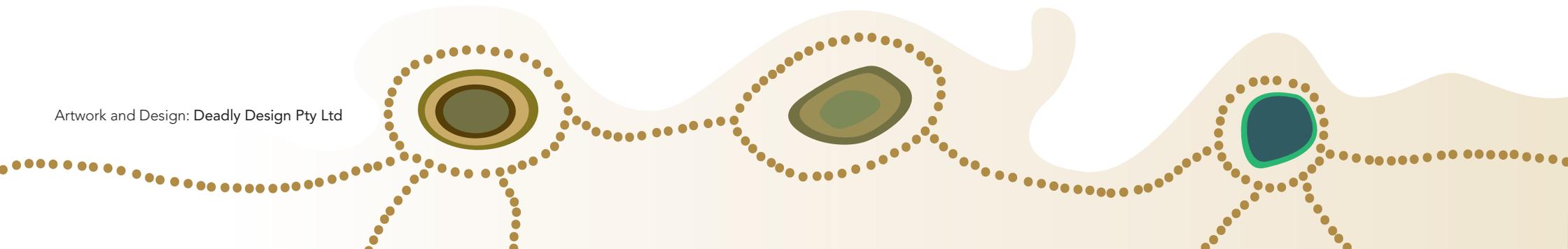
2013–2014



**Reconciliation**  
AUSTRALIA  
RECONCILIATION ACTION PLANS

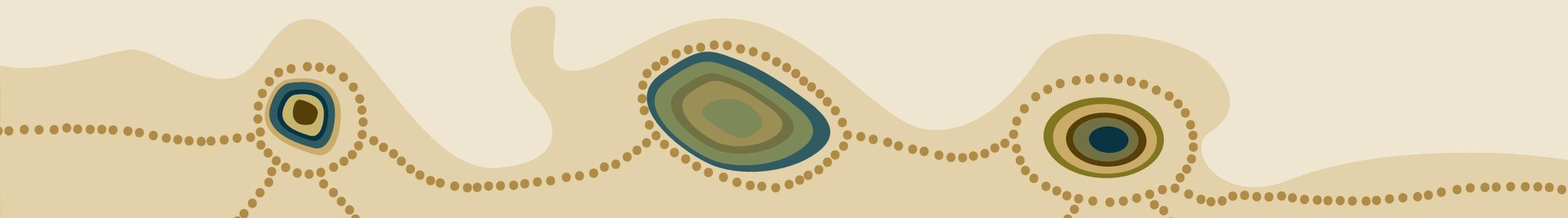
We acknowledge the Traditional Owners,  
and Elders past and present, of all the lands  
on which Monash University operates.

Artwork and Design: Deadly Design Pty Ltd



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## Foreword

*I am delighted to introduce the first Monash University Reconciliation Action Plan (RAP).*

*Monash has always been committed to social justice. Since teaching began in 1961, we are proud to have graduated many remarkable Aboriginal and Torres Strait Islander students.*

*This RAP enshrines a whole-of-University approach to reconciliation. It reflects our belief that Indigenous business, as the saying goes, is everyone's business. We have incorporated Indigenous perspectives into our learning, embracing the knowledge and culture of Australia's first peoples. Our RAP affirms the positive steps Monash continues to take in advancing Indigenous education and employment outcomes, and commits to maintaining our university as a culturally safe, respectful, and equitable environment.*

*I extend my gratitude and commendation to the Indigenous Advisory Council and those who worked with the Council to develop our RAP.*

*This document is a demonstration of Monash's commitment to reconciliation and I look forward to working together to reach the targets we have set for the coming year.*



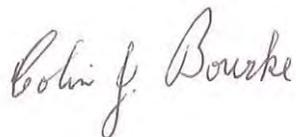
Professor Ed Byrne  
Vice-Chancellor

# Foreword

*It has been a great pleasure to be involved in the development of the first Reconciliation Action Plan (RAP) for Monash University.*

