

Murmuk Djerring

The University of Melbourne
Indigenous Strategy 2023–2027



THE UNIVERSITY OF
MELBOURNE

Acknowledgement of Traditional Owners

The University of Melbourne acknowledges the Traditional Owners of the unceded land on which we work, learn and live: the Wurundjeri Woi Wurrung and Bunurong peoples (Burnley, Fishermans Bend, Parkville, Southbank and Werribee campuses); the Yorta Yorta Nation (Dookie and Shepparton campuses); and the Dja Dja Wurrung people (Creswick campus).

The University also acknowledges and is grateful to the Traditional Owners, Elders and Knowledge Holders of all Indigenous nations and clans who have been instrumental in our reconciliation journey. We recognise the unique place held by Aboriginal and Torres Strait Islander peoples as the original owners and custodians of the lands and waterways across the Australian continent, with histories of continuous connection dating back more than 60,000 years. We also acknowledge their enduring cultural practices of caring for Country.

We pay respect to Elders past, present and future, and acknowledge the importance of Indigenous knowledge in the academy. As a community of researchers, teachers, professional staff and students, we are privileged to work with and learn from Indigenous colleagues and partners every day.

The University of Melbourne particularly acknowledges and is grateful to the following Traditional Owners and Elders (listed below in alphabetical order). They have been instrumental in our reconciliation journey, and have guided the approach and design of our Reconciliation Action Plans (RAPs) and this Indigenous Strategy.

- Uncle Graham Atkinson
- Uncle Kevin Coombs OAM
- Dr Sharon Atkinson-Briggs
- Aunty Diane Kerr OAM
- Uncle Jim Berg
- Kelly Lehmann
- N'arweet Dr Carolyn Briggs AM
- Aunty Lyn McInnes
- Denise Bowden
- Aunty Loraine Padgham
- Paul Briggs OAM
- Aunty Sandra Smith
- Janine Coombs
- Aunty Joy Murphy Wandin AO

Aboriginal and Torres Strait Islander readers are advised that this Strategy may contain images and names of people who have died.





Wominjeka 2023: Wominjeka (Woi Wurrung for welcome/ come with purpose) is an annual Welcome to Country ceremony delivered by a Wurundjeri Elder to welcome new and returning students and staff onto the land on which the Parkville campus is located

Photograph by Gregory Lorenzutti

Apology to Aboriginal and Torres Strait Islander Peoples

The University acknowledges that, since its foundation in 1853, our shared history with Aboriginal and Torres Strait Islander peoples has been tainted by colonisation and institutional racism. Aboriginal and Torres Strait Islander peoples were excluded from our University community for more than 100 years. We recognise these and other failures of the society of which we are part and which we serve. We also acknowledge and apologise for the historic and current injustices that have been and are to the detriment of the health and wellbeing and educational and living standards of the Aboriginal and Torres Strait Islander peoples of this country.

Our purpose is to benefit society through the transformative impact of education and research. The University of Melbourne commits itself, in carrying out its mission of education and research, to actions to right the historical wrongs done to the Aboriginal and Torres Strait Islander peoples of our nation.



 Smoking leaves, Dungala
Kaiela Oration
Photograph by Peter Casamento

Foreword from the Vice-Chancellor

It is with great pleasure that I introduce *Murmuk Djerring*, the University of Melbourne's *Indigenous Strategy 2023–2027*. *Murmuk Djerring*, 'working together' in Woi Wurrung language, marks a watershed moment in the University's history. It presents a number of important priorities and opportunities to strengthen the University's efforts towards its larger enduring purpose, which is to benefit society through the transformative impact of education and research.

The University has made considerable progress in advancing positive Indigenous outcomes since the implementation of our first Reconciliation Action Plan in 2011. At that time, we made a commitment to the Aboriginal and Torres Strait Islander peoples of Australia that we would use our resources to make a sustained contribution to better health, education and living standards for Indigenous Australians, while recognising the contribution of Aboriginal and Torres Strait Islander peoples and their knowledge in support of this aim.

Since that time, our Indigenous student numbers have increased by 177 per cent and staff numbers by 709 per cent. Importantly, our Indigenous students' retention rates and their success in completing their qualifications remain strong. We have also implemented and progressed numerous partnerships, programs and initiatives that have resulted in tangible, reciprocal outcomes for Aboriginal and Torres Strait Islander peoples and the University.

While celebrating our successes, it is important to acknowledge that the University is far from having always played a positive role with and for Indigenous Australians. Our engagement with Indigenous Australians has at times been problematic, to say the least.

In recent years, we have taken meaningful and tangible action towards addressing the University's colonial history. This includes our earlier complicity in scientific practices and thinking (such as eugenics), which were common at a particular point in history but fuelled racism towards Indigenous peoples. Truth-telling is, therefore, a key focus of *Murmuk Djerring*, which builds on these efforts to acknowledge the institution's past.

