

Australian National University Reconciliation Action Plan

Improving Engagement with Indigenous Australians

IN PARTNERSHIP WITH: RECONCILIATION AUSTRALIA

As a demonstration of its commitment to the reconciliation process, the Australian National University has developed its own Reconciliation Action Plan.

The Reconciliation Action Plan program was launched nation-wide in July 2006 by Reconciliation Australia; an independent, not-for-profit organisation building and promoting reconciliation between Indigenous and non-Indigenous Australians. The Australian National University is proud to be part of this national program which is committed in part to closing the unacceptable gaps, in particular in socio-economic outcomes, between Indigenous and non-Indigenous Australians.

The Australian National University's vision is for an Australia that provides equal chances for all, while recognising and respecting the special place, culture and contribution of Aboriginal and Torres Strait Islander peoples as the First Australians.

Our Vision

For tens of thousands of years, hundreds of generations of Indigenous peoples have lived in Australia. They developed complex societies with many languages, cultural practices and religious and spiritual traditions. Indigenous Australians enjoy a close spiritual and cultural connection to their lands, waters, territories and natural resources. They developed societies, laws, rules and cultural institutions that gave validity to the special relationships people held with both material and non-material aspects of the world.

The arrival of Europeans in Australia led to two centuries of major impact with Indigenous peoples suffering erosion of their languages, cultures and ways of life. Connections to country and kin were often lost and identities shattered. Through deliberate government policy Indigenous peoples were isolated and marginalised within their own country. As a result, Indigenous Australians currently face significant economic and social disadvantage in comparison with other Australians. Despite these losses Indigenous Australians have shown exceptional reliance and fortitude, and have survived.

This is the legacy that the Australian National University recognises, acknowledges and accepts. This Reconciliation Action Plan is testament to the University's conviction that it must contribute to righting the wrongs of the past. It knows that the future has to be founded on relationships of mutual respect and meaningful partnership between Indigenous and non-Indigenous Australians – a future where Indigenous culture, connection to country, and world views are treated with respect.

The Australian National University's vision for reconciliation is to be a place of learning that respects Indigenous culture and diversity: a place where Indigenous and non-Indigenous people come together to engage with their chosen discipline - contextualised within Indigenous culture and an understanding of our shared history. The Australian National University will make an important contribution to reconciliation by furthering scholarly learning, research and public knowledge of Indigenous issues.

The Australian National University will be a supportive learning environment where Indigenous Australians can realise their potential and achieve their aspirations. It will make a significant contribution to improving higher education and employment outcomes for Indigenous Australians. This University community will have strong and mutually beneficial partnerships with local, national and indeed international Indigenous communities. These relationships will provide for the sharing of knowledge and ideas and the opportunity to listen and learn from Indigenous Australians about the past, their current circumstances and their vision for the future.

The Australian National University will be a place where Indigenous culture is both respected and celebrated.

Our Business

The Australian National University is located on the traditional lands of the Ngunnawal and Ngambri people and is Australia's national University. We are uniquely placed to contribute both to the national reconciliation agenda and to the aspirations of local Indigenous communities. The University has a long-standing commitment to Indigenous education and culture, and has already taken a number of significant steps towards reconciliation (see Appendix II).

We are an education-intensive research institution with colleges made up of research and education centres, schools and faculties that collectively contribute to disciplinary knowledge through research and teaching at undergraduate, graduate and higher degree levels.

The University is dedicated to advancing reconciliation by further promoting an understanding of Indigenous culture and history, implementing strategies to increase the participation of Indigenous students and staff, and continuing a commitment to fostering partnerships in Indigenous research and development.

A commitment by the Australian National University to achieve the vision and targets set out in this *Australian National University Reconciliation Action Plan* will enhance the quality and diversity of the University's staff and student bodies. The study of Indigenous cultures and perspectives will help ensure that courses are more responsive to international, national, community and professional expectations with respect to Indigenous knowledge systems.

Our Reconciliation Action Plan – Process

The *Australian National University Reconciliation Action Plan* has been developed over a year and a half. The University established a working group which was chaired by Professor Michael Dodson, Director of the ANU National Centre for Indigenous Studies (for membership, see Appendix I). The Committee comprises Indigenous and non-Indigenous academics and general staff from across the campus as well as Indigenous student and community members with relevant expertise.