*The RAP reflects Monash's genuine commitment to advancing the lives of Aboriginal and Torres Strait Islander people, through quality education and career pathways. Monash has always had meaningful and productive relationships with Indigenous communities around Australia and this RAP will guide us to advance these relationships, to continue to work collaboratively with Aboriginal and Torres Strait Islander people. Respect for Indigenous people and cultures is embedded in the Monash approach to teaching and learning, and this will continue to be extended through the implementation of this RAP.*

*This RAP is part of the University's over-arching Indigenous Strategic Framework and I look forward to witnessing positive outcomes over the next twelve months.*



Professor Colin Bourke  
Chair, Indigenous Advisory Council

## Our Reconciliation Action Plan Journey

This is the first RAP for Monash University and is part of Monash's over-arching Indigenous Strategic Framework which provides guidance in Indigenous education, research, employment outcomes, and community engagement.

In late 2011 the Indigenous Advisory Council discussed the need to make a public commitment to the work we are doing with Aboriginal and Torres Strait Islander people, and to Reconciliation. A forum for University staff was held in early 2012 on a Reconciliation Action Plan for Monash, with the recommendation to the Council that we develop one. A Working Group was established, and the RAP was finalised by early 2013.

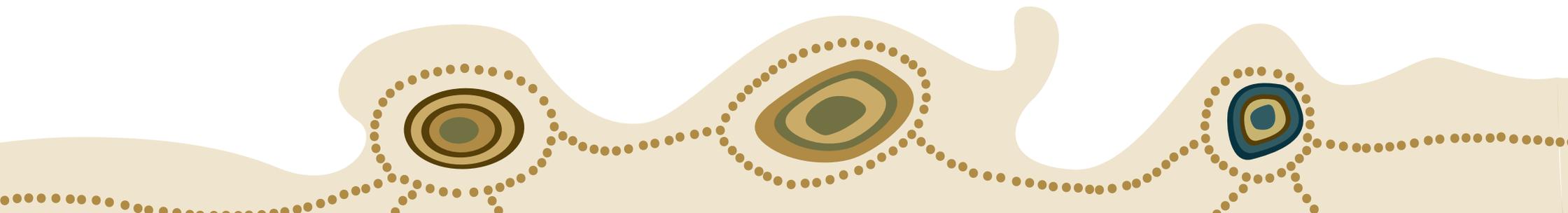
It has been my singular pleasure to Chair the working group and canvas a wide range of opinions. We consulted with all Deans and Faculties, and all University staff, with the approval process going

from the Indigenous Advisory Council, through to Senior Management Team (Social Inclusion), Academic Board, and Monash Council.

Although led from the 'grass roots' our first RAP launches from up high. Since our establishment we have learned from Indigenous people, cultures, knowledges, history, and perspectives. Dozens of Aboriginal and Torres Strait Islander professionals are Monash alumni. We aim to continually increase access to higher education and open opportunities for more Indigenous Australians to pursue their study and career aspirations. I am incredibly proud of our RAP, our institution and our staff.



Professor Lynette Russell  
Chair, RAP Working Group  
Director, Monash Indigenous Centre