At the same time, as the Strategy makes clear, today we are working to promote the recognition, curation and activation of Indigenous knowledge and value systems, acknowledging their usefulness in addressing some of the contemporary world's greatest social, economic and environmental challenges.

The launch of *Murmuk Djerring* takes place during a critical year in the history of our nation. As Australia moves in 2023 towards a Referendum on creating an Aboriginal and Torres Strait Islander Voice to Parliament, the Council and the Executive of the University of Melbourne affirmed their support for the Uluru Statement from the Heart and the 'Yes' position in the Referendum.

Murmuk Djerring here expresses the University of Melbourne's continuing commitment to Indigenous self-determination and to honouring the knowledge of Aboriginal and Torres Strait Islander peoples, who have nurtured the lands and culture of this continent throughout millennia.

I am pleased to share with you the Aspiration, Priorities and Action Plan set forth in this Indigenous Strategy, and encourage all members of our community to work together to bring the vision of *Murmuk Djerring* to life.

Duncan Maskell
Vice-Chancellor
The University of Melbourne

Terminology

In developing the University's Indigenous Strategy, we sought to use culturally appropriate and respectful terminology. After wide consultation with the University's Aboriginal and Torres Strait Islander community, we use the following terms interchangeably throughout this Strategy: Aboriginal and Torres Strait Islander peoples, First Nations, First Peoples, Indigenous Australians (inclusive of Aboriginal and Torres Strait Islander peoples) and Indigenous peoples (commonly used for First Nations peoples internationally). We also use the term non-Indigenous to refer to those who do not identify as Aboriginal or Torres Strait Islander or First Nations.

Murmuk Djerring means 'working together' in the Woi Wurrung language of the Wurundjeri Woi Wurrung people on whose unceded lands several of the University's campuses are located.

About the Artist and the Artwork

Samantha Richards is a proud Indigenous woman from the Wurundjeri and Dja Dja Wurrung Tribes. In April 2019, she started her business *Connecting Two Worlds* with the aim of sharing traditional and modern Indigenous culture, through education and art, with students in childcare, primary and high school. Sam also shares traditional culture through contemporary Indigenous art in the form of murals, canvas and digital works using traditional Wurundjeri and Victorian symbols to create stories, share knowledge, and bring culture to the forefront, allowing it to be immersed into modern culture for all to see.

This artwork is titled **Murmuk Djerring – Working Together** to reflect the theme of the University's Indigenous Strategy. It depicts the layers of the land, and the generations of peoples who have lived on this land, and the rich cultures and history that lie under their feet. It is about everyone from all walks of life coming together and bringing their individuality, uniqueness and diversity, experiences and knowledge, to learn and to share. It is where all the pieces of the puzzle connect, and by working together how we can strive for a future of positive change.

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Aboriginal and
Torres Strait Islander
graduates pictured with
members of staff at the
2022 Indigenous Graduation
Ceremony

Photograph by James Henry



The Student Precinct
Project on the Parkville
campus involved the careful
curation of culturally and
ecologically significant plants
from all 45 Indigenous language
groups represented in the
University's 2019 student cohort

Photograph by Teddy Bujur

Our Aspiration

The University of Melbourne Indigenous Strategy 2023–2027 begins with an act of recognition: that it is an irrefutable fact of our history that the University is located on unceded Aboriginal lands and that Aboriginal and Torres Strait Islander peoples are Australia’s First Peoples. We commit to working in partnership with them to achieve the University’s core purpose: to benefit society through the transformative impact of education and research.

The University of Melbourne aspires to be one of the world’s leading research institutions and strives to deliver education and research excellence to the many communities we serve. The high standards that demand institutional excellence have not always been applied to the University’s interactions and engagement with Australia’s Indigenous peoples, nor has the University always been a sector leader in Indigenous activity. From the 1970s to the early 2000s our efforts in this area were progressed through a student services model characterised by welfare supports both to increase Indigenous student participation and to overcome educational deficits. As a result, Indigenous activity became marginalised from the core business of the University – excellence in teaching and learning and research. However, with the appointment of Indigenous academics from the early 2000s onwards, and the development of a strategic approach implemented across three Reconciliation Action Plans, this situation has significantly changed with Indigenous activity increasingly now centred on teaching and learning and research.

This Strategy is designed to elevate and further embed Indigenous activity within the University of Melbourne and to fulfil our broader aspirations for the communities we serve. Excellence will be a core and non-negotiable characteristic of all our Indigenous activity.

Our Aspiration is to position the University as a national and global leader in:

1 Creating and sustaining a culture of Indigenous academic excellence through transformative educational experiences.

2 Celebrating, valuing and protecting Indigenous knowledge traditions and unlocking their potential to address the big challenges confronting humanity.

