



UNIVERSITY OF
CANBERRA



RECONCILIATION
ACTION PLAN
STRETCH

University of Canberra's Stretch

Reconciliation Action Plan

May 2021-April 2024



UNITED NGUNNAWAL ELDERS CHARTER (EXTRACT)

‘GALAMBANY NGUNNAWAL DHAURA’ (WE INCLUDING YOU ON NGUNNAWAL COUNTRY)

Welcome to Ngunnawal Country. We acknowledge all other Aboriginal and Torres Strait Islander and non-Indigenous staff and students at the University of Canberra.

Our Unity is a journey of healing. We have taken the first big step and along the path people will join with us (and leave) but everyone is welcome. In welcoming people, we know the following to be true: That our Elders have our respect. We are honoured by their giving respect back. We acknowledge them for assuming responsibility as leaders in our community.

We need to come together to create our future — one in which everyone has a place where they can feel proud, have dignity, and feel they belong.

That communication is everything and we do this in a supportive way to know more about each other, our history and our culture. These knowledges we make are ours together, although it belongs not only to us, but it’s also for our kids and grandkids too. And it is for them that we do this work now.

It takes courage to do work for the greater good. We need to learn how to solve problems, include not isolate, to listen with our hearts and speak from our souls.

In being courageous we are a direct link back to the Dreamtime. This is the essence of Aboriginal, as is our relationship to land.

In this Journey we strive for Unity. We do this by empowering people, creating confidence, self-esteem and room for difference so we can work and laugh together, moving forward all the while. We, each and everyone of us, want this; not only for ourselves and our families. We want this, too, for people who need it the most.

(ACT Government, United Ngunnawal Elders Council, 2003, para 1)

ACKNOWLEDGEMENT

The University of Canberra acknowledges the Ngunnawal people as the Traditional Custodians of the Land upon which the University’s main campus sits and pays respect to all Elders past and present. As a University, we are proud that we live in the country with the world’s oldest continuous living cultures, and we are playing our part to support Aboriginal and Torres Strait Islander peoples to keep these cultures alive and vibrant. We also pay respect to and celebrate the emerging leaders who, through higher education, will grow the knowledge and qualifications that will equip them for rewarding and influential careers.

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MESSAGE FROM THE CHANCELLOR

As Chancellor, I am delighted to bring you the 2021–2024 iteration of the University of Canberra’s Stretch Reconciliation Action Plan.

This plan follows the lead of the successful implementation of the 2018–2020 Stretch Reconciliation Action Plan.

In the 2018–2020 plan, we committed to shaping the University community into knowledgeable and influential advocates for our Aboriginal and Torres Strait Islander students and staff. We committed to nurture and graduate more Aboriginal and Torres Strait Islander students, and we committed to building our Aboriginal and Torres Strait Islander research capacities.

The University’s key goal was to provide our people with the leadership, knowledge, and independence to make a change towards reconciliation, and we have made significant progress towards that goal.

Throughout the lifespan of the plan, we increased employment of Aboriginal and Torres Strait Islander staff to 2 per cent, the Ngunnawal Gardens were unveiled on campus, the Indigenisation of the Curriculum Framework was approved, and the Indigenous Alumni Chapter was introduced — just to name a few of our successes.

But our job isn’t done yet – we still have some way to go. In this Reconciliation Action Plan, we outline the need to enhance the educational outcomes for Aboriginal and Torres Strait Islander students, further incorporate Aboriginal and Torres Strait Islander culture into the curriculum and continue to promote Aboriginal and Torres Strait Islander Leadership.

Above all, we aim to continue to foster respect for the Ngunnawal People, on whose land the Bruce campus is located, and engage with the Ngunnawal culture.

I am confident that the University of Canberra can continue our journey and contribution to reconciliation in the coming years, and I look forward to seeing that happen as we implement the 2021–2024 Stretch Reconciliation Action Plan.



Professor Tom Calma AO
Chancellor



MESSAGE FROM THE VICE-CHANCELLOR AND PRESIDENT

I am pleased that in the first year of my tenure here at the University of Canberra I have been invited to write this welcome message for the University's fourth Reconciliation Action Plan.

I was drawn to the University of Canberra's commitment to recognise the history and cultures of Aboriginal and Torres Strait Islander people, particularly the Ngunnawal people — who are the Traditional Owners of the land on which the Bruce campus sits.

Since launching the first Stretch Reconciliation Action Plan in 2018, the University has come a long way. Despite this, I know we can do more.

This plan builds on the goals outlined in the 2018–2020 plan, and we will continue to work to those goals while striving to go further. The 2021–2024 plan outlines several targets that, while ambitious, I believe we can meet.

Numbers are one thing — but this plan looks at more than that. It aims to increase the satisfaction of our Aboriginal and Torres Strait Islander students, to create connections among Indigenous alumni, and to establish an Aboriginal and Torres Strait Islander Research Network.

As we further embed Aboriginal and Torres Strait Islander ways of knowing, being, and doing into our curriculum and professional development, we will continue to seek feedback and input from Canberra's Indigenous community.

For the University, the Reconciliation Action Plan is more than just a plan — it's a priority. We have gathered input from all members of our community and will continue to listen to the ideas that come forward throughout 2021–2024.

I believe that as an educational institution, we have an obligation to nurture a lifelong learning journey for our community. When it comes to embracing Aboriginal and Torres Strait Islander cultures, we can all continue to learn and grow. I hope the 2021–2024 Reconciliation Action Plan will provide a basis for the University of Canberra community to do just that.



Professor Paddy Nixon
Vice-Chancellor and President



MESSAGE FROM THE CEO, RECONCILIATION AUSTRALIA

On behalf of Reconciliation Australia, I congratulate the University of Canberra on its formal commitment to reconciliation, as it implements its second Stretch Reconciliation Action Plan, its fourth RAP overall.

Formed around the pillars of relationships, respect, and opportunity, the RAP program asks organisations to consider the critical role they can play in driving reconciliation across their work and area of expertise. With the implementation of this Stretch RAP, the University of Canberra continues to contribute to the ever-growing community of RAP organisations that have taken this consideration and goodwill, and transformed it into action.

The University is a keystone within the social fabric of Canberra. It has the mandate to reflect and include its community, as well as be a role model for the best its community can be. In this capacity, and also in its role as the University of the nation's Capital, it has the potential to drive an ambitious reconciliation agenda.

This Stretch RAP sees the University acknowledge and reflect on the considerable learnings of its previous four RAPs. It is open about successes and challenges, with one key area of strength being the diverse ways it has incorporated Aboriginal and Torres Strait Islander perspectives and decision-making into its core business. From appointing an Elder in Residence at the Ngunnawal Centre, to establishing an Aboriginal and Torres Strait Islander Advisory Group, the University has shown that First Nations peoples' voices, knowledge, and vision are important in all areas of the institution.

Building on this, the University is looking now to elevate its reconciliation outcomes by strategically aligning them with its field of expertise. Innovative projects like the Economic Participation of Indigenous Communities Collaboration Research Centre set an impressive precedent for what reconciliation can look like in the academic sphere. Likewise, in solidifying the importance of Aboriginal and Torres Strait Islander pedagogies through initiatives like the Indigenising the Curriculum Framework, the University is helping diversify knowledge for the edification of the whole community.

On behalf of Reconciliation Australia, I commend the University of Canberra on its first Stretch RAP and look forward to following its ongoing reconciliation journey.

Ms Karen Mundine
CEO of Reconciliation Australia



OUR VISION

To the University of Canberra, national reconciliation will be achieved with an Australia that embraces unity between Aboriginal and Torres Strait Islander peoples and other Australians, and with a national culture in which equality and equity, acceptance of our shared history, and positive race relations are dominant features.

Outcomes necessary for reconciliation include equality and equity for Aboriginal and Torres Strait Islander peoples in education and employment, and the elimination of all areas of disadvantage, of racism, and of injustice. We believe that a key component of reconciliation in Australia is the elimination of the profound disparities between Aboriginal and Torres Strait Islander peoples and other Australians in educational, economic, and social outcomes.