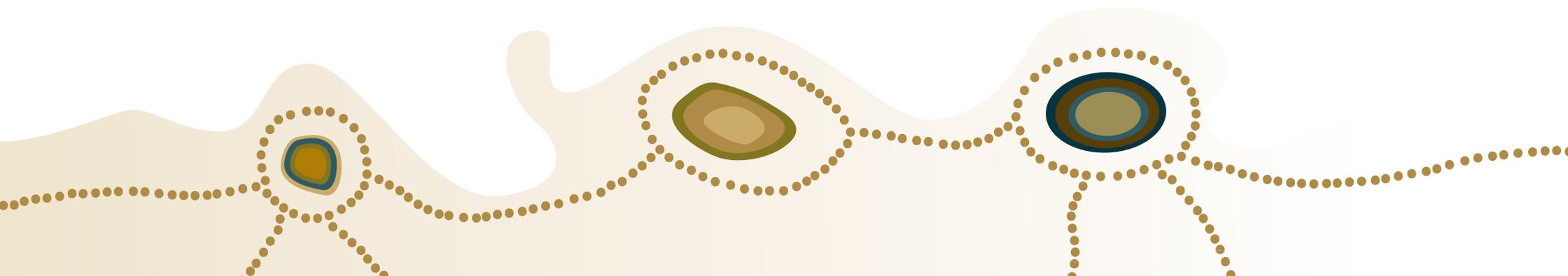


# Preamble

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 Indigenous ways of living, languages and cultures were eroded. Some families lost connections to country and each other which led to profound personal loss and cultural damage. Government policies saw Indigenous peoples treated unfairly and subject to social and economic marginalisation. Indigenous Australians are still much more likely to be socially and economically disadvantaged and face significantly more hardships than other Australians. In the face of this adversity Indigenous Australians have resolutely survived. Through this resilience Aboriginal people remain an integral part of Australian society as the first Australians.



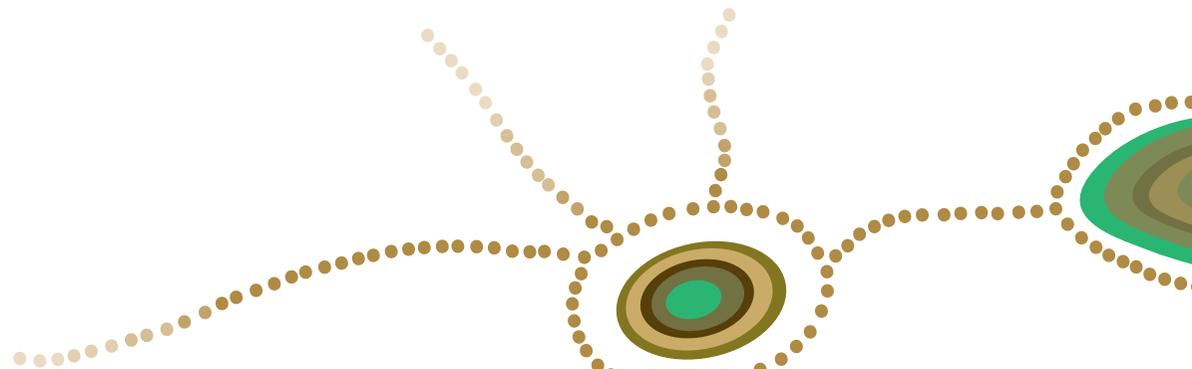
## Vision

Monash University's vision for reconciliation is guided by the Council for Aboriginal Reconciliation Act (1991) and United Nations Declaration on the Rights of Indigenous Peoples. Monash was the first university in Australia to have a dedicated Australian Indigenous Centre, established in 1964 to support the struggle for Aboriginal land rights in Victoria. Monash believes that, as agents of change, reconciliation between Aboriginal and Torres Strait Islander and non-Indigenous Australians through action will make a difference.

The Reconciliation Action Plan (RAP) aims to support the entire Monash community to take part in the broader movement towards reconciliation between Indigenous Australians and other Australians. The first Monash RAP focuses actions

and measures on Australian campuses and sites, with the view to include cross-cultural learnings at our international sites in future RAPs.

The Monash vision is to foster an environment which respects Aboriginal and Torres Strait Islander peoples, cultures and knowledge, and works towards addressing the legacies of the past. Through its teaching, research and community engagement, Monash will make a substantial and ongoing contribution to reconciliation by developing partnerships with Indigenous 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 people, culture and issues.



# Our business

Monash University was established in Melbourne, Australia in 1958. Monash is a youthful organisation; enthusiastic, optimistic and accessible, believing that quality education and research can change the world for the better. Monash is a university of transformation. The desire to make a difference informs everything we do. As a global university Monash has the ability to address global problems.

- **Our core business**

Education - The early vision of the University was to create a research-focused tertiary institution with an emphasis on science and technology. Monash has moved beyond the bounds of initial expectations. Free from tradition and convention, within just a few years of the first intake of a mere 347 students at the flagship Clayton campus in 1961, Monash was offering courses in arts, economics, education, engineering, law, medicine, politics and science.

