



The Australian National University Reconciliation Plan
Improving Engagement with Indigenous Australians in partnership with Reconciliation Australia

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

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

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

Our Vision

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

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

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

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

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

ANU will be a place where Indigenous culture is both respected and celebrated.

Our Business

ANU is Australia's national university. We are uniquely placed to contribute both to the national reconciliation agenda and to the aspirations of local Indigenous communities. The University has a long-standing commitment to Indigenous education and culture, and has already taken a number of significant steps towards reconciliation.

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

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

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

Our Reconciliation Action Plan – Process

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

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

After an initial period of consultation and drafting, *The Australian National University Reconciliation Action Plan* was presented to the University Executive, Deans, Directors, the University Community Equity Committee, the University Education Committee and the University Research Committee for their consideration, comments and endorsement. Additional concerns about targets and timelines were addressed by the University's Reconciliation Action Plan Committee and an amended plan was ultimately endorsed by Council subject to approval from Reconciliation Australia.

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

The Australian National University Reconciliation Action Plan signals an ambitious systemic shift in the University's culture and its engagement with Indigenous people. The University recognises that initiatives need to be framed by a respectful environment for Indigenous people and Indigenous studies.

The Australian National University Reconciliation Action Plan was therefore designed to be implemented in graduated stages:

Focus Area 1 Building greater respect for Indigenous peoples within the University environment and institutional culture and **Focus Area 6 Maintaining accountability and transparency in monitoring and reporting on the progress of The Australian National University Reconciliation Action Plan initiatives** came into effect immediately upon launch in July 2009; the remaining Focus Areas 2 to 5 (inclusive) formally came into effect 18 months later, in January 2011, although several actions under these Focus areas commenced earlier.

Our Reconciliation Action Plan – Accountability

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

In seeking to deliver on its commitment to reconciliation, *The Reconciliation Action Plan* includes clear actions, timelines and office holders who are responsible for reporting on the progress and achievement of targets. Some of these initiatives place ANU at the forefront of the higher education reconciliation effort. They set a challenge the University aspires to.

As Australia's national university, we are uniquely well positioned to play a lead role in coordinating a network of those universities implementing Reconciliation Action Plans to share their experiences and ideas. There is a real opportunity to build momentum for initiatives which might influence the national policy agenda. *The Australian National University Reconciliation Action Plan* proposes an annual national conference or workshop towards this end, the first of which was held in November 2010.

The University, accountable to Reconciliation Australia with which it is in partnership on this Reconciliation Action Plan, also undertakes to monitor and report on its own progress for the achievement of the targets it sets.

Our Reconciliation Action Plan – Commitments

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

1. Building greater respect for Indigenous peoples within the University environment and institutional culture: While many areas of the University already have strong Indigenous connections of both a research and practical nature, we recognise that achievement of our targets is highly dependent on the level of commitment, awareness and understanding of the opportunities offered by *The Australian National University Reconciliation Action Plan* within the University more broadly. Working to raise awareness and build greater respect for Indigenous culture and history within the University environment and culture, as outlined under Focus Area 1, will be the immediate priority. Accordingly, ANU committed to the following actions:

- Acknowledge traditional owners within ANU and as part of the University's wider engagement with community and the nation.
- Cultivate relationships with Australian and international Indigenous peoples and communities, especially those working in areas that align with ANU researchers.
- Incorporate Indigenous perspectives in decision-making processes.
- Enhance engagement with Indigenous entrepreneurial entities.
- Respect and celebrate Indigenous cultures, traditions, knowledge and practices.

2. Consolidating ANU as the leader in Indigenous research of national significance: The University recognises that we will be most successful in meeting our targets where we align opportunities with areas of recognised strength and excellence, such as existing research hubs around topics like history, governance, resource management, law and cultural heritage. To this end, the University commits to undertake a gap analysis to identify areas of Indigenous research of national significance that ANU has capacity in, in order to leverage existing ANU initiatives and research with external partners.

3. Ensuring all ANU students have a thorough understanding of Indigenous knowledge and perspectives: ANU will increase the level of incorporation of Indigenous content and perspectives in undergraduate and graduate courses and in research projects overall.

4. Attracting and supporting Indigenous students: The University undertakes to increase the number of full-time and part-time Indigenous students (undergraduate and graduate) to a minimum of 2.5 per cent to match the current proportion of the national Indigenous population.

5. Attracting and retaining Indigenous general and academic staff at all levels across ANU: The University undertakes to increase the number of full-time and part-time Indigenous staff (academic and general) to a minimum of 2.5 per cent to match the current proportion of the national Indigenous population.