A reconciled University of Canberra will feature: proportionate numbers of Aboriginal and Torres Strait Islander students achieving at the same level as their classmates; a campus that celebrates, safeguards and teaches the true History of our Ngunnawal and broader Aboriginal and Torres Strait Islander peoples' heritage, knowledge, art, and culture; prominent Aboriginal and Torres Strait Islander professional and academic staff at all levels; courses that use traditional ways of knowing to advance our society, and; a range of service providers and business partners that includes successful businesses owned by Aboriginal and Torres Strait Islander peoples, helping to build wealth and provide opportunities for their communities.

The University of Canberra reconfirms its commitment to leading Australian Universities in equity, diversity, inclusion and access. As part of this commitment, the University will contribute through our education, research, community engagement and other activities to the advancement of reconciliation, and to the building of just, prosperous and sustainable communities which are respectful of our local Aboriginal and Torres Strait Islander heritage.

As the University of Canberra, we will contribute to reconciliation in the community and in national life through the University's special roles in:

- Creating an environment for a reconciled Australia in which everyone belongs — where all students, all staff and the community support ongoing cultural change that drives us closer toward reconciliation.
- Providing genuine opportunities for all students to learn, graduate and enjoy challenging, rewarding and influential careers within respectful environments that address the inequity between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians.
- Collaboration across the University to redesign a curriculum that authentically embeds the truths about Australia's histories; acknowledges the continuing contributions of Aboriginal and Torres Strait Islander peoples and cultures to contemporary learning and living; and gives non-Indigenous Australian students the knowledge and skills to work in partnership with Aboriginal and Torres Strait Islander peoples.
- Ongoing work with Aboriginal and Torres Strait Islander communities on research that is based on reciprocity and respectful relationships and create a sense of pride in Aboriginal and Torres Strait Islander histories and cultures.
- Serving as an independent voice in support of reconciliation and unity which results in stronger relationships based on trust and respect, free of racism, discrimination and stigma.
- Using our procurement to provide opportunities for Indigenous Australian-owned businesses and other businesses that employ Aboriginal and Torres Strait Islander peoples.
- Providing increased employment opportunities in Academic and Professional positions across the University, where Aboriginal and Torres Strait Islander peoples are supported to participate equally in a range of opportunities and the unique rights of Indigenous Australians are recognised and upheld.





OUR STORY

The University of Canberra was founded on land of the Ngunnawal people, in the Canberra suburb of Bruce, in 1968.

Beginning as the Canberra College of Advanced Education, we pioneered a new style of education. Becoming a University in 1990, we have continued our focus on practical applied education to produce job-ready graduates and research programs aimed at solving practical problems and enriching the lives of the societies in which we live and work.

The University of Canberra is committed to serving the Australian and international community through professional education and high quality and high-impact research that makes an early and significant difference to the world around us. Ground-breaking discoveries by our researchers have contributed to the formation of successful commercial, advisory, and social enterprises. The University's Strategic Plan for 2018-2022 highlights the University's commitment to become a national sector leader in equity, diversity, inclusion and access.

As a university anchored in Australia's capital, we work with government, business and industry to serve our communities and nation and to be the capital's educational window to the world. From this vantage point we challenge the status quo in a relentless pursuit of original and better ways to teach, learn, research, and add value — locally and internationally. As of 30 June 2020, the FTE of our continuing and fixed term workforce (both Academic and Professional) was 1020. The University of Canberra currently employs 24 (headcount) continuing and fixed term Aboriginal and Torres Strait Islander staff, as well as 18 (headcount) casual and sessional Aboriginal and Torres Strait Islander staff. As of August 2020, these numbers make up 2.1% of all Aboriginal and Torres Strait Islander staff at the University of Canberra. In addition, University of Canberra had 293 students who identify as Aboriginal and/or Torres Strait Islander in 2018 and 308 students who identify as Aboriginal and/or Torres Strait Islander in 2019.

The University has a long history of having Aboriginal and Torres Strait Islander peoples on the governing Council and currently has the only Aboriginal Chancellor in Australia. The University is uniquely placed to demonstrate respect for, and appreciation of, Aboriginal and Torres Strait Islander peoples and cultures,

as an advocate for representing and promoting Aboriginal and Torres Strait Islander peoples and cultures nationally and to the world.

We are a university with a true global footprint and proud to be recognised as a leader in equity and social justice. In 2019, we had more than 16,500 students from over 110 countries enrolled with us, at our main campus in Bruce in the ACT and across our other campuses in Brisbane, Sydney, Melbourne, Hong Kong, mainland China, Singapore, Vietnam and Bhutan. Our 90,332 alumni hold influential positions in the public and private sectors in 120 countries.

We are now Australia's fastest rising University, in 2020, we rose to 18th in the world in the Times Higher Education Young Universities Ranking, we are a young and ambitious University. In the State of Reconciliation in Australia report, Reconciliation Australia draws on international comparative research into reconciliation experiences in other countries to identify five key dimensions of reconciliation: race relations, equality and equity, institutional integrity, unity, and historical acceptance. The University of Canberra has taken important steps to strengthen our commitment to equality in the workplace and is one of 120 organisations nationwide and one of just two in the ACT to be across the region.

In addition, the University is also a White Ribbon Accredited Workplace and a Breastfeeding Friendly named a 2017-18 Employer of Choice for Gender Equality. The University have a long history of proactively supporting gender equality. This was further recognised in 2020, when we were awarded the Internationally Valued Anthea Swan Bronze Award, globally we are ranked in the top 20 Universities of the world for University rankings for Gender Equality impact.

The University of Canberra's 50/50 by 2030 Foundation aims to empower gender equality in the region. Established last year, the Foundation's vision is for men and women to be equally represented in public leadership roles throughout Australia and the Workplace. To foster reconciliation in the equality and equity context the UC encourages the partnership of Aboriginal and Torres Strait Islander peoples in the design and evaluation of our policies, programs and services, to ensure they are accessible — and that these partnerships are appropriately resourced. The University is uniquely placed to demonstrate respect for, and appreciation of, Aboriginal and Torres Strait Islander peoples and cultures.

OUR PRIORITIES

1. Educational Attainment — Enhance the educational outcomes for Aboriginal and Torres Strait Islander students to at least the equivalent of any UC students.
2. Aboriginal and Torres Strait Islander Pedagogies — Enrich the University's curriculum by further embedding perspectives and pedagogies that demonstrate respect for Aboriginal and Torres Strait Islander histories, cultures and contributions.
3. Aboriginal and Torres Strait Islander Leadership & Research — Foster within the University the promotion of research, innovation, leadership and entrepreneurship for and by Aboriginal and Torres Strait Islander students, staff and alumni.
4. Aboriginal and Torres Strait Islander Economic Empowerment — Promote within the University and in the broader community opportunities that enhance the participation of Aboriginal and Torres Strait Islanders peoples in the economy.
5. Respecting the Ngunnawal People and their Culture — Strengthen further the University's commitment for respectful engagement with and guidance by the Traditional Owners of our region.





OUR ACHIEVEMENTS & LEARNINGS

The University of Canberra has made strong contributions to reconciliation in recent years, while recognising that we are still on a journey with some way to go.