The focus on research excellence has remained, but is strengthened by a culture of creativity, innovation and relevance.

The University now offers a broad selection of courses within 10 faculties: Art, Design and Architecture; Arts; Business and Economics; Education; Engineering; Information Technology; Law; Medicine, Nursing and Health Sciences; Pharmacy and Pharmaceutical Sciences; and Science.



- **Our people**

Monash University employs 8,559 (FTE) staff across all campuses (current at 30 June 2012).

- **Our Indigenous Australian staff**

Monash University employs 37 Aboriginal and Torres Strait Islander staff (35 FTE), (current at 31 December 2012).

- **Our geographic reach**

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. In 1998, the Malaysian Ministry of Education invited Monash to set up a campus in Malaysia in collaboration with the Sunway Group. Monash University Malaysia was established in the same year, the first Monash campus outside Australia and the first international university in Malaysia. A second off-shore campus was opened in South Africa in 2001. Monash's international centres are located in the People's Republic of China, Italy and India. Monash and the University of Warwick (UK) established a first-of-its-kind alliance in December 2011, which enhances the University's expanding international footprint.

With approximately 60,000 students (and 270,000 alumni) from over 170 countries, Monash is Australia's largest university.

# Our RAP

## Our RAP

- Champions of our RAP internally:
  - Chancellor and Monash Council
  - President and Vice-Chancellor
  - Foundation Provost and Senior Vice-President
  - Chief Operating Officer and Senior Vice President (Administration)
  - The Indigenous Advisory Council, Chair and Deputy Chair
  - Deputy Vice-Chancellor & Vice-President (Education)
  - Deans
  - Faculty Managers

## • RAP Working Group:

The RAP Working Group is Chaired by Professor Lynette Russell, Director Monash Indigenous Centre and Deputy Chair Indigenous Advisory Council, with Indigenous and non-Indigenous staff from a cross-section of faculties and departments.

## • RAP journey:

The Indigenous Advisory Council held a Forum open to all colleagues in May 2012 on a Reconciliation Action Plan for the University. The Forum included representation from all Victorian campuses. Presentations were made by a colleague from The University of Melbourne on their RAP, and by Reconciliation Australia. The Forum recommended to the IAC that Monash have a RAP, that a Working Group be appointed and that a draft be produced by the end of the year (2012).

## Consultation timeline –

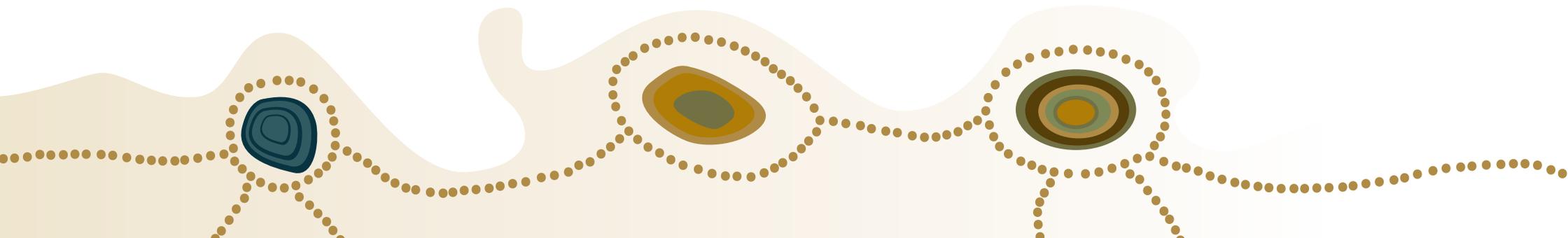
12 November 2012	Indigenous Advisory Council
6 December 2012	Senior Management Team (Social Inclusion)
14 February – 6 March 2013	Monash Futures website for broad consultation across the University
27 March 2013	Senior Management Team (Expanded)
17 April	Academic Board
8 May 2013	Monash University Council

# Relationships

Monash University's work in Indigenous research, learning and teaching, and connections is guided by the United Nations Declaration on the Rights of Indigenous Peoples. We acknowledge that there is an emerging consensus internationally regarding the rights of Indigenous peoples, and that the international Indigenous rights mechanisms provide useful guidance with respect to orienting our approach to our education philosophy and organisational commitment to socio-economic justice for Aboriginal and Torres Strait Islander people.

