



THE UNIVERSITY OF  
MELBOURNE

# The University of Melbourne

# *Draft Reconciliation Action Plan*

# 2015 - 2017

Consultation Draft prepared for circulation to key stakeholders for review and feedback prior to on-line consultation period

This version for consideration by:

- RAP Working Group (Extended membership)
- Persons listed as having lead responsibility for actions
- Deans and Administrative Heads
- Reconciliation Australia

Please submit your comments by email to Ellen Day – [daye@unimelb.edu.au](mailto:daye@unimelb.edu.au), no later than Thursday 30 October  
(On-line consultation period scheduled from Wednesday 5 November to Friday 21 November)



## **Welcome to the Consultation Draft of the University of Melbourne's second Reconciliation Action Plan**

This draft has been developed based on input from stakeholders across the University including suggestions made at discussion meetings with Indigenous Elders, Indigenous staff and students, and Administrative Divisions; and suggestions received on-line via the [Reconciliation at Melbourne](#) website.

We look forward to receiving your feedback, comments and suggestions.

### **Our vision for reconciliation**

The University of Melbourne's vision for reconciliation is to contribute to the creation of a new kind of relationship between Australians –an holistic, inclusive, two way relationship based on respect for the unique place of Aboriginal and Torres Strait Islanders hold as the original custodians of Australia with a history of continuous connection that goes back 40,000 to 60,000 years.

This relationship requires that each of us develops understanding and deep respect for the cultures, knowledge and values of the many clans and language groups who groups who make up Indigenous Australia.

### **About this RAP**

In 2010, the University of Melbourne, in developing its first RAP for the period 2011-2013, made a commitment to use the expertise and resources of its teaching and learning, research and knowledge transfer activities to make a sustained contribution to lifting the health, education and living standards of Aboriginal and Torres Strait Islander peoples. Our aim was to develop knowledge and knowledge processes that support Indigenous development and contribute to Indigenous well-being.

This second RAP maintains and builds on this commitment, taking the further step of committing to hard targets for both the recruitment and retention of Aboriginal and Torres Strait Islander students and for growing our cohort of Indigenous Australian academic and professional staff.

In contrast to our first RAP which of necessity focused on capability building across the University generally, this second RAP is focused on a range of strategies and initiatives aimed at supporting the Faculties and Graduate Schools to identify and work towards their own reconciliation outcomes within the overarching framework provided by this RAP. This approach is consistent with, and builds upon, the most successful outcomes of our first RAP whereby Faculties and Schools, through the development and implementation of localised Indigenous employment and students recruitment and retention plans, planned and implemented strategies targeted to their particular circumstances. It is appropriate that Faculties and Schools now take the additional step of identifying and implementing strategies across the full range of our RAP action areas, supported by the University Services Division and Chancellery functions. In this way we hope to establish a truly University-wide involvement in meeting the commitments of this RAP.

The University has identified population parity as the hard target we will work on together. Achieving this target entails increasing Indigenous student and staff numbers to the same proportion of our overall student and staff numbers as Indigenous Australians represent as a proportion of the total Australian population. This number is currently estimated as 2.6%.

The target year for population parity in Indigenous staff numbers is 2020. Based on the current workforce, this requires an increase of approximately 100 staff over the next 5 years, an increase of approximately 20 staff members per year.

The target year for achieving population parity in Indigenous student numbers is 2050. This requires an average annual increase of 5% per year

The achievement of these targets is supported by work being carried out across all areas of the University through the renewal of localised *Indigenous Student Recruitment and Retention Plans* and *Indigenous Employment Plans* for the period 2016– 2018.

Building on investigative work carried out as part of the University's first RAP, this second RAP also places a strong focus on strategies to build the University's Indigenous research capability, and includes a requirement that all faculties and graduate schools will develop their own Indigenous research plans.

The inclusion of hard targets in this RAP means that the University can position this second RAP as a stretch RAP. This means adopting the framework provided by **Reconciliation Australia** whereby organisations who have already piloted and tested their strategies in a first RAP, may choose to focus on expanding and embedding tested and proven strategies to meet realistic targets.