The Committee identified four distinct areas of activity where the Australian National University could enhance its Indigenous involvement: undergraduate education, employment, graduate education and community engagement. In September 2008, it undertook a comprehensive survey of the Australian National University's performance of engagement with Indigenous peoples in these four areas of activity (see Appendix II). The *Australian National University Reconciliation Action Plan* also drew on additional sources, such as the *Australian National University by 2010 Strategic Plan*, the University's existing *Reconciliation Statement* and the *Indigenous Employment Strategy*.

After an initial period of consultation and drafting, the *Australian National University Reconciliation Action Plan* was presented to the University Executive, Deans, Directors and College General Managers for their consideration and comments and endorsement. During the consultation phase, actions and targets were discussed, and suggestions for future updates of the *Australian National University Reconciliation Action Plan* were made. A final plan was ultimately endorsed by Council.

The organisation of the University resembles a federalist structure which will be used as a framework for the implementation of this document. The *Australian National University Reconciliation Action Plan* is intended to set a benchmark for initiatives that are to be implemented at a University-wide level and to create a holistic approach to advancing reconciliation. It will inform and unify all Sub-Reconciliation Action Plans that follow it at the College level (and, it is hoped eventually, at the level of Australian National University Divisions and Halls as well) while permitting them the flexibility to be creative in solutions that are especially adapted to those organisations.

The *Australian National University Reconciliation Action Plan* signals an ambitious systemic shift in the University's culture and its engagement with Indigenous people. The University recognises that initiatives need to be framed by a respectful environment for Indigenous people and Indigenous studies. The *Australian National University Reconciliation Action Plan* will therefore be implemented in graduated stages: **Focus Area 1 Building greater respect for Indigenous peoples within the University environment and institutional culture** and **Focus Area 6 Maintaining accountability and transparency in monitoring and reporting on the progress of the *Australian National University Reconciliation Action Plan* initiatives** come into effect immediately upon launch; the remaining Focus Areas 2 to 5 (inclusive) do so eighteen months later, in January 2011.

Our Reconciliation Action Plan – Accountability

The University values transparency and accountability in monitoring and reporting on its progress on the initiatives agreed to in this document.

In seeking to deliver on its commitment to reconciliation, the *Australian National University Reconciliation Action Plan* includes clear actions, timelines and office holders who are responsible for reporting on the progress and achievement of targets. Some of these place the Australian National University at the forefront of the higher education reconciliation effort. They set a challenge the University aspires to. The Australian National University, accountable to Reconciliation Australia with which it is in partnership on this Reconciliation Action Plan, will monitor and report on its own progress for the achievement of the targets it sets.

As Australia's national University, we are uniquely well-positioned to play a lead role in coordinating a network of those universities implementing Reconciliation Action Plans to share their experiences and ideas. There is a real opportunity to build momentum for initiatives which might influence the national policy agenda. The *Australian National University Reconciliation Action Plan* proposes an annual national conference or workshop

Our Reconciliation Action Plan – Commitments

The *Australian National University Reconciliation Action Plan* identifies the following main focus areas.

- 1. Building greater respect for Indigenous peoples within the University environment and institutional culture:** While many areas of the University already have strong Indigenous connections of both a research and practical nature, we recognise that achievement of our targets is highly dependent on the level of commitment, awareness and understanding of the opportunities offered by the *Australian National University Reconciliation Action Plan* within the University more broadly. Working to raise awareness and build greater respect for Indigenous culture and history within the University environment and culture, as outlined under Focus Area 1, will be the immediate priority. Accordingly, the Australian National University committed to the following actions:
 - Acknowledge traditional owners within the Australian National University and as part of Australian National University's wider engagement with community and the nation.
 - Cultivate relationships with Australian and international Indigenous peoples and communities, especially those working in areas that align with Australian National University researchers.
 - Incorporate Indigenous perspectives in decision-making processes.
 - Enhance engagement with Indigenous entrepreneurial entities.
 - Respect and celebrate Indigenous cultures, traditions, knowledge and practices.
- 2. Consolidating the Australian National University as the leader in Indigenous research of national significance:** The University recognises that we will be most successful in meeting our targets where we align opportunities with areas of recognised strength and excellence, such as existing research hubs around topics like history, governance, resource management, law and cultural heritage. To this end, the University commits to undertake a gap analysis to identify areas of Indigenous research of national significance that the Australian National University has capacity in, in order to leverage existing Australian National University initiatives and research with external partners.
- 3. Ensuring all Australian National University students have a thorough understanding of Indigenous knowledge and perspectives:** The Australian National University will increase the level of incorporation of Indigenous content and perspectives in undergraduate and graduate courses and in research projects overall.
- 4. Attracting and supporting Indigenous students:** The University undertakes to increase the number of full-time and part-time Indigenous students (undergraduate and graduate) to a minimum of 2.5% to match the current proportion of the national Indigenous population.