Through our efforts to date and guided by three former RAPs, we have:

- Established a new Office of Aboriginal and Torres Strait Islander Leadership and Strategy and appointed an inaugural Pro Vice-Chancellor Indigenous and Business Manager
- Established the UC CIRI, supporting research projects, scholarships, conferences, visitors and seminars
- Developed UC's Indigenisation of the Curriculum Framework — a first for any university in Australia
- Established an Indigenous Design Treatment as part of UC's Corporate Style Guide and rolled out the Indigenous Treatment to our marketing, digital presence and built environment — a first for any university in Australia
- Relocated the Ngunnawal Centre to purpose-built and fitted out premises to enhance student experience
- Increased our Aboriginal and Torres Strait Islander Staff to over 2%
- Established a Reconciliation Action Plan Committee
- Established an Indigenous Alumni Chapter
- Appointed an Elder-in-Residence to the Ngunnawal Centre
- Established the RAPWG (previously known as the Indigenous Australians Completions Taskforce)
- Membership of Supply Nation — Australia's largest national directory of verified Aboriginal and Torres Strait Islander businesses
- Implemented an Indigenous Procurement Policy
- Established a Ngunnawal Naming Policy

- Partnered with CareerTrackers and other RAP partners to create internship opportunities for UC's Aboriginal and Torres Strait Islander students with a minimum target of 10 per year
- Introduced Senior Management to learn and deliver the Acknowledgement of Country in Ngunnawal language
- Embedded Welcome to Country and/or Acknowledgement of Country into University ceremonies and meetings

Along the way, we achieved a total of 57 actions that we committed to in our previous Stretch Reconciliation Action Plan, whilst 6 actions remain in progress. We have learnt the importance of directing resources to support our goals and as a result we have implemented specific measures and monitoring to track our progress. Over the past three years we learnt that often we did not have the understanding or data to inform some of our actions. We have now remedied those challenges by ensuring data integrity and consistency around our reporting structures of Aboriginal and Torres Strait Islander students, tighten definitions, close monitoring procurement of Indigenous businesses, and close monitoring of Indigenous research income. We have learnt the importance of focussing our activities on key goals, of devolving and specifying responsibility for action and that strong leadership and championing are a critical underpinning. We have moved from compliance to commitment, to a position where reconciliation between Aboriginal and Torres Strait Islander peoples and the wider Australian community is universally seen as integral to the further development of the University of Canberra.

Most importantly we have learned that when reconciliation becomes a natural process, which is not spoken about but is displayed daily within every action by individuals and groups, then we can achieve greater unity and equality. When we all work together, we bring a greater understanding of each other.

INDIGENOUS DESIGN TREATMENT

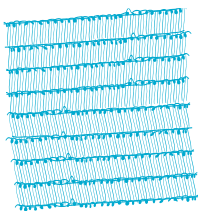
Indigenous Design Treatment is a framework for a University-wide approach to closing the gap between Aboriginal and Torres Strait Islander peoples and the broader Australian community.

Through this approach, the University of Canberra commits to contributing — through both education and research — to the building of just, prosperous and sustainable communities that are respectful of Australia’s Indigenous past and committed to redressing disadvantage.

We are the only University in the country to have this type of framework.

The Indigenous Design Treatment, as included below, has been incorporated into:

- UC furniture and carpet in a number of locations across campus;
- The UC website, internal documents, and social media platforms;
- The UC Capitals playing uniform for the Indigenous round of each season, which also recently displayed ‘Ngunnawal Country’ across the front of the jerseys.



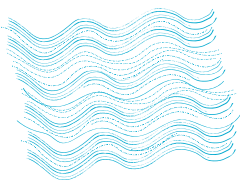
COLLABORATION AND UNITY

Diversity is at the heart of collaboration, giving unique perspective and the opportunity to build a united future.



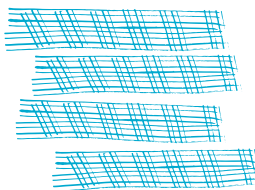
CULTURE AND RESPECT

Acknowledging our past, and identifying a more inclusive future built on the foundations of culture and respect.



TRUST

Trust is the turn-key for change, allowing better and more open relationships to form and build throughout the process.



INNOVATION

It is through diverse collaboration that we are able to think innovatively and allow ourselves to push boundaries to re-establish what we consider core business.



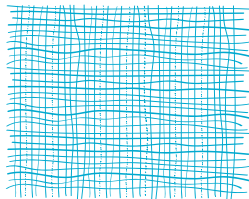
THE FUTURE

This symbol strengthens our position as leaders in innovation with respect and inclusiveness framing every step into our future as a University and as humans.



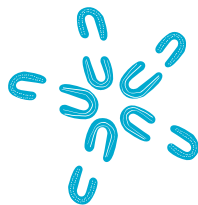
THINKING DIFFERENTLY, EMBEDDING CULTURE

By thinking innovatively, we are thinking differently. Embedding culture at the heart of our core business.



DIVERSITY

By building better relationships there is an opportunity to form a diverse community, everyone bringing unique input allowing for strength in diversity to support our foundation of trust, culture and respect.



STAKEHOLDERS

Accountable across all faculties and supportive institutes.

INDIGENISING THE CURRICULUM FRAMEWORK

The Indigenising the Curriculum Framework is an educative document and a toolkit, developed to ensure informed insights into the world view, lived experience and diverse culture of Aboriginal and Torres Strait Islander peoples, and acknowledge unstable histories.

Its specific focus is embedding Indigenous ways of knowing, being and doing into the curriculum and increasing understanding of, and participation with, the cultural interface between Indigenous and western knowledge systems.

The culmination of collaboration and reflection with Ngunnawal Elders and Aboriginal and Torres Strait Islander and non-Indigenous staff, it's purpose is to empower non-Indigenous graduates with the knowledge, skills and empathy to work with Indigenous Australians in socially just ways, and build equity by retaining Aboriginal and Torres Strait Islander students, and producing Indigenous graduates who are equipped for innovation and leadership.

The University of Canberra Chancellor, Professor Tom Calma, a Kungarakana Elder, wrote in 2017:



(UC, n.d., p.2). This framework scaffolds our journey to reconciliation.

University of Canberra. (n.d.). University of Canberra Reconciliation Action Plan 2018-2020.
www.canberra.edu.au/about-uc/office-of-aboriginal-and-torres-strait-islander-leadership-and-strategy/reconciliation

“
... my hopes and passion for reconciliation find form in the powerful commitments and critical role of the University in shaping the future of our students and the community.
”

UC'S NEW NGUNNAWAL CENTRE

For 35 years, Aboriginal and Torres Strait Islander students at the University of Canberra have been guided through their university journey with the help of the Ngunnawal Centre.

The Centre was established in 1985 and was established to support Aboriginal and Torres Strait Islander students throughout their time at university.

While students are able to receive academic support and advice from Centre staff, the ethos of the Centre go further than just study. Students are supported both emotionally and spiritually, and are given opportunities to celebrate and embrace their culture through Centre-run events and functions.

Students can also receive support in applying for financial assistance, access leadership development services, and navigate internship opportunities that will support their degree.

In early 2020 — when much of the campus was in lockdown due to COVID-19 — The University were working hard to create a new space for the Centre to call home.

In an unassuming spot underneath UC Lodge and looking out over the Brindabella mountains (with stunning views of the sunset), they found their place.

The new Ngunnawal Centre makes use of the Indigenous Design Treatment, with the carpets and furniture upholstered with the print. The interior windows also make use of the design frosting — allowing for an element of privacy in glass offices.

And that isn't all — the Centre is home to a fully fitted kitchen, bathroom, meeting and conference rooms, open spaces with computers, and a private staff workspace.

Building on the existing Ngunnawal Plant Space, which is located behind UC Lodge, the Centre also has their own Ngunnawal Garden which utilises self-watering planter boxes. The garden is filled with a large variety of plant species that are significant to the Ngunnawal people, and can help the UC Community learn more about local plant types.

Although the facilities in the Ngunnawal Centre are world-class, what sets the Centre apart is the passion of all those involved. Each staff member is fully committed to providing an exceptional university experience to the Aboriginal and Torres Strait Islander students that choose to study at the University of Canberra.



Ngunnawal Centre celebrates official opening of upgraded space.
www.canberra.edu.au/about-uc/media/newsroom/2020/august/ngunnawal-centre-celebrates-official-opening-of-upgraded-space

‘SECOND SKIN’ BY WIRADJURI ARTIST, KARLA DICKENS

Representing a warrior, ‘Second Skin’ by Wiradjuri artist Karla Dickens was purchased by University of Canberra and has pride of place in front of the Ngunnawal Centre. Dickens’ works foster intra and cross-cultural dialogue through the forum of contemporary art.

She describes the ‘Second Skin’ warrior as being able to find peaceful moments to sit in reflection.

www.canberra.edu.au/about-uc/art-collection/the-art-collection/second-skin-by-karla-dickens



INDIGENOUS ART AROUND THE CAMPUS

“Aboriginal art comes in all different forms. I think people often have a very narrow view on ‘what’ Aboriginal art is, but in fact it is so much more diverse.”