## The key principles that underpin the RAP 2

The RAP represents a University-wide commitment to using the resources of teaching and learning and research to contribute to Indigenous development.

Accordingly, the responsibilities and activities outlined in the plan –

1. Mesh with existing University accountability structures;
2. Build and extend on the University's core business activities: teaching and learning, research and engagement;
3. Are integrated through the University's planning cycle; and
4. Enable and empower Faculties and Administrative Divisions to design and implement strategies that meet the particular needs and circumstances of their priorities and goals.

A number of supports will be put in place by University Services to assist Faculties, School and Divisions in monitoring progress towards the achievement of RAP goals. The first of these, an *Indigenous Performance Outcomes Report*, published biannually in May and November, will outline progress towards the achievement of Indigenous, student, staff and research goals. In addition to the Indigenous Performance Outcomes Reports, an annual RAP Report will outline progress across the full range of actions included in the RAP.

## Action Areas

In developing our first RAP in 2010, the University committed to action across six Action Areas. Each Action Area is targeted to contribute to the framework for action developed by **Reconciliation Australia**. In formulating our second RAP we have retained the same six Action Areas, they are –

<i>Reconciliation Australia – RAP Framework</i>	<i>University of Melbourne Action Area</i>
Relationships	1. Partnerships with Aboriginal and Torres Strait Islander Communities;
Respect	2. Cultural Recognition;
Opportunities	3. Aboriginal and Torres Strait Islander Student Recruitment and Retention; 4. Aboriginal and Torres Strait Islander Staff Employment; 5. Teaching and Learning; and 6. Research

## Enabling Actions

In developing our second RAP we are determined that the RAP acts as an enabling mechanism: supporting and facilitating action across the University as a whole, encouraging and empowering Faculties and Administrative Divisions to develop and implement actions that respond to the needs of students and staff in their responsibility areas whilst furthering the overarching direction and goals of the University's RAP. As a consequence, this RAP includes a seventh category of action: Enabling Actions. The enabling actions also set out the arrangements the University will put in place for tracking and reporting on our RAP actions.

## THE ACTIONS

RELATIONSHIPS			
<p><b>Action Area 1: Partnerships with Aboriginal and Torres Strait Islander Communities</b></p> <p>The development of genuine and effective partnerships between the University and Aboriginal and Torres Strait Islander communities <i>is a critical determinant of the quality and relevance of Indigenous strategy and programs across the University of Melbourne</i>. Genuinely reciprocal and sustained partnerships require respect (Action Area 2) and a commitment to inclusion of Aboriginal and Torres Strait Islander people across all facets of University life. The University will also work with non-Indigenous partner organisations who share our commitment to reconciliation where such collaboration enables us to bring additional resources to our work with Indigenous communities.</p>			
Action	Lead Portfolio Responsibility	Timeline	Measurable Target
<p>1. Each Campus of the University will identify and develop a relationship with the body representing the Traditional Custodians of the land on which that campus is situated, and fully embed agreed protocols for Welcome to Country and for the Acknowledgement of Traditional Custodians</p>	PVC Engagement	<p>Relationships established by 30 December 2015</p> <p>Acknowledgement practiced at listed events from January 2015</p> <p>Indigenous Welcome held annually from March 2015</p> <p>New policy document Finalised by 30 June 2016</p>	<p>Traditional custodians identified for each campus and discussions commenced with a body representing them. Eg: for the Parkville Campus co-operative discussions held with the Wurundjeri Land Tribal Heritage Council</p> <p>The Acknowledgement of Traditional Custodians to be embedded in University practice – this will be achieved by:</p> <ul style="list-style-type: none"> <li>- Formal Acknowledgement of Traditional Custodians at all University events where members of the public are present</li> <li>- Acknowledgment practiced at the first meeting each year of University Council, Academic Board and University Executive</li> <li>- Acknowledgement practiced at the first lecture of every subject</li> </ul> <p>A formal Welcome to Country to be presented at the University's Indigenous Welcome on the Parkville Campus each March.</p> <p>A new policy document prepared and widely distributed to reflect the revised protocols and practices</p>
<p>2. Guidelines and structures will be established to support and guide faculties and schools when involving Indigenous community and Elders in the design, implementation and</p>	<p>PVC Engagement – re guidelines</p> <p>Head of University</p>	<p>Guidelines developed by 31 December 2015</p> <p>Employment process by</p>	<p>Guidelines for the engagement of Indigenous Elders community members and alumni in University programs developed for communication to faculties, schools and administrative divisions</p> <p>A streamlined process for the employment and remuneration of Indigenous</p>