- 5. Attracting and retaining Indigenous general and academic staff at all levels across the Australian National University:** The University undertakes to increase the number of full-time and part-time Indigenous staff (academic and general) to a minimum of 2.5% to match the current proportion of the national Indigenous population.
- 6. Maintaining accountability and transparency in monitoring and reporting on the progress of the *Australian National University Reconciliation Action Plan* initiatives:** In addition to internal reporting and accountability measures, the University undertakes to report regularly to Reconciliation Australia and to take a leadership role in facilitating consultation among the University Reconciliation Action Plan community.

National University will work with its community and friends to develop a significant Indigenous Education & Research Endowment Fund. This fund will supplement education and research initiatives developed through the *Australian National University Reconciliation Action Plan*. Over time, our aims and objectives for Indigenous inclusion can be sustained and enhanced through an endowment that supplements these main focus areas.



The Australian National University acknowledges that the success of the commitments in this *Australian National University Reconciliation Action Plan* hinge on the creation of a University culture and environment that builds greater respect for Indigenous peoples in order to achieve reconciliation.






We hope to enhance relationships with and between both the University's community and the external communities that the Australian National University sits within by strengthening support for Indigenous staff and students and through education highlighting the richness and diversity of Indigenous cultures.



As Australia's national University, we are uniquely placed to contribute both to the national reconciliation agenda and to the aspirations of local Indigenous communities through our core business areas in education, research and employment.








University Cultures and Environment

Focus Area 1: Build greater respect for Indigenous peoples within the University environment and institutional culture.

Action	Responsibility	Timeline	Measurable Target
<p>Acknowledge traditional owners and/or arrange a welcome to country for all ANU public events including those without Indigenous-specific content or Indigenous speakers.</p>  <p>Develop protocols for an acknowledgement, arranging a welcome to country and collaborating with Indigenous peoples and publicise them.</p>	<p>ANU RAP Committee & Director, CELO</p> <p>ANU RAP Committee & Director, CELO</p>	<p>From 2009 by launch of the ANU RAP and onwards</p> <p>From 2009 by launch of the ANU RAP</p>	<p>100% of ANU public events begin with either a welcome to country or acknowledgement of traditional owners.</p> <p>Protocols placed on ANU website, link sent to ANU networks and palm cards with protocols sent to all staff (general and academic).</p>
<p>Develop a database of peak state, territory and national Indigenous bodies in areas relevant to each</p> 	<p>Director NCIS & College Deans</p>	<p>From 2009 with ongoing maintenance</p>	<p>Database being established for each College.</p>
<p>Develop a database of relevant local Indigenous goods and service providers and publicise them within</p> 	<p>Directors FBS & F&S</p>	<p>From 2009 with ongoing maintenance</p>	<p>Database placed on ANU website, link sent to ANU networks and in diary.</p>
<p>Annual National Indigenous international Indigenous peoples,</p>  <p>Dialogues between Australian and hosted jointly by NCIS and Colleges.</p>	<p>Director NCIS & College Deans</p>	<p>From 2011 with ongoing maintenance</p>	<p>National Indigenous Dialogues held annually by NCIS and a College.</p>
<p>Include Indigenous representation in high level decision-making processes.</p> 	<p>Vice-Chancellor</p>	<p>By 2016</p>	<p>At least 1 Indigenous member on the Deans and Directors' Committee, Academic Board and Council.</p>
<p>Ensure appropriate internal and involvement on all RAP</p>  <p>external Indigenous representation committees and sub-committees.</p>	<p>ANU RAP Committee & College RAP Sub-Committees</p>	<p>From 2008 onwards</p>	<p>Membership and attendance at each meeting open to at least 1 Indigenous ANU staff member and at least 1 Indigenous community expert appointee.</p>
<p>Review and publicise publication sensitive warnings appear on</p>  <p>guidelines to ensure appropriately relevant publications.</p>	<p>Marketing Manager, Marketing Office, Director, CELO in consultation with NCIS</p>	<p>From 2010 onwards</p>	<p>Amended publication policy placed on ANU website and link sent to ANU networks.</p>


University Cultures and Environment

Focus Area 1: Build greater respect for Indigenous peoples within the ANU environment and institutional culture.