University's rights-based approach to higher education is supported by a raft of Australia's policy

commitments to social and economic justice for all Australians, and has created a very positive environment in which to develop strong relationships with Aboriginal and Torres Strait Islander people and communities. Excellence in education and research is core business; it is the foundational element of any reconciliation commitment and Monash has a special responsibility to ensure that Aboriginal and Torres Strait Islander students and staff are supported in pursuing their educational aspirations and that non-Indigenous students and staff, domestic and international, are supported to develop respect for and an understanding of Indigenous cultures, languages and lifeways.



ACTION	RESPONSIBILITY	TIMELINE	TARGET
1.1 A Working Group, comprising Aboriginal and Torres Strait Islander people and other Australians, is established to support the development of the RAP.	Chair of RAP Working Group; Senior Adviser Indigenous Policy and Strategy	14 May – end November with possible follow-up meetings in early 2013	<ul style="list-style-type: none"> <li>• Meet four to five times, with some drafting and updates to occur out-of-session.</li> </ul>
1.2 Provide opportunities for Aboriginal and Torres Strait Islander and non-Indigenous employees and students to develop and build relationships.	Yulendj Indigenous Engagement Unit, in partnership with Faculties and Divisions across the University.	2013 – ongoing	<ul style="list-style-type: none"> <li>• Organise at least one internal event each year during both National Reconciliation Week and NAIDOC Week.</li> <li>• Invite Aboriginal and Torres Strait Islander and non-Indigenous employees and students to other events throughout the year.</li> </ul>
1.3 Continue with Elder-in-Residence program.	Monash Indigenous Centre with Yulendj Indigenous Engagement Unit.	2013 – ongoing	<ul style="list-style-type: none"> <li>• Elder-in-Residence position is ongoing.</li> </ul>
1.4 Establish an Indigenous staff network to enable culturally safe networking.	Manager Indigenous Employment, with all Faculties and Divisions across the University.	2013 – ongoing	<ul style="list-style-type: none"> <li>• Invite all staff who identify as Aboriginal and/or Torres Strait Islander to join the network.</li> <li>• Organise at least one networking event each semester.</li> </ul>
1.5 Engage with Monash's Indigenous alumni.	Indigenous Advisory Council with Yulendj Indigenous Engagement Unit and External Relations.		<ul style="list-style-type: none"> <li>• Identify Aboriginal and Torres Strait Islander alumni for the purposes of networking, event participants, and collaboration.</li> </ul>
1.6 Develop relationships with schools and the VET sector to increase Aboriginal and Torres Strait Islander student enrolments.	Yulendj Indigenous Engagement Unit – Indigenous Student Recruitment Officer with the Elder-in-Residence, Scholarships, and Admissions.	2013 – ongoing	<ul style="list-style-type: none"> <li>• Increase enrolments by a greater percentage each year.</li> <li>• Set realistic targets according to data from Monash Statistics, DIIRSTE and DEECD, and the Australian Bureau of Statistics.</li> <li>• Increase the awareness of pathways into Monash degrees, including ATAR score requirements, Enabling Program, Deans' Lists, Vice-Chancellor's Access List, and other pathways.</li> </ul>
1.7 Create and nurture strong relationships with Aboriginal and Torres Strait Islander people and communities across Australia.	Yulendj Indigenous Engagement Unit and Monash Indigenous Centre with Faculties and Divisions across the University.	2013 – ongoing	<ul style="list-style-type: none"> <li>• Nurture existing relationships within Victoria and create new ones.</li> <li>• Nurture existing relationships in other states and territories where Monash has ongoing projects/research.</li> <li>• Conduct an annual meeting to review and build upon relationships with Aboriginal and Torres Strait Islander communities.</li> </ul>
1.8 Indigenous Advisory Council develops guiding principles for teaching, research and community engagement.	Indigenous Advisory Council	2013 – ongoing	<ul style="list-style-type: none"> <li>• Principles finalised by end 2013.</li> </ul>

# Respect

Respect for Aboriginal and Torres Strait Islander peoples, their cultures and histories are an underlying principle of a rights-based approach to education. Incorporating this perspective into all activity supports staff and students at Monash University to acknowledge the great contribution Aboriginal and Torres Strait Islander people have made to Australian culture.