<p>review of Indigenous strategy, programs and projects</p>	<p>Services – re employment process</p> <p>PVC Engagement – re Contacts directory</p>	<p>31 December 2015</p> <p>Directory and guidelines by 30 June 2016</p>	<p>Elders, community members and alumni established</p> <p>A community contacts directory developed and circulated.</p> <p>Guidelines for managing approaches to and relationships with community organisations developed and circulated</p>
<p>3. Genuine partnerships with Aboriginal and Torres Strait Islander communities and other organisations are formed to</p> <ul style="list-style-type: none"> <li>• Promote understanding of Indigenous culture, knowledge and values</li> <li>• Improve the quality and range of the University’s Indigenous programs</li> <li>• Support the development of pathways into the University for Indigenous students and staff</li> </ul>	<p>PVC Engagement</p> <p>Head of University Services</p>	<p>Review annual progress from 30 March 2016</p> <p>Strategy developed by 30 Sep 2015 for implementation thereafter</p> <p>Review of existing programs completed by 30 March 2015, then annual review of progress</p>	<p>Five new partnerships have been developed, (local, regional, national and international) including one new ‘significant’ partnership per year, during the life of the RAP</p> <p>A strategy to promote the use of Indigenous suppliers is established, this may include membership of Supply Nation or other appropriate partnership arrangement</p> <p>Annual growth in the range of enrichment programs and initiatives delivered in collaboration with external partners that raise aspiration and capability for University studies and enhance educational outcomes for Indigenous students at the University of Melbourne.</p>

## RESPECT

### Action Area 2: Cultural Recognition

Through the recognition of the value and contribution of Indigenous culture, the RAP provides a framework for the development of understanding and respect between Indigenous and non-Indigenous Australians. At the University of Melbourne we use the term cultural recognition to indicate a range of actions aimed at:

- Enhancing the profile of Aboriginal and Torres Strait Islander cultures across all university campuses
- Creating opportunities for staff and students to gain an understanding of the contemporary, historical and traditional cultures, values and knowledge of Indigenous Australians and the diversity of Aboriginal and Torres Strait Islander communities
- Ensuring that our University is a culturally safe, welcoming and respectful learning and working environment for Aboriginal and Torres Strait Islander students and staff, and provides all students with a well-rounded education that will help them meet their career aspirations and life goals.

Action	Responsibility	Timeline	Measurable Target
4. The University's Urban Design Framework and major capital works projects give prominence and due recognition to Indigenous cultures and the role and contribution of Traditional Custodians.	<p>Chair of Buildings and Estates Committee</p> <p>Buildings and Estates Committee (including Heritage &amp; Landscape subcommittee)</p> <p>With support from Executive Director Facilities</p>	<p>Indigenous Advisory Group established by 30 June 2015</p> <p>Permanent markers in place by 30 June 2016</p> <p>Revised guidelines in place by 30 December 2016</p> <p>Commission by 30 June 2017</p>	<p>An Indigenous Advisory Group (Elders, Traditional Custodians and experts and alumni) is established to guide implementation of the Urban Design Framework</p> <p>Permanent, high profile, off the ground markers at the main entrance of each University campus acknowledge and celebrate Traditional Custodians</p> <p>A review of the Guidelines for the naming of University buildings and rooms to ensure due respect, acknowledgment and celebration of Indigenous knowledge and culture is established</p> <p>Commissioned public art on Parkville campus celebrates the historical and continuing connections between Aboriginal and Torres Strait Islanders and the University</p>
5. A visible Indigenous presence and a demonstrable valuing of Indigenous perspectives is apparent across the University. The initiatives implemented will promote understanding of and respect for Aboriginal and Torres Strait Islander culture, knowledge and values, past and present.	<p>Cultural Safety– Head of University Services &amp; Executive Director Academic Services</p> <p>Events – PVC Engagement and/or Executive Director Marketing &amp; Communications</p>	<p>Cultural Safety initiatives in place by 30 December 2016</p> <p>First two events to support Constitutional Change delivered by 30 September 2015, then ongoing</p>	<p>CULTURAL SAFETY</p> <p>A mechanism for provision of advice/support to faculties/schools in making the University a culturally safe place for Indigenous Australians is established</p> <p>All staff have the opportunity to participate in training programs to promote a culturally safe work/study environment</p> <p>EVENTS</p> <p>Two high profile Indigenous orations are held each year</p> <p>In each year until the Referendum on Constitutional Reform, the University</p>