Contemporary Aboriginal artist Danielle Mate-Sullivan spoke to UnCover about the inspiration behind her artwork, which is featured on a table-tennis table below UC Lodge.

www.canberra.edu.au/uncover/news-archive/2019/march/a-stroke-of-indigenous-originality



‘ONE’ THE SCULPTURE —GIFTED BY NAREN CHELLAPPAH

Since 2019, ONE has fascinated the UC community from its home on the Western Concourse. The sculpture gifted by Dr Naren Chellappah OAM intends for the mirrored exterior to reflect back on passers-by.

www.canberra.edu.au/about-uc/media/newsroom/2019/november/truth,-respect,-love-and-peace-uc-unveils-latest-sculpture



‘NGALADJIMA’ — NGUNNAWAL PLANT USE EDUCATION SPACE

“Such cultural exchange increases understanding and respect as it will help facilitate respectful relationships between and among the communities.”

“It provides a genuine opportunity for all students and staff to bridge the cultural gap between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians.”

In late-2018, Greening Australia worked alongside the University of Canberra to create the Ngunnawal Plant Use Education Space, which is filled with varieties of vegetation significant to the Ngunnawal peoples.

More relevant UC stories

Campus Estate at the University of Canberra exceeds Indigenous supplier targets:

www.canberra.edu.au/about-uc/media/newsroom/2020/february/campus-estate-at-the-university-of-canberra-exceeds-indigenous-supplier-targets





OUR STAFF, STUDENTS AND ALUMNI SUCCESS STORIES

In 2020, the UC achieved an employment level of 2.1 per cent Aboriginal and Torres Strait Islander staff of all University staff, making an increase from the previous UC's last Stretch RAP employment level of 1.2 per cent Aboriginal and Torres Strait Islander staff — as part of the commitment to providing increased employment opportunities in Academic and Professional positions across the University. These numbers are part of an effort to create an environment where Aboriginal and Torres Strait Islander peoples are supported to participate equally in a range of opportunities, and the unique rights of Aboriginal and Torres Strait Islander peoples are recognised and upheld.

Stories from UC Staff, Students and Alumni



KIRSTEN TAPINE
OATSILS Business
Manager



BRAD MOGGRIDGE
Associate Professor,
Faculty of Science
and Technology



ADAM DOYLE
UC Physio Graduate



FRED LEFTWICH
UC Indigenous
Alumnus



FEATURE STORY

Keisha Preston — President of SRC

For 2021 University of Canberra SRC President Keisha Preston, the journey to higher education took a slight detour, and while she's faced uncertainty and doubt, there's one person who inspires her every day to push through: her mum.

After taking a four-year break between the end of high school and starting at the University of Canberra in 2018, Ms Preston regularly reflects on her mum's journey with tertiary study.

"My mum absolutely inspires me – seeing how successful she is now and how hard she's worked for everything she has," Ms Preston says.

"I remember we were so broke, and it was such a struggle, but seeing her have that drive and have that higher education, it gave me the drive to do the same thing. It's so inspiring to have that role model in my life."

Currently in her final year of a Bachelor of Communications and Media, majoring in Sports Media and Marketing, Ms Preston adds that while she took her time to find her own passions and a career she wanted to pursue, she has no regrets.

"I've done everything backwards; I was in full-time work for four years and I took time for some soul-searching and to decide what I wanted to study," she says.

"If I had come straight from high school, I think I would be studying early childhood education, or something that wasn't me. I took that time to be like 'When I know, I'll know', and I'm really glad I did because it's all worked out and I'm really excited to finish my degree and start working."

Ms Preston calls Bathurst on Wiradjuri country home, with most of her family still residing there. She adds that her transition into full-time study away from home was made easier with the help of the University's Ngunnawal Centre.

"You really get out of your comfort zone coming to uni to study, and it's hard and scary for Indigenous people to leave their families because we're all so close," Ms Preston says.

"The Ngunnawal Centre has been so helpful for me because you go there, you meet people and get that sense of home, and a sense of family you can connect with when you need a friend.

"So many of us have come from all over to study, so you have that meeting spot and it gives you that safety net and comfort within the UC community. If you're having a bad day, you can go there and connect with other Indigenous people and have that sense of home."

Adding that she feels the extended break before starting university allowed her to gain some valuable life experience, Ms Preston still faced challenges when it came to pursuing her degree.

"It was pretty daunting in a sense that all my friends went from high school to uni, and I was the one 'left behind'," she says. "I had a great job, so it wasn't like I wasn't doing anything, but for me I felt a little bit embarrassed because I thought I was so far behind everyone else who were finishing their degrees while I was just starting out; it wasn't a great mindset to have.

"I didn't even tell anyone I was coming to uni. I told my mum and my pop, but that's it because I was thinking 'What if I go and I hate it, and I'm a failure?' There was a lot of self-doubt."

However, it was advice from her role model, her mum, that helped her get over any fears she had about her new adventure.

"My mum kept reminding me I'm so young, and that I had to stop stressing because I have so much time ahead of me still," Ms Preston says.

"One day I decided I had to stop comparing my path to everyone else's and just know that this was where I was supposed to be and realise that if I had come to uni straight after school, I wouldn't be doing what I actually wanted to do."

Ms Preston now hopes her journey at UC inspires her younger brother on a path to higher learning when he's old enough.

"It's been hard being away from my family, especially my brother. He's the coolest little kid, but I want to be a role model for him, just like my mum was a role model for me," Ms Preston says.

"Whether he wants to go down the path of uni or not, I want him to know he can do whatever he wants to do, and there are absolutely no limits. I think for me, I must find my passion in life and I hope that gives him the inspiration to find his."



FEATURE STORY

Wayne Applebee — UC Graduate

After being doubted and put down, it's often a given that one might fall into the trap of becoming their stereotype. But Wayne was determined to break through the barriers presented to him and achieve great things.

A Kamilaroi man, Wayne grew up one of seven children, one suffering from muscular dystrophy. His father died when the children were young, leaving his mother to care for a large family. As children, Wayne and his brother often wagged school. Their truancy was prompted by being put in the 'other activities' class — a class designed for those considered non-academically minded — and in those days, often Aboriginal students. The class — rather than educating the students — ran activities like painting or art.

"When I went to school, I was always told that we [my brother and I] wouldn't amount to anything. We were put into the 'other activities' class, where we weren't given much education — so we just began wagging class," Wayne says.

As a result, Wayne and his brother were sent to separate boys' homes; his brother to the Mittagong Farm Home for Boys and then to Daruk Boys' Home, and Wayne to St Heliers, Muswellbrook, and then to Mount Penang Training School for Boys.

"My mother sat at railway stations through all weather and over many nights, while she waited to see either one of us on alternate months. Released from Mount Penang in an ill-fitting suit, I began work in the building industry, and much later became a union official" Wayne says.

Throughout adulthood, Wayne has been a man for the community. He gives back to several community initiatives, including Canberra's Winnunga Nimmityjah Aboriginal Health Service, where he became an uncle in the Uncle's Mentoring Program. Alongside the late Harold Williams, Wayne also founded the first Aboriginal and Torres Strait Islander rugby league football club in Canberra, Koori United.

"I played a lot of sport as kid, and also as I got older, I played rugby league football, I was also the secretary of the South Canberra Rugby League Football Club" Wayne says.

Between working a highly physical job and his sporting endeavours, Wayne's body began to work against him — with a lower back injury and ongoing neck pain from a previous fracture forcing him to take a step back from work. It also forced him to consider his options for the future, and at the ripe age of 57, Wayne decided to undertake a bachelor's degree at UC.

"I believed I was intelligent, and I needed a change of direction, all the while remembering what I was told as a child by a teacher — that I would never amount to anything in life," Wayne says.

"Determined, I enrolled and was placed in the Ngunnawal Centre's bridging program. My inspiration was the death in custody of Aboriginal man Cameron Doomadgee on Palm Island. I thought somehow, if I studied the law, I could make a difference."

The only thing stopping him — his lack of education as a child. Even as an adult, Wayne struggled with reading and writing, key skills needed in a university education.

"I taught myself to read and write — I was terrified of failing again and so I stayed up till the early hours of the morning studying to make sure I could pass exams," says Wayne.

"My biggest support was my wife — she was constantly saying 'you can do it', and finally I did."