6. Maintaining accountability and transparency in monitoring and reporting on the progress of The Australian National University Reconciliation Action Plan

Initiatives: In addition to internal reporting and accountability measures, the University undertakes to report regularly to Reconciliation Australia and to take a leadership role in facilitating consultation among the University Reconciliation Action Plan community.

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

Respect



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

Relationships



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

Opportunities



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

Respect		ANU acknowledges that the success of the commitments in <i>The Australian National University Reconciliation Action Plan</i> hinge on the creation of a University culture and environment that builds greater respect for Indigenous peoples in order to achieve reconciliation.		
Action	Responsibility	Timeline	Measurable Target	
<p>Acknowledge traditional owners and/or arrange a welcome to country for all ANU public events including those without Indigenous-specific content or Indigenous speakers.</p> <p>Develop protocols for an acknowledgement, arranging a welcome to country and collaborating with Indigenous peoples and publicise them.</p>	<p>ANU RAP Committee & Director, CELO</p> <p>ANU RAP Committee & Director, CLEO</p>	<p>From 2009 by launch of the ANU RAP and onwards</p> <p>From 2009 by launch of the ANU RAP</p>	<p>100% of ANU public events begin with either a welcome to country or acknowledgement of traditional owners.</p> <p>ACHIEVED ●</p> <p>Protocols placed on ANU website, link sent to ANU networks and palm cards with protocols sent to all staff (general and academic).</p> <p>ON TRACK ●</p>	
<p>Include Indigenous representation in high-level decision-making processes.</p>	<p>Vice-Chancellor</p>	<p>By 2016</p>	<p>At least one Indigenous member on the Deans and Directors Committee, Academic Board and Council</p> <p>ACHIEVED ●</p>	
<p>Ensure appropriate internal and external Indigenous representation and involvement on all RAP committees and sub-committees.</p>	<p>ANU RAP Committee & College RAP Sub-Committees</p>	<p>From 2008 onwards</p>	<p>Membership and attendance at each meeting open to at least one Indigenous ANU staff member and at least one Indigenous community expert appointee.</p> <p>ON TRACK ●</p>	

Respect		ANU acknowledges that the success of the commitments in <i>The Australian National University Reconciliation Action Plan</i> hinge on the creation of a University culture and environment that builds greater respect for Indigenous peoples in order to achieve reconciliation.		
Action	Responsibility	Timeline	Measurable Target	
Review and publicise publication guidelines to ensure appropriately sensitive warnings appear on relevant publications.	Director, CELO in consultation with NCIS	From 2010 onwards	Amended publication policy placed on ANU website and link sent to ANU networks. ON TRACK ●	
Engage with all staff to undertake Indigenous-specific cross-cultural training in the area of employment and for academic staff in education.	Director HR	From 2011 and by 2016	100 per cent of staff will have undertaken Indigenous-specific cross-cultural training. ON TRACK ●	
Display the Aboriginal and Torres Strait Islander flags at all graduation ceremonies and include appropriately designed stoles for Indigenous graduates.	Registrar	From 2009 onwards	100 per cent of graduation ceremonies including both Indigenous flags and appropriately designed stoles available for Indigenous graduates. ACHIEVED ●	
Conduct annual ANU-wide events during NAIDOC week.	Director, CELO in consultation with NCIS	From 2009 onwards	At least one ANU event hosted annually during NAIDOC week. ON TRACK ●	
Establish annual staff Reconciliation Awards recognising contributions of individuals or groups to promoting and achieving increased participation of	Deputy Vice-Chancellor or delegate	From 2010 onwards	Annual staff Reconciliation Award established. ACHIEVED ●	

Respect		ANU acknowledges that the success of the commitments in <i>The Australian National University Reconciliation Action Plan</i> hinge on the creation of a University culture and environment that builds greater respect for Indigenous peoples in order to achieve reconciliation.		
Action	Responsibility	Timeline	Measurable Target	
Indigenous students and staff.				
Ensure ANU-wide publication about Indigenous events of national and international importance within ANU (eg Sorry Day, NAIDOC week, Mabo Day, International Day of the World's Indigenous Peoples).	Marketing Manager, Marketing Office; Director, CELO in consultation with NCIS	From 2009 onwards	Nationally and internationally significant Indigenous events included in ANU annual Calendar and sent to ANU networks. ACHIEVED ●	
Display Indigenous artworks or symbols publicly in each College.	Director Policy & Planning	From 2009 onwards	All Colleges displaying at least one Indigenous artwork or symbol publicly. ACHIEVED ●	
Display Aboriginal and Torres Strait Islander flags beside the Australian flag at ANU events or locations involving the Australian flag.	Director CELO and Director International Relations	From 2009 onwards	100 per cent of ANU events or public locations displaying the Australian flag also displaying both Indigenous flags alongside it. ACHIEVED ●	
Survey all curricula to identify where Indigenous perspectives are incorporated. Establish priority areas for including it in diverse (not just Indigenous	Deputy Vice-Chancellor or delegate & College Deans in consultation with Director NCIS	By 2013	Report on survey to ANU RAP Committee.	