ACTION	RESPONSIBILITY	TIMELINE	TARGET
2.1 Engage all employees in cultural awareness/ competency programs to increase understanding and appreciation of different cultural backgrounds in order to lay the foundation for other RAP actions to be achieved.	Yulendj Indigenous Engagement Unit with all Faculties, Campuses and Divisions across the University.	Late 2012 – ongoing	<ul style="list-style-type: none"> <li>• Develop a cultural awareness training strategy and engage a facilitator.</li> <li>• Engage senior staff, including Heads of Schools/Departments, Deans and Divisional Directors in the training.</li> <li>• Provide for targeted training to specialist groups.</li> <li>• Provide for participants to give feedback.</li> <li>• Review training mid-2013.</li> </ul>
2.2 Engage employees in understanding the protocols around Acknowledgement of Country and Welcome to Country ceremonies to ensure there is shared meaning behind the ceremonies.	Yulendj Indigenous Engagement Unit.	2012 – ongoing	<ul style="list-style-type: none"> <li>• Develop, implement and communicate a protocol document.</li> <li>• Display the protocol document on the University website and circulate via email to all colleagues.</li> </ul>
2.3 Acknowledge Traditional Owners at all Monash public events.	Indigenous Advisory Council with the Yulendj Indigenous Engagement Unit.	By mid 2013	<ul style="list-style-type: none"> <li>• Disseminate up-to-date information on recognised traditional owners from the Victorian Aboriginal Heritage Council via Aboriginal Affairs Victoria to all staff, with suggested wording for acknowledgements.</li> <li>• Provide phonetic spellings for names of traditional clans/language groups/people.</li> </ul>
2.4 Create and display signs at each Australian campus acknowledging traditional owners.	Indigenous Advisory Council with the Yulendj Indigenous Engagement Unit.	By early 2013	<ul style="list-style-type: none"> <li>• Obtain up-to-date information on recognised traditional owners from the Victorian Aboriginal Heritage Council via Aboriginal Affairs Victoria.</li> <li>• Ensure prominent and appropriate placement of signs.</li> </ul>
2.5 Create a map of Indigenous Monash, highlighting the key sites across the university that celebrate our proud history of Aboriginal and Torres Strait Islander education and research.	Monash Indigenous Centre	By end 2013	<ul style="list-style-type: none"> <li>• Identify key sites. (E.g. Aboriginal garden, original home of the Monash Indigenous Centre, etc) and install brass plaques, or similar, explaining the significance of each site.</li> <li>• Ensure prominent and appropriate placement of signs</li> <li>• Include, where appropriate, images of key people.</li> </ul>
2.6 Provide opportunities for Aboriginal and Torres Strait Islander employees to engage with their cultures and communities through Reconciliation Week and NAIDOC Week events.	Indigenous Employment Manager, with Yulendj Indigenous Engagement Unit and all Faculties, Australian campuses and Divisions across the University.		<ul style="list-style-type: none"> <li>• Ensure all Aboriginal and Torres Strait Islander staff are aware of their leave entitlements to attend cultural/community events.</li> <li>• Hold cultural/community events on Australian campuses.</li> <li>• Provide opportunities for Aboriginal and Torres Strait Islander staff to share their cultures/experiences/celebrations if they wish and as they choose.</li> </ul>
2.7 Encourage participation of students in a cultural competency program.	Indigenous Student Recruitment Officer, Indigenous Student Academic Support Coordinator, with all Faculties and other relevant Divisions across the University.	By end 2013	<ul style="list-style-type: none"> <li>• Develop a cultural awareness training strategy and engage a facilitator.</li> <li>• Provide for targeted training to specialist groups.</li> <li>• Provide for participants to give feedback and provide for a review of the training.</li> </ul>