	<p>Web &amp; Print media presence – Executive Director Marketing and Communications</p> <p>Campus Walks – PVC Engagement</p>	<p>Web presence in place by 30 June 2015</p> <p>Print: ongoing</p> <p>First training program to be delivered by 30 June 2015</p>	<p>will host two initiatives to build support for the recognition of Aboriginal and Torres Strait Islander Peoples in the Australian Constitution and to ensure the University community is fully informed about the referendum issues</p> <p>WEB Home-page Acknowledgement of Traditional owners</p> <p>Indigenous content accessible within ‘2 clicks’ of primary landing pages</p> <p>Indigenous themed events are listed on the <i>Reconciliation at Melbourne</i> Indigenous events calendar and other relevant University listings of events.</p> <p>PRINT MEDIA Indigenous programs and initiatives are profiled in University reporting and promotional materials</p> <p>University commitment to reconciliation and the existence of the RAP to be profiled in marketing information prepared for current and future students</p> <p>CAMPUS WALKS Training to be provided to establish a cadre of Billibellary’s Walk leaders to increase the number and range of people able to guide and participate in the walk</p> <p>A register of Billibellary Walk leaders is established and additional walk leaders trained and added to the list each year</p>
6. Finalise, promulgate and ensure University-wide implementation of the Aboriginal and Torres Strait Islander Cultural Heritage Policy	PVC Engagement	Rollout completed by 31 December 2015	<p>Indigenous Cultural Collections Advisory Group meets twice yearly</p> <p>Increased opportunities for Indigenous community involvement in the management and enjoyment of University Cultural Collections</p>

## OPPORTUNITIES

### Action Area 3: Aboriginal and Torres Strait Islander Student Recruitment and Retention

Strategies to enhance the recruitment and retention of Aboriginal and Torres Strait Islander students, and to build, extend and sustain current efforts **in order to achieve the goal of population parity in student numbers by 2050**. To that end the University has developed and will implement the **Indigenous Student Plan (ISP) 2013-2017 as the University wide framework** to foster innovation, build an evidence-based approach and embed responsibilities for delivery across University programs. The ISP builds on work carried out across the Faculties during the life of the University's first RAP in developing and implementing localised **Indigenous Student Recruitment and Retention Plans for the period 2012-2015**. This work will ensure our University community maintains and builds on its diversity and provides appropriate support and development opportunities for all of its Aboriginal and Torres Strait Islander students. We aim to grow and develop the University's own Indigenous 'community' and community spirit.