As though all the puzzle pieces from throughout his life suddenly fit together, Wayne hit his stride in education. He thrived in a classroom environment and loved the sense of community that the Ngunnawal Centre, under then-manager Wendy Brady, provided.

Towards the end of his degree, Wendy approached Wayne to offer him a teaching job — in the same bridging course he once undertook.

Completing his Bachelor of Social Science in Justice Studies, Wayne's thirst for learning stuck around. So as he continued to teach the bridging course, he also continued further learning — and eventually — began his PhD journey.

"Under the guidance of Distinguished Professor Jen Webb, I began my PhD in Cultural Studies," Wayne says.

"Jen believed in my thesis and provided a great support throughout my journey."

In this week's graduation round, Wayne — the boy who was told he would amount to nothing — walked away with a doctorate.

Now, at age 72, he's showing no signs of slowing down.

"Teaching is my passion — and I want to continue doing it for the next little while at least," Wayne says.

"I believe I am making a difference here and it's all been worth the long journey. I came to UC hoping to change opinions about our people, and I am now convinced that is happening at this University."

Looking towards the future, Wayne would like to travel Australia.

"My wife and I would love to travel domestically once border restrictions have eased a little bit — there is so much in this country to be explored, I'm certainly getting on, so it's now or never," he says.



OUR RECONCILIATION ACTION PLAN

The University of Canberra is continually refining and evolving our approach to reconciliation based on our growing understanding of the most effective ways we can collaborate with Aboriginal and Torres Strait Islander peoples and their communities.

The University of Canberra supports the Universities Australia Indigenous Strategy 2017-2020 to support Aboriginal and Torres Strait Islander students throughout their entire University journey and lift rates of enrolment and completion. This includes setting targets of equal success and completion rates for Aboriginal and Torres Strait Islander students and non-Indigenous students over the next decade. We will continue to build the University of Canberra's inclusive, culturally diverse community where Aboriginal and Torres Strait Islander peoples, values and perspectives are at the core of all activities for all members of the University community to meaningfully engage with and celebrate.

This is the fourth RAP for the University and our second 'Stretch' RAP. We have developed this RAP to set out how we will work towards reconciliation over the next three years. The plan describes the outcomes we will pursue and the actions to achieve them, together with how we will measure, monitor and report our progress. The former three RAPs for the University embraced reconciliation as a journey for the whole University. We recognise that we need to continually raise awareness on our reconciliation commitments by promoting the RAP to all students, staff and the community, and provide opportunities to engage in cultural awareness training along with building sustainable frameworks to embed cultural change within our whole University.

The development of this RAP has involved many individuals across the University and in the wider community. We began with a meeting of the RAP Committee (RAPC) to identify the need, to scope the work and to agree our approach.

We agreed to 2 key aspects of this RAP:

- First, that we would adopt a university-led approach to developing the RAP, involving key senior managers across the University who have a role in our Aboriginal and Torres Strait Islander Strategy and in reconciliation; and
- Second, that it would contain much of the implementation plan for the University of Canberra Indigenous Strategy, as well as our wider reconciliation commitments.

The structure of this RAP is shaped by those decisions:

- We have organised our plan around the key outcome areas of: Relationships, Respect, Opportunities, Education and Research and Governance.
- We have also captured detailed supporting activities of the very substantial work across the University in support of reconciliation.

We worked closely with Reconciliation Australia in taking this approach and on the form and content of our RAP, to ensure that this RAP is aligned with Reconciliation Australia's purpose to inspire and enable all Australian's to contribute to the reconciliation of the nation.

Employees university-wide formed the drafting group and other aspects of the process to develop the RAP. We held several meetings of the RAPC to monitor progress, to consider issues as necessary, and to reflect on lessons learnt and achievements in our previous RAP.

Our RAP is supported by the University's RAPC, co-chaired by the Deputy Vice-Chancellor, Research and Innovation and Pro-Vice Chancellor, Indigenous. The RAPC is responsible for the development and implementation, tracking and reporting of the RAP. We have representation from different areas across the University as part of the entire RAPC that consists of the below positions:

- Deputy Vice-Chancellor Research and Innovation (Co-Chair) — ex-officio
- Pro Vice-Chancellor Indigenous (Co-Chair) — ex-officio
- Pro Vice-Chancellor Learning and Teaching — ex-officio
- Associate Vice President, Campus Estate — ex-officio
- Chief People Officer, People and Diversity — ex-officio
- Dean of Students and Director of Student Life — ex-officio
- Director, Finance and Business Services — ex-officio
- Director, Advancement — ex-officio
- Director, Ngunnawal Centre — ex-officio
- Business Manager, Office of Aboriginal and Torres Strait Islander Leadership and Strategy — ex-officio
- Senior Procurement and Contracts Manager — ex-officio
- One Aboriginal and/or Torres Strait Islander UC Student Representative — ex-officio

Our RAP Champions have been appointed to drive internal engagement and awareness of the RAP:



JOHN OWENS
Associate Vice President,
Campus Estate.



RACHEL BACON
Associate Professor,
Faculty of Health.



SCOTT PEARSALL
Dean of Students and
Director of Student Life.



LAURIE PORETTI
Manager, Widening
Participation.

At the governance level the University draws on the Office of Aboriginal and Torres Strait Islander Leadership and Strategy to provide strategic advice on the development of the RAP and issues of importance to Aboriginal and Torres Strait Islander peoples.

Three other governance mechanisms are important to the successful implementation of this RAP, this includes:

- The SPG is a new body introduced by our new Vice-Chancellor and President as of 2020 with Executive staff included across the University that advise on significant academic, research, administrative, and operational matters. The SPG provides regular reporting, reviews and endorses recommendations for approval of the Universities RAPs where the RAPC reports the RAP monitoring and outcomes to the SPG quarterly.
- The UC Collaborative Indigenous Research Initiative Executive Committee is an academic group with a required majority Aboriginal and Torres Strait Islander membership, who oversee the development and implementation of the UC CIRI Strategic Plan, supporting development of Aboriginal and Torres Strait Islander research capacity.
- The RAPWG (previously known as Indigenous Australians Completions Taskforce) is a new body established by our previous RAP and is a sub-committee of RAPC, tasked with developing, implementing and monitoring culturally appropriate educational practices to increase Aboriginal and Torres Strait Islander student participation, progression, retention and completions, in alignment with the RAP.



RELATIONSHIPS

University of Canberra will build reciprocal engagement with Aboriginal and Torres Strait Islander peoples to ensure that the University community feels a sense of pride and opportunity through their engagement with Aboriginal and Torres Strait Islander peoples, perspectives and contributions. Critical to achieving this objective is the building of meaningful and sustainable relationships. By 2024 all University graduates and staff will aspire to cultural competency.

University of Canberra believes that the progress of reconciliation will only be from a basis of understanding, recognition and pride of Aboriginal and Torres Strait Islander histories and cultures. We believe that it is not possible to appreciate how reconciliation might be progressed and realised without developing within our community a deep understanding and recognition of Aboriginal and Torres Strait Islander histories since the time of colonisation and the impacts that ensued.