# Opportunities

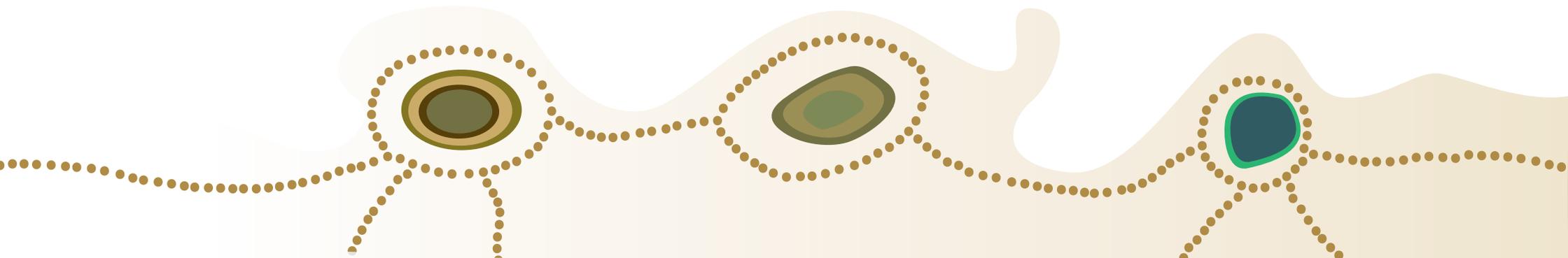
Monash University is the largest Australian University and as such has a unique leadership role to play in reconciliation efforts between Indigenous and non-Indigenous Australians. Opportunities are created by proactively providing for Aboriginal and Islander people to study and work at Monash and for communities and organisations to partner with Monash University to undertake research and teaching.

ACTION	RESPONSIBILITY	TIMELINE	TARGET
3.1 Increase opportunities within Monash to advance Aboriginal and Torres Strait Islander employment opportunities across the University in both - a) Academic; and b) Professional positions.	Indigenous Employment Manager, Monash Human Resources, and all Faculties and Divisions across the University.	Early 2013 – ongoing	<ul style="list-style-type: none"> <li>Establish baseline data for Aboriginal and Torres Strait Islander employees and develop an Aboriginal and Torres Strait Islander Employment Strategy.</li> </ul>
3.2 Enable Aboriginal and Torres Strait Islander people to have a wider role in governance and decision-making.	Vice-Chancellor, Monash Council, Senior Management Teams and the Indigenous Advisory Council.	End 2013	<ul style="list-style-type: none"> <li>Create identified positions on Monash Council and Senior Management Teams/Committees.</li> <li>Consider the case for a Pro Vice-Chancellor Indigenous.</li> <li>Provide governance and leadership training for Aboriginal and Torres Strait Islander staff.</li> </ul>
3.3 Deans and Directors to establish key performance targets in relation to the RAP.	Deans of all Faculties/Directors of all Divisions/Directors of all Centres.	Mid 2013	<ul style="list-style-type: none"> <li>Set realistic targets for increasing Aboriginal and Torres Strait Islander staff and student numbers.</li> <li>Undertake strategies to achieve targets.</li> </ul>