Action	Responsibility	Timeline	Measurable Target
7. Support the implementation of the University of Melbourne Indigenous Student Plan 2013-2017	Academic Registrar  Development of ISSRP's – Deans with support provided by Associate Director Murrup Barak  Scholarships – Head of University Services & VP Advancement	Twice yearly, ongoing  New plans developed by 30 September 2015  Comprehensive listing available by 30 September 2015	The <i>Indigenous Performance Outcomes Report</i> , prepared twice yearly, indicates a growth in student numbers in the order of 5+% per annum.  Faculties and graduate schools publish their renewed <i>Indigenous Student Recruitment and Retention Plans</i> (ISRRPs) for the period 2016 –2018. These new ISRRP's will: <ul style="list-style-type: none"> <li>align to the goals and aspirations of the University ISP</li> <li>include goals around the expansion of support and enrichment initiatives for Indigenous students,</li> <li>list the faculty/school scholarships available to Indigenous students.</li> </ul> A comprehensive listing of scholarships available to prospective Indigenous students at the University of Melbourne is developed and an annual increase in the number and range of scholarships is apparent each year thereafter.
8. Development of pathways and support mechanisms to support Indigenous students (including mature age students) to enrol in and succeed in undergraduate, and graduate studies at the University of Melbourne	Academic Registrar & Deans  PVC Academic  PVC Academic	Review of current numbers completed by 30 January 2015, annual review of progress  Process for ongoing review established by 31 December 2015  Framework developed	Annual increase in enrolments and completion rates for Indigenous students, together with an increase in the number of targeted programs for Indigenous students, in particular graduate programs and RHD programs.  Process established for the ongoing review and monitoring of the Bachelor of Arts (Extended) and the Bachelor of Science (Extended) to ensure they are meeting the needs of the Indigenous student cohort  Develop and promote a framework to support entry of mature age Indigenous

		by 31 December 2017	students in both graduate and undergraduate programs. The framework identifies courses where recognition of prior learning applies
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## OPPORTUNITIES

### Action Area 4: Indigenous Staff Employment

The University has set the goal of achieving **population parity In Indigenous staff numbers by 2020**. The **Indigenous Employment Framework 2014–2016** builds on the achievement of the earlier Indigenous Employment Frameworks and the development of localised **Indigenous Employment Plans (IEPs)** by Faculties and Administrative Divisions during the life of the University's first RAP 2011–2013. The IEF headline targets are aligned with the National Indigenous Higher Education Workforce Strategy and the University of Melbourne Collective Agreement 2013. In our second RAP we will apply the lessons learned to prioritise growth in academic staff numbers and initiatives to support the development and well-being of all Indigenous staff .

Action	Responsibility	Timeline	Measurable Target
9. In collaboration with faculties and administrative divisions, support the effective implementation of University of Melbourne Indigenous Employment Framework 2014–2016 by: <ul style="list-style-type: none"> <li>Promoting and further extending centralized support structures and pathways programs</li> <li>Developing and implementing strategies to increase academic staff numbers</li> <li>Developing and implementing strategies to promote staff retention and cultural support</li> </ul>	Deans, Divisional Heads, supported by Associate Director Murrup Barak	<i>Indigenous Outcomes Report</i> published biannually  New IEPs published by 30 September 2015  Early career program in place by 30 September 2015  Twice yearly ongoing  Network meets by 30 June 2015 and twice yearly from then	The biannual <i>Indigenous Performance Outcomes Report</i> indicates a growth in Indigenous staff numbers (both academic and professional)  Faculties, Graduate Schools and Divisions renew their <i>Indigenous Employment Plans</i> for the period 2016–2018. Revised IEP's include strategies for providing mentoring and development opportunities to Indigenous staff  Development and implementation of an Early Career Indigenous Academic Employment Program  Indigenous Cultural Awareness Workshops targeted to supervisors of Indigenous staff offered bi-annually through the life of the RAP <ul style="list-style-type: none"> <li>Number of sessions held</li> <li>Number of attendees</li> </ul> Establishment of an Indigenous Staff Network to meet twice yearly. Terms of Reference for this group to be developed may include provision of feedback on cultural awareness and safety issues, acknowledgement of Indigenous staff contribution to University community and social networking opportunities