We also believe that it is not possible to appreciate the powerful promise that reconciliation offers to our country and its peoples without enhancing further within our community a recognition of and pride for the richness and wisdom of our enduring Aboriginal and Torres Strait Islander cultures.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes.	1.1. Review, update and implement the engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders.	Review: March 2022, 2023, 2024	PVC Indigenous
	1.2. Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	Review: December 2021, 2022, 2023	PVC Indigenous
	1.3. Maintain the UC 'Partnership Database' to assess and identify Aboriginal and Torres Strait Islander partnerships and agreements.	Review: October 2021, 2022, 2023	Deputy Director Partnerships
	1.4. Establish and maintain two formal two-way partnerships with Aboriginal and Torres Strait Islander communities over the course of the RAP.	Review: October 2023	DVC R&I
2. Build relationships through celebrating National Reconciliation Week.	2.1. Ensure two NRW events organised by a host Faculty, Institute of Business Unit on an annual rotating basis.	Complete: May 2021, 2022, 2023	Director Advancement
	2.2. Register all our NRW events on Reconciliation Australia's NRW website.	Complete: May 2021, 2022, 2023	Director Advancement
	2.3. Encourage students, staff and senior leaders to participate in two events to recognise and celebrate NRW.	Complete: May 2021, 2022, 2023	Director Advancement
	2.4. Ensure the UC RAPC members participate in at least two external NRW event each year.	Complete: May 2021, 2022, 2023	Director Advancement
	2.5. Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff.	Complete: May 2021, 2022, 2023	PVC Indigenous

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Promote reconciliation through our sphere of influence.	3.1. Implement strategies to engage all staff to drive reconciliation outcomes through our RAP Champions by providing a roadshow on the implementation of UC's RAP to all faculties and divisions to highlight how all staff can contribute to UC's reconciliation journey.	Review: October 2021, 2022, 2023	PVC Indigenous, DVC R&I
	3.2. Communicate our commitment to reconciliation publicly.	Review: October 2021, 2022, 2023	Associate Director Media and Comms
	3.3. Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes by engaging through major research agreements including jointly supervised Indigenous HDR students and collaborative research projects aim at advancing reconciliation outcomes.	Review: October 2021, 2022, 2023	PVC Indigenous, DVC R&I
	3.4. Collaborate with external stakeholders namely, Curtin University, University of Tasmania, and Deakin University to implement ways to advance reconciliation specifically through research collaborations.	Review: December 2021, 2022, 2023	DVC R&I
	3.5. Engage all staff by regularly reporting through the R&I Portfolio's Newsletter.	Complete: March 2024	DVC R&I
	3.6. Provide opportunities for all staff to engage in reconciliation activities by holding 2 x Annual Reconciliation-Focused Lectures each year.	Complete: March 2024	Director Advancement
	3.7. Advance reconciliation internally through the implementation of the Indigenising the Curriculum Framework.	Complete: March 2024	PCV L&T
	3.8. Maintain the two Reconciliation Awards (1 x individual and 1 x group) established for staff contributions towards outcomes in the RAP and/or the Aboriginal and Torres Strait Islander Strategic Plan initiatives that demonstrate mutually beneficial relationships between non-Indigenous and Aboriginal and Torres Strait Islander people. These are prestigious Vice-Chancellor Awards and awarded in December each year.	Review: December 2021, 2022, 2023	DVC R&I
4. Promote positive race relations through anti-discrimination strategies	4.1. Continuously improve HR policies and procedures concerned with anti-discrimination.	Review: December 2021, 2022, 2023	Chief People Officer
	4.2. Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy.	Review: March 2022, 2023, 2024	Chief People Officer
	4.3. Implement and communicate an anti-discrimination policy for our organisation.	Complete: November 2022	Chief People Officer
	4.4. Provide ongoing education opportunities for senior leaders and managers on the effects of racism.	Review: March 2022, 2023, 2024	Chief People Officer
	4.5. Senior management to publicly support anti-discrimination campaigns, initiatives or stances against racism.	Review: March 2022, 2023, 2024	Chief People Officer

RELATIONSHIPS CONT.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Raise internal and external awareness about our Aboriginal and Torres Strait Islander strategic commitments.	5.1 Develop and implement a communication plan to raise awareness of the RAP commitments and promote to all internal and external stakeholders.	Complete: October 2021	PVC Indigenous
	5.2. Celebrate at least two Aboriginal and Torres Strait Islander peoples' successes per year through profiling of students and/ or staff through UC media, website, publications, annual reports and other relevant marketing material.	Review: October 2021, 2022, 2023	PVC Indigenous, Director Marketing
	5.3. Develop and implement a plan to engage and inform key internal stakeholders of their responsibilities in the delivery of UC RAP outcomes (including senior leaders).	Review: October 2021, 2022, 2023	DVC R&I
	5.4. Maintain a list of Aboriginal and Torres Strait Islander dates of significance to peoples, and to reconciliation in Australia in UC's corporate calendar.	Review: September 2021, 2022, 2023	PVC Indigenous, Internal Communications Manager





University of Canberra will ensure that University programmes and policies are relevant, and accessible, to Aboriginal and Torres Strait Islander peoples, and enriching for all members of the University community.

Respecting and valuing the experiences, perspectives and cultures of Aboriginal and Torres Strait Islander peoples is fundamental to the University of Canberra building a diverse education, research and workplace culture.

Reconciliation leadership will not reside in senior management alone, but will come from interactions among managers, work teams, and employees, as well as employee representatives, all of whom bring new ideas and new ways of doing things to the task of achieving improved outcomes for Aboriginal and Torres Strait Islander peoples.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	6.1. Conduct a review of cultural learning needs within our organisation.	Complete: August 2021	PVC Indigenous
	6.2. Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy.	Complete: June 2021	PVC Indigenous
	6.3. 100% of senior management will undertake cultural training within 6 months of commencement via online live presentation.	Review: March 2022, 2023, 2024	Chief People Officer
	6.4. 120 staff will undertake formal and structured cultural training per annum with the goal that all staff at the University will have undertaken training by the end of the RAP. Nb This is based on a minimum of 4 sessions x 30 people via face-to-face. Online training may be offered only as an alternative.	Review: March 2022, 2023, 2024	Chief People Officer
	6.5. Commit all RAPC members, HR managers, senior management and all new staff to undertake formal and structured cultural learning.	Complete: March 2024	Chief People Officer
	6.6. Maintain cultural awareness training for all staff (including ongoing refresher training). All new UC staff will receive cultural awareness training via face-to-face as per ACT Health Policy allows and online only as an alternative.	Review: March 2022, 2023, 2024	Chief People Officer, PVC Indigenous
	6.7. Implement a Cultural Learning Strategy for all staff.	Complete: December 2021	Chief People Officer, PVC Indigenous
	6.8. UC will consult with the Ngunnawal Traditional Owners and Language Speakers to name at least one facility, area, and oval where appropriate over the course of the RAP.	Complete: December 2023	Associate VP Campus Estate
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	7.1. Maintain Aboriginal and Torres Strait Islander cultural protocols and communication resources for the University including protocols for Welcome to Country and Acknowledgement of Country.	Review: March 2022, 2023, 2024	PVC Indigenous
	7.2. Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at 15 significant events each year, including: University of Canberra's Commencement Ceremony, International Women's Day, Graduation Ceremonies, NRW events, NAIDOC Week events, Annual Don Aitkin Lecture, Annual Ngunnawal Lecture and VC Excellence Awards and many more.	Review: March 2022, 2023, 2024	PVC Indigenous
	7.3. Maintain inclusion of Acknowledgement of Country statement that is included in corporate documents as appropriate.	Review: October 2021, 2022, 2023	Director Marketing

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
7. CONT.	7.4. Display five Acknowledgment of Country plaques on our Buildings, including: Building 1, Building 2 (Teaching Centre), Building 5, Building 8 (Library) and Ann Harding Centre (Building 24).	Complete: March 2024	Associate VP Campus Estate, Director Marketing
	7.5. All staff email signatures to include an Acknowledgement of Country.	Review: September 2021, 2022, 2023	Director Marketing
	7.6. Staff and senior management to include and provide Acknowledgement of Country at the commencement of important meetings and at all public events.	Review: October 2021, 2022, 2023	Internal Communications Manager
	7.7. Increase all staff understanding of the purpose and significance behind cultural protocols through our internal communications particularly during key periods such as National Reconciliation Week and NAIDOC Week. This will also be achieved through UC's cultural awareness training, including Acknowledgement of Country and Welcome to Country and UC's Cultural Protocols Guide.	Complete: December 2021	Chief People Officer, Associate Director Media and Comms
8. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	7.8. All senior management to be able to deliver an Acknowledgement of Country in Ngunnawal language through workshops with the Ngunnawal Traditional Owners and Language Speakers.	Complete: December 2021	Chief People Officer, PVC Indigenous
	8.1. Deliver two NAIDOC events with a specific focus on community engagement.	Review: July 2021, 2022, 2023	Director Advancement
	8.2. Provide opportunities for all students and staff to participate in NAIDOC Week events. Staff to access cultural leave as outlined in our Enterprise Agreement.	Review: July 2021, 2022, 2023	PVC Indigenous, Chief People Officer
	8.3. Ensure RAPC support and participate in an external NAIDOC Week event each year.	Review: July 2021, 2022, 2023	DVC R&I, PVC Indigenous
	8.4. Maintain HR policies and procedures to remove barriers to staff participating in NAIDOC Week through access to provisional cultural leave.	Review: May 2021, 2022, 2023	Chief People Officer
9. Protect Cultural Heritage through UC's Campus Development.	8.5. In consultation with Aboriginal and Torres Strait Islander stakeholders, support two external NAIDOC Week events each year, including: ACT NAIDOC Family Day and Wreck Bay NAIDOC event.	Review: July 2021, 2022, 2023	PVC Indigenous
	9.1. Ensure all future campus development plans on land owned or managed by the University of Canberra undertake a cultural heritage assessment.	Review: June 2021, 2022, 2023	Associate VP Campus Estate
	9.2. Ensure future campus development works that may harm an Aboriginal or Torres Strait Islander object or a declared Aboriginal or Torres Strait Islander place must investigate, assess, report and mitigate the harm that may be caused by the proposed activity.	Review: June 2021, 2022, 2023	Associate VP Campus Estate
	9.3. Require all University and third-party construction on the University Campus to undertake a specialist review of the proposed construction project and site and warrant that no harm will come to any Aboriginal or Torres Strait Islander cultural heritage as a result of the project.	Review: December 2021, 2022, 2023	Associate VP Campus Estate