ACTION	RESPONSIBILITY	TIMELINE	TARGET
3.4 Encourage staff to incorporate Indigenous curriculum into their courses.	Deputy Vice-Chancellor (Education), Indigenous Advisory Council, Deans, and Heads of Schools as Champions.	2013 for commencement at Semester 1, 2015	<ul style="list-style-type: none"> <li>• Audit current Indigenous perspectives/knowledge/teaching/research within Faculties.</li> <li>• Deans and Heads of Schools of each Faculty to champion the incorporation of Indigenous curriculum, including garnering staff understanding and support.</li> <li>• Incorporate Indigenous perspectives into curricula in each Faculty at a minimum level, for commencement at Semester 1, 2015.</li> </ul>
3.5 Increase recruitment, retention and success rates for Indigenous undergraduate and postgraduate students.	Indigenous Student Recruitment Officer and Yulendj Indigenous Engagement Unit, with Divisional Directors, Directors of Centres, Deans, Heads of Schools, academic staff.	Early 2013 and ongoing	<ul style="list-style-type: none"> <li>• Identify gaps/barriers to Aboriginal and Torres Strait Islander students undertaking tertiary study.</li> <li>• Provide appropriate scholarships and bursaries, with information provided to prospective students in a clear and timely manner.</li> <li>• Support Admissions staff, Scholarships staff and Faculties/Divisions in understanding and implementing the range of scholarships, bursaries and pathways available to Indigenous students.</li> <li>• Source greater funding to support Aboriginal and Torres Strait Islander students in undertaking postgraduate degrees.</li> <li>• Continue with the Indigenous Tutorial Assistance Scheme (ITAS).</li> <li>• Ensure student support mechanisms through Yulendj Indigenous Engagement Unit are adequately resourced.</li> </ul>
3.6 Promote, develop and celebrate Aboriginal and Torres Strait Islander research.	Pro Vice-Chancellor (Research), Indigenous Advisory Council, Monash Indigenous Centre, Deans, Heads of Schools, academic staff.	2013 - ongoing	<ul style="list-style-type: none"> <li>• Promote Aboriginal and Torres Strait Islander research by illustrating benefits to each particular Faculty.</li> <li>• Promote and celebrate Aboriginal and Torres Strait Islander research being undertaken at Monash through Marketing and other media.</li> <li>• Encourage and support Indigenist research undertaken by Indigenous researchers for Indigenous outcomes.</li> <li>• Establish and support Indigenist research networks Aboriginal and Torres Strait Islander researchers.</li> </ul>
3.7 Promote Indigenous achievements through reports and media.	Media and Communications	Ongoing	<ul style="list-style-type: none"> <li>• Feature stories on, for example, scholarship recipients, high achieving students, staff achievements, programs and data targets.</li> </ul>
3.8 Investigate the mutually beneficial opportunities that supplier diversity will provide.	Chief Operating Officer and Senior Vice President (Administration)	Early to mid 2013	<ul style="list-style-type: none"> <li>• Investigate becoming a member of the Australian Indigenous Minority Supplier Council.</li> <li>• Form a relationship with Kinaway, the Indigenous Chamber of Commerce.</li> <li>• Encourage the procurement of services, across the University, from businesses owned/managed/employing Indigenous people</li> </ul>
3.9 Establish annual reconciliation awards to commemorate achievements by Indigenous community members, staff and students.	Indigenous Advisory Council, with the Vice-Chancellor, with the Yulendj Indigenous Engagement Unit.	Reconciliation Week 2013	<ul style="list-style-type: none"> <li>• Identify award recipients across a variety of categories, for example, community work, excellence in research, academic excellence, social justice, human rights, leadership.</li> <li>• Prize money to be awarded to each recipient.</li> </ul>

# Tracking progress and reporting

ACTION	RESPONSIBILITY	TIMELINE	TARGET
1. Report achievements, successes, challenges and learnings to both Reconciliation Australia for inclusion in their Annual Impact Measurement Report, and to relevant internal stakeholders.	RAP Working Group and the Indigenous Advisory Council.	Mid 2014	<ul style="list-style-type: none"><li>• RAP progress is reported each year in the Reconciliation Australia RAP Impact Measurement Questionnaire.</li><li>• RAP progress is reported via the Indigenous Advisory Council to the Vice-Chancellor, SMT (SI) and other relevant committees.</li></ul>



## Contact details

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Chair Reconciliation Action Plan Working Group

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## Reconciliation Action Plan Working Group

**Chair: Professor Lynette Russell**

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Faculty of Education

**Andrew Gunstone**

Faculty of Arts, Gippsland Campus

**Secretary: Inala Cooper**

Yulendj Indigenous Engagement Unit