## OPPORTUNITIES

### Action Area 5: Teaching & Learning strategies

In 2012 the Learning Outcomes and Graduate Attributes Committee redeveloped the University of Melbourne graduate attributes. The revised attributes include a specific reference to Indigenous outcomes, viz.: ‘Melbourne graduates are aware of the social and cultural diversity in communities and can work collaboratively with people from diverse linguistic and cultural backgrounds. In particular, they have an understanding of and deep respect for Indigenous knowledge, culture and values.’ A number of initiatives carried out during the life of the University’s RAP 2011–2013 contributed to developing measures for how the graduate attributes can be realised. These included an audit of Indigenous studies in the curriculum and the inclusion of optional items to measure impact of Indigenous content within the Student Experience Survey. Plans are in place so that during the life this RAP, a comprehensive University Framework for Indigenous Curriculum will be developed to provide a systematic approach to Indigenous teaching and learning across the University aimed at educating a generation of scholars to understand and deeply respect Indigenous knowledge, culture and values.

Action	Responsibility	Timeline	Measurable Target and/or Deliverables
10. Develop a University Framework for Indigenous Teaching and Learning as a tool to educate a generation of scholars who understand and deeply respect Indigenous knowledge, culture and values	PVC Teaching and Learning (PVC Academic) Academic Board	Project plan for development of the Framework agreed by 30 June 2015 Framework developed by 30 September 2017 for implementation in 2018  Incentive developed by 30 June 2015 for delivery annually  Ongoing	<p>Framework deliverables to include</p> <ul style="list-style-type: none"> <li>• Extension of opportunities for University of Melbourne students to work with and contribute to Indigenous communities</li> <li>• Extension of the number and range of subjects contributing to Indigenous learning outcomes</li> <li>• Improved quality and range of Indigenous curriculum including development of specialist pathways in Indigenous studies at both undergraduate and graduate level</li> <li>• New ways of evaluating the quality of Indigenous teaching and content – at both subject and course level, across both embedded and direct Indigenous curriculum</li> <li>• Mechanisms to ensure academic capacity to meet future needs of Indigenous teaching and learning</li> <li>• New opportunities for use of the University’s Indigenous cultural collections for research and teaching in collaboration with Indigenous community</li> </ul> <p>A program is developed and launched to support and provide incentives for faculties and schools to develop Indigenous curriculum</p> <p>An annual University wide award rewards and promotes excellence in Indigenous teaching and learning</p>

## OPPORTUNITIES

### Action Area 6: Research

In 2012 the University launched the “Research at Melbourne: Ensuring excellence and impact to 2025” Strategy. A range of meetings held in 2103 supported the development of an Indigenous Research Agenda as a means of identifying and promoting pathways into Indigenous research and increasing the range and impact of Indigenous research. The new Indigenous Research Agenda builds on work carried out during the University’s RAP 2011–2013 including the audit of Indigenous research quantum, the development of the Graduate Certificate in Indigenous Research and Leadership and the provision of support to the Indigenous Graduate Student Association. In implementing the Indigenous Research Agenda during the life of RAP2, the University will develop and implement a number of initiatives aimed at developing the profile, capability and productivity of Indigenous research, and recruiting and supporting Indigenous researchers