Respect	ANU acknowledges that the success of the commitments in <i>The Australian National University Reconciliation Action Plan</i> hinge on the creation of a University culture and environment that builds greater respect for Indigenous peoples in order to achieve reconciliation.			
Action	Responsibility	Timeline	Measurable Target	
specific) curricula. Provide curriculum development aid.				
Involve Indigenous lecturers, tutors and traditional owners in the Institute for Professional Practice in the Heritage & Arts.	Deputy Vice-Chancellor or delegate & Dean CASS	From 2013 onwards	At least one Indigenous academic full-time or part time lecturer or tutor at the Institute for Professional Practice in the Heritage and Arts.	
Offer a Masters course in Australian & Pacific Indigenous Studies in collaboration with relevant Universities and possibly NGOs.	Deputy Vice-Chancellor or delegate & Dean CAP in consultation with Director NCIS	By 2016	Masters course in Australian and Pacific Indigenous Studies offered.	

Relationships	We hope to enhance relationships with and between both the University's community and the external communities that ANU sits within by strengthening support for Indigenous staff and students and through education highlighting the richness and diversity of Indigenous cultures.			
Action	Responsibility	Timeline	Measurable Target	
ANU academic and general staff look beyond the world of ANU for information [i.e. source and engage with external stakeholders in a meaningful way]	ANU Rap Committee and RAP sub-committees	From 2011 onwards	A high[er] level of awareness, amongst ANU academic and general staff, of Indigenous-related agencies/ services/ programs	
Develop a database of peak state, territory and national Indigenous bodies in areas relevant to each College.	Director NCIS & College Deans	From 2009 with ongoing maintenance	Database being established for each College. ON TRACK ●	

Relationships		We hope to enhance relationships with and between both the University's community and the external communities that ANU sits within by strengthening support for Indigenous staff and students and through education highlighting the richness and diversity of Indigenous cultures.		
Action	Responsibility	Timeline	Measurable Target	
Develop a database of relevant local Indigenous goods and service providers and publicise them within ANU.	Directors FBS & F&S	From 2009 with ongoing maintenance	Database placed on ANU website, link sent to ANU networks and in diary. ACHIEVED ●	
Annual National Indigenous Dialogues between Australian and international Indigenous peoples, hosted jointly by NCIS and Colleges.	Director NCIS & College Deans	From 2011 with ongoing maintenance	National Indigenous Dialogues held annually by NCIS and a College from 2011. ON TRACK ●	
Establish ongoing mechanisms for regular consultation with RAP teams at other universities and selected organisations.	Deputy Vice Chancellor or delegate & ANU RAP Committee	From 2009 onwards	Information in ANU RAP updates and reporting on all plans about consultations. ACHIEVED ●	
Annual national conference or workshop with RAP teams at other universities and selected organisations hosted by ANU.	Deputy Vice-Chancellor or delegate & ANU RAP Committee	From 2012 onwards	Annual University Reconciliation Action Plan conference or workshop. EXCEEDED ●	
Key performance targets for Deans and/or Directors reflecting targets in the ANU RAP to be included in their Statements of Expectations (as per the IHEAC Agreement to the Universities Australia Board).	Deputy Vice-Chancellor or delegate & Director HR	From 2009 onwards	Performance targets related to ANU RAP responsibilities in Statements of Expectations of Deans and Directors. ACHIEVED ●	

Relationships		We hope to enhance relationships with and between both the University's community and the external communities that ANU sits within by strengthening support for Indigenous staff and students and through education highlighting the richness and diversity of Indigenous cultures.		
Action	Responsibility	Timeline	Measurable Target	
Establish sub-committees in each College with appropriate expertise to create detailed College RAPs in the areas of undergraduate education, graduate education, employment and community engagement. At least two ANU RAP Committee members to regularly liaise with and occasionally attend meetings of sub-committees and report. College RAPs to be endorsed by the ANU RAP Committee and Deans and Directors.	ANU RAP Committee & College Deans	From 2009 onwards	College RAPs completed and endorsed by 2010. ACHIEVED ●	
Ongoing ANU RAP updates lodged regularly as part of the regular review and reporting of all plans, publicised internally and made available to Reconciliation Australia.	Deputy Vice-Chancellor or delegate	From 2009 onwards	ANU RAP updates lodged twice a year internally and annually to Reconciliation Australia in the ANU Annual Report and made available on ANU and RA websites ON TRACK ●	
Major review of ANU RAP and College RAPs with extension assumed.	Deputy Vice-Chancellor or delegate	By 2016	Report on review put on ANU website and made available to Reconciliation Australia. ON TRACK ●	