Action	Responsibility	Timeline	Measurable Target
Engage with all staff to undertake training in the area of employment  Indigenous-specific cross-cultural and for academic staff in education.	Director HR	From 2011 and by 2016	100% of staff will have undertaken Indigenous-specific cross-cultural training.
Display the Aboriginal and Torres Strait Islander flags at all graduation ceremonies and include appropriately designed stoles for Indigenous graduates. 	Registrar	From 2009 onwards	100% of graduation ceremonies including both Indigenous flags and appropriately designed stoles available for Indigenous graduates.
Conduct annual ANU-wide events  during NAIDOC week.	Marketing Manager, Marketing Office, Director, CELO in consultation with NCIS	From 2009 onwards	At least 1 ANU event hosted annually during NAIDOC week.
Establish annual staff contributions of individuals or increased participation of  Reconciliation Awards recognising groups to promoting and achieving Indigenous students and staff.	Deputy Vice-Chancellor or delegate	From 2010 onwards	Annual staff Reconciliation Awards established.
Ensure ANU-wide publication about international importance within Mabo Day, International Day of the  Indigenous events of national and ANU (eg Sorry Day, NAIDOC week, World's Indigenous Peoples).	Marketing Manager, Marketing Office, Director, CELO in consultation with NCIS	From 2009 onwards	Nationally and internationally significant Indigenous events sent to ANU networks.
Display Indigenous artworks or  symbols publicly in each College.	Director Policy & Planning	From 2009 onwards	All Colleges displaying at least 1 Indigenous artwork or symbol publicly.
Display Aboriginal and Torres Strait Islander flags beside the Australian flag at ANU events or locations  Islander flags beside the Australian flag involving the Australian flag.	Director CELO	From 2009 onwards	100% of ANU events or public locations displaying the Australian flag also displaying both Indigenous flags alongside it.

Indigenous Knowledge and Perspectives in Research

Focus Area 2: Consolidate the ANU as the leader in Indigenous research of national significance.

Action	Responsibility	Timeline	Measurable Target
<p>Identify priority areas following ANU Planning Day priorities 2008 with a view to developing a strategy to attract Indigenous researchers to priority nodes.</p>  <p>Put the strategy developed into practice.</p>	Deputy Vice-Chancellor or delegate & College Deans in consultation with University centres including NCIS & JIHEC	<p>By 2012</p> <p>From 2014 onwards</p>	<p>Report to ANU RAP Committee on the gap analysis undertaken and the strategy developed.</p> <p>Employ the strategy and attract at least 2.5% Indigenous PhD candidates in each College by 2013.</p>

Action	Responsibility	Timeline	Measurable Target
<h3>Focus Area 3: Ensure all ANU students have a thorough understanding of Indigenous knowledge and perspectives.</h3>			
<p>Survey all curricula to identify where Indigenous perspectives are incorporated. Establish priority areas for including it in diverse (not just Indigenous-specific) curricula.</p>  <p>Provide curriculum development aid.</p>	Deputy Vice-Chancellor or delegate & College Deans in consultation with Director NCIS	By 2013	Report on survey to ANU RAP Committee.
<p>Involve Indigenous lecturers, tutors for Professional Practice in the</p>  <p>and traditional owners in the Institute Heritage & Arts.</p>	Deputy Vice-Chancellor or delegate & Dean CASS	From 2013 onwards	At least 1 Indigenous academic full-time or part-time lecturer or tutor at the Institute for Professional Practice in the Heritage and Arts.
<p>Offer a Masters course in Studies in collaboration with NGOs.</p>  <p>Australian & Pacific Indigenous relevant Universities and possibly</p>	Deputy Vice-Chancellor or delegate & Dean CAP in consultation with Director NCIS	By 2016	Masters course in Australian and Pacific Indigenous Studies offered.




Indigenous Students

Focus Area 4: Attract and support Indigenous students.