Action	Responsibility	Timeline	Measurable Target
<p>11. Finalise and promote <b>the Indigenous Research Agenda</b> as the institutional framework for Indigenous research at the University of Melbourne and provide support to Faculties and Graduate Schools to develop plans and strategies to</p> <ul style="list-style-type: none"> <li>• Raise the profile of the range and depth of Indigenous research</li> <li>• Improve the range of quality of Indigenous research projects</li> <li>• Attract and retain Indigenous researchers</li> </ul>	PVC Research Capability	<p>Indigenous Research Agenda fully in place by 31 December 2015</p> <p>Indigenous research web presence in place by 30 June 2015</p> <p>Faculty/School Indigenous Research Plans completed by 30 June 2015</p>	<p>Promotional initiatives (including establishment of Indigenous Research Web Portal) developed to raise the profile of Indigenous research at the University of Melbourne</p> <p>Reporting on Indigenous research projects, included in the November <i>Indigenous Performance Outcomes Report</i> indicates a growth in the volume and value of Indigenous research</p> <p>Each Faculty/Graduate School of develop an Indigenous research Plan that encapsulates their vision for and contribution to developing Indigenous research and researchers</p>
<p>12. Establish cross disciplinary and interfaculty <b>Indigenous Research Pathways</b> that provide a coordinated, point of entry for Indigenous RHD students and non-Indigenous RHD students researching Indigenous topics</p>	PVC Graduate Research	<p>Pathways in place by 31 December 2015</p> <p>Ongoing</p>	<p>Pathway deliverables include</p> <ul style="list-style-type: none"> <li>• An increase in Indigenous RHD enrolments and RHD enrolments in Indigenous studies</li> <li>• Implementation of appropriate scholarships, supervisor training programs and mentoring programs to support Indigenous RHD students</li> </ul> <p>Reporting on Indigenous research included in the November <i>Indigenous Performance Outcomes Report</i> indicates a growth in the number of Indigenous RHD commencements and completions</p>
<p>13. Identify and implement <b>seed funding</b> initiatives to:</p>	PVC Research Capability	<p>First funding round held by 31 December 2015</p>	<p>Indigenous Research Hallmark Initiative established to provide seed funding for Indigenous research projects, initiative will provide</p>

<ul style="list-style-type: none"><li>• Leverage opportunities within the broader University research strategies and funding to support Indigenous research</li><li>• Guide the development of external partnerships and fundraising activity to support Indigenous research</li></ul>			<ul style="list-style-type: none"><li>• Investment in flagship research projects that align with our research themes</li><li>• Structures to support researchers pursue national funding opportunities including ARC Discovery Indigenous scheme</li></ul>
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## ENABLING ACTIONS (to replace TRACKING AND REPORTING PROGRESS)

Action	Responsibility	Timeline	Measurable Target
<p>14. Develop and implement a new Indigenous Governance Framework for the University of Melbourne</p> <ul style="list-style-type: none"> <li>• New structures to be developed that ensure appropriate representation and mechanisms for Indigenous policy, program and cultural governance across the University</li> <li>• A process is established for monitoring and reporting on the University Reconciliation Action Plan</li> </ul>	PVC Engagement	<p>New structure in place by 30 March 2015</p> <p>Process for monitoring RAP in place by 30 March 2015</p> <p>Report report by 30 Sep each year</p> <p>Review completed by 31/12/2016</p>	<p>New Indigenous governance structure developed which embeds Indigenous community participation in university-wide Indigenous strategy development and annual review of RAP progress</p> <p>The <i>Indigenous Outcomes Performance Report</i> prepared twice yearly for University Executive (May and November) is published on the <i>Reconciliation@Melbourne</i> webpages and links forwarded to key stakeholders across the University</p> <p>Annual RAP report prepared and submitted to Reconciliation Australian</p> <p>A review of the effectiveness of new Indigenous Governance structure completed</p>
<p>15. Establishment of mechanism to effectively support Faculties and Divisions to lead the development of RAP implementation strategies appropriate to their work areas.</p>	PVC Engagement	<p>RAP Contact points communicated by 30 March 2015</p> <p>First survey by 30 September 2015</p> <p>First implementation meeting by 30 November 2015</p> <p>First Forum held 2016, then annually thereafter</p>	<p>Faculties and University Services nominate RAP contact point by 30/3/2015</p> <p>Annual survey conducted among RAP nominees invites feedback and suggestions on RAP support</p> <p>University-wide RAP Implementation Committee established to meet annually with Faculty/Divisional representatives to report on survey results, reflect on and discuss collaborative approach to RAP reporting and request additional services to support localised implementation of Indigenous policy frameworks and RAP actions as required</p> <p>Twice yearly Indigenous performance reports provide information to Faculties and services on progress towards RAP goals</p> <p>An annual university-wide forum provides support and direction to Faculties and Administrative Divisions in the implementation of RAP2 (Annual theme to be developed in collaboration with Deans and Heads)</p>

## **Please forward your feedback to**

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**Further information about the Indigenous initiatives at the University of Melbourne and the RAP may also be found at:**

<http://www.unimelb.edu.au/about/reconciliation>