OPPORTUNITIES

University of Canberra will expand the range of Aboriginal and Torres Strait Islander peoples' employment opportunities with a focus on increasing and retaining Aboriginal and Torres Strait Islander representation across the University. By 2024 the University aspires to achieve parity in employment so that 3% of staff across the University will be Aboriginal and Torres Strait Islander peoples.

University of Canberra will ensure we increase the rate of purchasing from Aboriginal and Torres Strait Islander enterprises, to encourage Indigenous economic development and strengthen the Indigenous Australian business sector. Strengthening the Indigenous Australian business sector will also have a significant flow-on impact on Aboriginal and Torres Strait Islander employment at the University of Canberra and longer-term sustainable relationships with Aboriginal and Torres Strait Islander entrepreneurs.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	10.1. Increase Aboriginal and Torres Strait Islander employment with an aim of achieving 3%.	Complete: March 2024	Chief People Officer
	10.2. Provide Workforce Metric Report to Strategy & Planning Committee and Council identifying progress towards employment targets.	Complete: March 2024	Chief People Officer
	10.3. Review the Aboriginal and Torres Strait Islander employment and retention strategy.	Complete: December 2021	Chief People Officer
	10.4. Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Review: March 2022, 2023, 2024	Chief People Officer
	10.5. Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Review: December 2022	Chief People Officer
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	11.1. Develop and promote procurement opportunities to Aboriginal and Torres Strait Islander businesses, to facilitate the achievement of UC's procurement targets.	Review: June 2021, 2022, 2023	Director Finance and Business Services
	11.2. Implement the Indigenous Procurement Strategy within UC's broader Procurement policy, providing procurement officers with the opportunity to select tender with one or more Aboriginal and/or Torres Strait Islander-owned businesses, and automatically attributing 10% of weighted evaluation criteria to Aboriginal and/or Torres Strait Islander-owned businesses during evaluation for value for money process.	Review: December 2021, 2022, 2023	Director Finance and Business Services
	11.3. Work with Supply Nation to explore opportunities to assist Aboriginal and Torres Strait Islander businesses.	Review: December 2021, 2022, 2023	Director Finance and Business Services
	11.4. Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	Complete: August 2021	Director Finance and Business Services
	11.5. Hold annual supplier showcase for all relevant staff who are involved in targeting procurement and contracting Aboriginal and Torres Strait Islander businesses.	Review: March 2022, 2023, 2024	Director Finance and Business Services
	11.6. UC will increase its available annual procurement of goods and services (either by value or by number of procurements) from Aboriginal and/or Torres Strait Islander-owned businesses from 1.5% in 2019 to 3.0%.	Review: March 2022, 2023, 2024	Director Finance and Business Services

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. CONT.	11.7. Maintain our membership of Supply Nation and utilise the opportunities offered to us by supplier membership.	Review: March 2022, 2023, 2024	Director Finance and Business Services
	11.8. Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Review: July 2022	Director Finance and Business Services
	11.9. Maintain commercial relationships with Indigenous businesses in accordance with UC's Indigenous procurement strategy which has a target of 3% Indigenous procurement by 2023.	Complete: March 2024	Director Finance and Business Services
12. Create opportunities to empower Aboriginal and Torres Strait Islander staff through employment initiatives and learning.	12.1. Engage with existing Aboriginal and Torres Strait Islander staff to review current Aboriginal and Torres Strait Islander employment and retention strategies, including professional development.	Review: March 2022	Associate Director Workforce Planning and Development, PVC Indigenous
	12.2. Embed career development opportunities for Aboriginal and Torres Strait Islander employees in their Performance and Development Plan's.	Review: March 2022	Associate Director Workforce Planning and Development, PVC Indigenous
	12.3. Enhance leadership capability and career pathways for 2 x Aboriginal and Torres Strait Islander staff through inclusion in two key leadership decision making committees within the University; Academic Board and Strategy and Planning Group by making the PVCI ex-officio of both committees.	Review: March 2022	PVC Indigenous, Chief People Officer
	12.4. Identify and establish 5 new staff mentor and mentee relationships for Aboriginal and Torres Strait Islander staff throughout the course of the RAP.	Complete: December 2023	Associate Director Workforce Planning and Development, PVC Indigenous
13. Engage with University of Canberra Aboriginal and Torres Strait Islander alumni to encourage and facilitate building leadership capacity.	13.1. Identify and connect with our Alumni to build cultural and entrepreneurial leadership capability through participation in the mentor program.	Review: March 2022, 2023, 2024	Director Advancement
	13.2. Embed an Aboriginal and Torres Strait Islander Alumni Award into the biennial Distinguished Alumni Awards.	Complete: October 2021, 2023	Director Advancement
	13.3. Embed an Aboriginal and Torres Strait Islander Chapter of the University of Canberra Alumni.	Complete: December 2021	Director Advancement
	13.4. Engage the Chapter through the establishment of quarterly meetings to grow its connections within the University.	Complete: December 2021	Director Advancement
	13.5. Maintain one annual Alumni reception and engage Alumni in other University events.	Review: March 2021, 2022, 2023	Director Advancement

EDUCATION AND RESEARCH

The University of Canberra will advance our commitment to Aboriginal and Torres Strait Islander success and collaborate university-wide to implement high-impact educational practices as well as innovative approaches that address the specific needs of all UC students. We are committed to Aboriginal and Torres Strait Islander student success, beginning with our admissions decisions and continuing through graduation and beyond. Our unifying goal is to provide all Aboriginal and Torres Strait Islander students with the resources and support necessary to reach their academic potential. By 2024 the University aspires to increase Aboriginal and Torres Strait Islander undergraduate completion rates to be in line with the broader UC community. This goal will require an increase in annual completion rates by 2.2% per annum.

We will continue to significantly grow its Aboriginal and Torres Strait Islander research capacity. Conducting co-designed and collaborative research to benefit Aboriginal and Torres Strait Islander peoples and non-Indigenous people alike through our ongoing commitment to the UC Collaborative Indigenous Research Initiative and moving to develop an Aboriginal and Torres Strait Islander-led research institute.

We are committed to ethical research practice and meaningful partnerships with Aboriginal and Torres Strait Islander communities, organisations and individuals based on mutual respect, reciprocity and equality in every phase of research to ensure that Aboriginal and Torres Strait Islander peoples cultural and intellectual property is respected and upheld throughout the research process. By 2024 the University will have Aboriginal and Torres Strait Islander HDR candidates and academics in all faculties and institutes.