Opportunities	As Australia's national university, we are uniquely placed to contribute both to the national reconciliation agenda and to the aspirations of local Indigenous communities through our core business areas in education, research and employment.			
Action	Responsibility	Timeline	Measurable Target	
<p>Identify priority areas following ANU Planning Day priorities 2008 with a view to developing a strategy to attract Indigenous researchers to priority nodes.</p> <p>Put the strategy developed into practice.</p>	<p>Deputy Vice-Chancellor or delegate & College Deans in consultation with University centres including NCIS & TJIHEC</p>	<p>By 2012</p> <p>From 2014 onwards</p>	<p>Report to ANU RAP Committee on the gap analysis undertaken and the strategy developed.</p> <p>Employ the strategy and attract at least 2.5 per cent Indigenous PhD candidates in each College by 2013.</p>	
<p>Review admission procedures, requirements and enrolment articulation (including outreach to secondary schools) in view of Indigenous students' needs.</p> <p>Undertake research on barriers in increasing Indigenous undergraduates</p>	<p>Registrar & TJIHEC</p>	<p>By 2013</p>	<p>Producing a report with recommendations from the review and make it available on ANU website, link to be sent to ANU networks.</p> <p>Reporting to ANU RAP Committee on research undertaken.</p>	
<p>Offer incentives for current Indigenous ANU general staff to study (either ongoing subsidies or annual grants off-setting the cost of taking time off work and of books, amenities and equipment).</p>	<p>Director HR & Registrar</p>	<p>From 2014 onwards</p>	<p>Establishing an appropriate monetary incentive for encouraging current ANU Indigenous general staff to study.</p>	
<p>Offer a regular scholarship for attracting Indigenous graduates from each College (every four years for a PhD or every three years for MPhil).</p>	<p>Deputy Vice-Chancellor or delegate & College Deans</p>	<p>From 2014 onwards</p>	<p>At least one Indigenous graduate scholarship from each College, either PhD or MPhil.</p>	

Opportunities	As Australia's national university, we are uniquely placed to contribute both to the national reconciliation agenda and to the aspirations of local Indigenous communities through our core business areas in education, research and employment.		
Action	Responsibility	Timeline	Measurable Target
<p>Support Indigenous graduates via an appropriately developed mentoring program with materials, seminars, networking opportunities and information about the Information Literacy Program and other relevant research training.</p> <p>Support Indigenous staff and undergraduates to progress into higher research degrees via tutoring and/or mentoring from academics in relevant Colleges and an allocated academic/research position during candidature.</p>	<p>Deputy Vice-Chancellor or delegate & College</p> <p>Deans in consultation with Director NCIS</p>	<p>From 2012 onwards</p> <p>From 2015 onwards</p>	<p>Deadly Exchanges mentoring program extended to include Indigenous graduates.</p> <p>Indigenous Researchers Foundation program established as a component of the pathways to ANU programs.</p>
<p>Foster academic development and facilitate networks for Indigenous graduates via an annual residential workshop with graduates and supervisory panel members.</p>	<p>Director NCIS</p>	<p>From 2009 onwards</p>	<p>Annual Indigenous Graduate Researchers workshop.</p>
<p>Attract and support at least 2.5 per cent Indigenous full-time or part-time students (undergraduate and graduate) in all areas of study.</p>	<p>College Deans & Registrar</p>	<p>By 2016</p>	<p>At least 2.5 per cent Indigenous full-time or part time students (undergraduate and graduate) in all areas of study.</p>
<p>Develop and implement long-term strategies to enable ANU to attract and</p>	<p>Vice-Chancellor & all Executives</p>	<p>By 2016</p>	<p>At least 2.5 per cent Indigenous academics and general staff employed in all Colleges with at least one Indigenous</p>

Opportunities	As Australia's national university, we are uniquely placed to contribute both to the national reconciliation agenda and to the aspirations of local Indigenous communities through our core business areas in education, research and employment.		
Action	Responsibility	Timeline	Measurable Target
retain at least 2.5 per cent Indigenous full-time and part-time staff (general and academic) at all levels across ANU.			academic at Level C or above in each College and at least 2.5 per cent Indigenous general staff in Divisions.
Support early-career Indigenous academics and general staff members via an appropriately developed mentoring program.	Director HR	From 2012 onwards	Deadly Exchanges mentoring program extended to include early-career Indigenous academics and early-career general staff.