Action	Responsibility	Timeline	Measurable Target
<p>Review admission procedures, requirements and enrolment articulation (including outreach to secondary schools) in view of Indigenous students' needs.</p> <p>Undertake research on barriers in  increasing Indigenous undergraduates</p>	Registrar & JIHEC	By 2013	<p>Producing a report with recommendations from the review and make it available on ANU website, link to be sent to ANU networks.</p> <p>Reporting to ANU RAP Committee on research undertaken.</p>
<p>Offer incentives for current (either ongoing subsidies or annual time off work and of books, amenities  Indigenous ANU general staff to study grants off-setting the cost of taking and equipment).</p>	Director HR & Registrar	From 2014 onwards	Establishing an appropriate monetary incentive for encouraging current ANU Indigenous general staff to study.
<p>Offer a regular scholarship for each College (every 4yrs for a PhD  attracting Indigenous graduates from or every 3yrs for MPhil).</p>	Deputy Vice-Chancellor or delegate & College Deans	From 2014 onwards	At least 1 Indigenous graduate scholarship, either PhD or MPhil.
<p>Support Indigenous graduates via an appropriately developed mentoring program with materials, seminars, networking opportunities and information about the Information Literacy Program and other relevant research training.</p> <p>Support Indigenous staff and  undergraduates to progress into higher research degrees via tutoring and/or mentoring from academics in relevant Colleges and an allocated academic/research position during candidature.</p>	Deputy Vice-Chancellor or delegate & College Deans in consultation with Director NCIS	<p>From 2012 onwards</p> <p>From 2015 onwards</p>	<p>Deadly Exchanges mentoring program extended to include Indigenous graduates.</p> <p>Indigenous Researchers Foundation program established as a component of the pathways to ANU programs.</p>
<p>Foster academic development and  graduates via an annual residential workshop with graduates and supervisory panel members.</p>	Director NCIS	From 2009 onwards	Annual Indigenous Graduate Researchers workshop.
<p>Attract and support at least 2.5%  Indigenous full-time or part-time students (undergraduate and graduate) in all areas of study.</p>	College Deans & Registrar	By 2016	At least 2.5% Indigenous full-time or part-time students (undergraduate and graduate) in all areas of study.

Indigenous Staff

Focus Area 5: Attract and retain Indigenous general and academic staff at all levels across the ANU.

Action	Responsibility	Timeline	Measurable Target
Develop and implement long-term strategies to enable the ANU to attract and retain at least 2.5% Indigenous full-time and part-time staff (general and academic) at all levels across the ANU. 	Vice-Chancellor & all Executives	By 2016	At least 2.5% Indigenous academics and general staff employed in all Colleges with at least 1 Indigenous academic at Level C or above in each College and at least 2.5% Indigenous general staff in Divisions.
Support early-career Indigenous academics and general staff members via an appropriately developed mentoring program. 	Director HR	From 2012 onwards	Deadly Exchanges mentoring program extended to include early-career Indigenous academics and early-career general staff.
Revise all HR policies to ensure for Indigenous culture into they promote and integrate respect employment and related practices. 	Director HR	By 2011	Report on review to ANU RAP Committee.

Tracking Progress & Reporting

Focus Area 6: Accountability and transparency in monitoring and reporting on the progress of the ANU RAP initiatives.

Action	Responsibility	Timeline	Measurable Target
<p>Establish ongoing mechanisms for regular consultation with RAP teams at other universities and selected organisations.</p> <p>Annual national conference or workshop with RAP teams at other universities and selected organisations hosted by the ANU.</p>	<p>Deputy Vice Chancellor or delegate & ANU RAP Committee</p> <p>Deputy Vice-Chancellor or delegate & ANU RAP Committee</p>	<p>From 2009 onwards</p> <p>From 2012 onwards</p>	<p>Information in ANU RAP updates and reporting on all plans about consultations.</p> <p>Annual University Reconciliation Action Plan conference or workshop.</p>
<p>Key performance targets for Deans the ANU RAP to be included in per the IHEAC Agreement to the</p>	<p>and/or Directors reflecting targets in their Statements of Expectations (as Universities Australia Board).</p> <p>Deputy Vice-Chancellor or delegate & Director HR</p>	<p>From 2009 onwards</p>	<p>Performance targets related to ANU RAP responsibilities in Statements of Expectations of Deans and Directors.</p>
<p>Establish sub-committees in each College with appropriate expertise to create detailed College RAPs in the areas of undergraduate education, graduate education, employment and community engagement. At least 2 ANU RAP Committee members to regularly liaise with and occasionally attend meetings of sub-committees and report. College RAPs to be endorsed by the ANU RAP Committee and Deans and Directors.</p>	<p>ANU RAP Committee & College Deans</p>	<p>From 2009 onwards</p>	<p>College RAPs completed and endorsed by 2010.</p>
<p>Ongoing ANU RAP updates lodged regularly as part of the regular review and reporting of all plans, publicised internally and made available to Reconciliation Australia.</p>	<p>Deputy Vice-Chancellor or delegate</p>	<p>From 2009 onwards</p>	<p>ANU RAP updates lodged quarterly and annually in the ANU Annual Report and made available on ANU website and to Reconciliation Australia.</p>
<p>Major review of ANU RAP and College RAPs with extension assumed.</p>	<p>Deputy Vice-Chancellor or delegate</p>	<p>By 2016</p>	<p>Report on review put on ANU website and made available to Reconciliation Australia.</p>

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