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
RECRUITMENT, RETENTION AND PROGRESSION			
14. Increase Aboriginal and Torres Strait Islander student recruitment, retention and progression and improve completion rates annually.	14.1. Maintain intake of at least 80 Aboriginal and Torres Strait Islander students.	Review: May 2021, 2022, 2023	Director, GSR
	14.2. Maintain and increase the participation of Aboriginal and Torres Strait Islander student internship program by 5%.	Review: May 2021, 2022, 2023	Manager UC Careers
	14.3. Increase retention of Aboriginal and Torres Strait Islander students by 1% annually off a baseline of 73% in 2018.	Complete: September 2023	PVC L&T
	14.4. Increase Aboriginal and Torres Strait Islander student satisfaction warranted through internal QILT data linked to the national ranking in overall quality in educational experience, Top 50% target (national ranking).	Complete: September 2023	PVC L&T
	14.5. Enhance mentoring program to provide specialised support for Aboriginal and Torres Strait Islander students by providing additional training opportunities, student engagement strategies, events, activities, communications, and student-driven approaches.	Review: March 2021, 2022, 2023	Dean of Students and Director of Student Life
	14.6. Conduct pilot studies to identify factors associated with Aboriginal and Torres Strait Islander student attraction, retention and completion.	Complete: September 2021	PVC L&T
	14.7. Implement recommendations derived from research conducted to identify factors associated with Aboriginal and Torres Strait Islander student attraction, retention and completion.	Complete: December 2023	PVC L&T
	14.8. Increase undergraduate completion rates by 2.2% per annum.	Review: May 2021, 2022, 2023	PVC L&T, PVC Indigenous, Dean of Students and Director of Student Life
INDIGENISING THE CURRICULUM			
15. Embed Aboriginal and Torres Strait Islander perspectives and pedagogies in the University curriculum.	15.1. Implement the Indigenisation of the Curriculum Framework to reinforce curriculum design and delivery in all disciplines across the university to holistically enrich the learning experience for all UC students.	Review: June 2021, 2022, 2023 Complete: March 2023	PVC L&T
ENHANCE RESEARCH CAPACITY AND PERFORMANCE			
16. Create opportunities for Aboriginal and Torres Strait Islander peoples to enhance research capacity and performance and grow postgraduate students and research careers.	16.1. Submit at least one nationally competitive grant and Aboriginal and Torres Strait Islander research proposal annually e.g., ARC.	Complete: December 2021, 2022, 2023	DVC R&I

EDUCATION AND RESEARCH CONT.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
16. CONT.	16.2. Hold a biennial conference on Aboriginal and Torres Strait Islander research.	Held: October 2021, 2023	PVC Indigenous
	16.3. Maintain award of 1 tailored scholarship each year for UC Aboriginal and Torres Strait Islander postgraduate students.	Scholarship Awarded Annually: April 2021, 2022, 2023	Dean of Graduate Research
	16.4. Identify and establish 5 mentor and mentee relationships over the course of the RAP for Aboriginal and Torres Strait Islander early career researchers.	Review: August 2021, 2022, 2023	Dean of Graduate Research
17. Continue the commitment to Indigenous research and education.	17.1 Collaborate with our UC CIRI network to expand and harness the Aboriginal and Torres Strait Islander professoriate for the development of a major Aboriginal and Torres Strait Islander-led research project.	Complete: March 2024	DVC R&I
	17.2. Establish an Aboriginal and Torres Strait Islander Research Network.	Review: December 2021, 2022, 2023	PVC Indigenous
	17.3. Formalise a Learning and Teaching Network of educators and researchers to provide advice on Indigenisation of the curriculum.	Review: December 2021, 2022, 2023	PVC L&T



GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
18. RAPC will maintain and actively monitor RAP development and its implementation.	18.1. Ensure there are Aboriginal and Torres Strait Islander peoples on the RAPC.	Complete: June 2021	DVC R&I
	18.2. Review Terms of Reference for RAPC.	Complete: June 2021	PVC Indigenous
	18.3. Meet at least four times per year to drive and monitor RAP implementation.	Review: Quarterly April, July, September, December 2021, 2022, 2023	DVC R&I
19. Provide appropriate support for effective implementation of RAP commitments.	19.1. Provide appropriate resources for RAP implementation.	Review: June 2021, 2022, 2023	DVC R&I
	19.2. Embed and maintain key RAP actions in performance expectations of senior management and all staff.	Review: December 2021, 2022, 2023	Chief People Officer
	19.3. Maintain systems and capability needs to track, measure and report on RAP activities to continue to strengthen these activities and their impacts over time.	Review: December 2021, 2022, 2023	DVC R&I
	19.4. Maintain an internal RAP Champion(s) from senior management.	Review: June 2021, 2022, 2023	DVC R&I
	19.5 Complete progress report after each RAPC meeting to present to Strategic Planning Committee.	Complete: May, July, October, January 2021, 2022, 2023, (January) 2024	PVC Indigenous
	19.6. Include our RAP as a standing agenda item at senior management meetings following quarterly RAPC meetings.	Complete: May 2021	DVC R&I
	19.7. Oversee the development, endorsement and launch of the RAP.	Review: May 2021, 2022, 2023	DVC R&I
20. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	20.1. Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia.	Report: September 2021, 2022, 2023	DVC R&I
	20.2. Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	Review: May 2021, 2022, 2023	Associate Director Media and Comms
	20.3. Investigate participation in Reconciliation Australia's biennial Workplace RAP Barometer.	Complete: Biennial May 2022	DVC R&I
21. Continue our reconciliation journey by developing our next RAP.	21.1. Register via Reconciliation Australia's website to begin developing our next RAP.	Complete: July 2023	PVC Indigenous



GLOSSARY

TERM	DESCRIPTION
ARC	Australian Research Council
FTE	Full Time Employee
DVC R&I	Deputy Vice-Chancellor Research and Innovation
GSR	Global Student Recruitment
HDR	Higher Degree by Research
PhD	Doctor of Philosophy
NAIDOC	National Aboriginal and Islander Day Observance Committee
NRW	National Reconciliation Week
OATSILS	Office of Aboriginal and Torres Strait Islander Leadership and Strategy
PVC	Pro Vice-Chancellor
PVCI	Pro Vice-Chancellor Indigenous
PVC L&T	Pro Vice-Chancellor Learning and Teaching
QILT	Quality Indicators for Learning and Teaching
RAP	Reconciliation Action Plan
RAPC	Reconciliation Action Plan Committee
RAPWG	Reconciliation Action Plan Working Group
SPG	Strategy and Planning Group
SPI	Student Partnerships and International
UC	University of Canberra
UC CIRI	University of Canberra Collaborative Indigenous Research Initiative
VC & P	Vice-Chancellor & President
VP	Vice-President

ANNEXURE – A

UNIVERSITY OF CANBERRA RECONCILIATION ACTION PLAN COMMITTEE (RAPC)

Deputy Vice-Chancellor Research and Innovation (Co-Chair) — ex-officio
Pro Vice-Chancellor Indigenous (Co-Chair) — ex-officio
Pro Vice-Chancellor Learning and Teaching — ex-officio
Associate Vice President, Campus Estate — ex-officio
Chief People Officer, People and Diversity — ex-officio
Dean of Students and Director of Student Life — ex-officio
Director, Finance and Business Services — ex-officio
Director, Advancement — ex-officio
Director, Ngunnawal Centre — ex-officio
Business Manager, Office of Aboriginal and Torres Strait Islander Leadership and Strategy — ex-officio
Senior Procurement and Contracts Manager — ex-officio
UC Student Representative — ex-officio

ANNEXURE – B

UNIVERSITY OF CANBERRA RECONCILIATION ACTION PLAN DRAFTING COMMITTEES (GOVERNANCE)

Reconciliation Action Plan Committee
Strategy and Planning Group
Office of the Vice-Chancellor and President
University of Canberra Council



The University of Canberra Stretch Reconciliation
Action Plan 2021–2024 is available on our website:

[www.canberra.edu.au/about-uc/office-of-aboriginal-
and-torres-strait-islander-leadership-and-strategy/
reconciliation](http://www.canberra.edu.au/about-uc/office-of-aboriginal-and-torres-strait-islander-leadership-and-strategy/reconciliation)

For more information please contact:

Office of Aboriginal and Torres Strait Islander Leadership
and Strategy (OATSILS)

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www.canberra.edu.au

*The University of Canberra's Stretch Reconciliation Action
Plan is a three-year plan from May 2021 – April 2024*