3 Providing outstanding career advancement and leadership opportunities for all Indigenous students and staff.

Our Aspiration for excellence in Indigenous higher education and research requires bold, innovative and proactive approaches in our work with Indigenous peoples. As a University, we have committed to an integrated, whole-of-institution approach through our overarching *Advancing Melbourne* 2030 strategy, our *Advancing Students and Education Strategy 2023–2030* and our forthcoming People Strategy. Our leadership ambitions are underpinned by an enduring commitment to strengthening and deepening our relationships and interactions with Aboriginal and Torres Strait Islander peoples as the custodians of the oldest continuous knowledge traditions in the world.

To realise our Aspiration the University makes the following commitments:

To ensure that our campuses are places in which all Indigenous peoples feel culturally safe and are treated with dignity and respect.

To truly engage with and learn from Aboriginal and Torres Strait Islander peoples, communities and organisations.

To embed Indigenous cultures and knowledge in the University’s research, teaching and learning, and engagement activities.

To demonstrate an understanding of, and deep respect for, the traditions, heritage, knowledge and perspectives of the many nations and language groups that make up Aboriginal and Torres Strait Islander Australia.

To reflect Aboriginal and Torres Strait Islander cultural heritage in the University’s physical environment.

To engage in a process of truth-telling about the University’s shared history with Aboriginal and Torres Strait Islander peoples, and to recognise the ongoing impact of colonial practices and the imposition of the dominant culture upon them.

Our Approach

This Strategy, which comprises both the University's Aspiration and its strategic Priorities, makes our intent clear through the accompanying *Indigenous Strategy Action Plan 2023–2027*. The Action Plan is a purposeful inclusion so that our University community, particularly Indigenous students and staff, can witness the University's concrete commitments to embedding our Priorities.

Thus, the *Indigenous Strategy 2023–2027* comprises two parts. The first, which sets out the **Key Focus Areas** of *Our People* and *Our Place*, drives and reinforces the **Five Priorities** of this Strategy:



Leadership



Place, Heritage and Culture



Partnerships



Indigenous Knowledge



Truth-telling and Justice

The second comprises an Action Plan, with Signature Projects that the University has committed to deliver. It will drive institutional change in ways that are both significant and transformational, and that deliver on our Aspiration and strategic Priorities. Our progress towards meeting the targets in the Action Plan will be monitored and reported on annually.

The University also acknowledges the support we have received from Reconciliation Australia, and the invaluable framework that the RAP program has provided over the last 12 years, to progress our Indigenous Priorities.

However, it is now time for the University to move away from the parameters of the RAP framework, and progress our Priorities through this Indigenous Strategy. We have chosen this approach because it is unconstrained by limitations on the number and nature of transformational Signature Projects and enables us to respond in a timely way to emerging University and national priorities.

Led by the Deputy Vice-Chancellor (Indigenous) and supported by the Indigenous Strategy Reference Group, the development of the University's *Indigenous Strategy 2023–2027* commenced in April 2022 with the proposed direction, themes and potential Signature Projects receiving endorsement from the University's Indigenous governance mechanism that importantly included our Traditional Owners Advisory Group. Endorsement was also received from the more than 100 participants who attended a June 2022 Indigenous Strategy Forum that addressed all aspects of the University's Indigenous activity. From October 2022 to April 2023, the University embarked upon the development of its Indigenous Strategy through a comprehensive process of consultations with key stakeholder groups and University-wide input that saw, in total, more than 500 people engaged with its development.



📷 Womin-djerring (come together) is an open-air oculus that sits in the centre of Melbourne Connect, a purpose-built innovation precinct. Surrounded by four laneways – Tongerambi kalk Way (birthing tree), Ngang-gak djerring Walk (listening together), Yagila-djerring Walk (learning / searching together) and Toom-djerring Walk (speaking together) – this space connects the public to the precinct | Photograph courtesy Melbourne Connect

Our Guiding Values

The *Indigenous Strategy 2023–2027* is shaped by the following shared values that are derived from Aboriginal and Torres Strait Islander social norms but are applicable more widely. These values both guide

our individual and collective decisions and behaviours, and support the aspirational goals articulated in the Strategy and accompanying Action Plan:

Humility

to encourage curiosity and openness to new ideas and give voice to Indigenous peoples

Commitment

to work with Aboriginal and Torres Strait Islander peoples in realising their goals and aspirations, and in promoting Indigenous cultures, knowledge and knowledge systems within and through the University

Accountability

to Indigenous colleagues and students, and to partners, communities and organisations when referencing or utilising their culture, knowledge and skills

Respect

for Aboriginal and Torres Strait Islander peoples as Australia’s sovereign First Peoples, and for their rich culture, history, knowledge and knowledge systems

Reciprocity

to ensure equal opportunities and outcomes in our interactions with Indigenous peoples with impacts that benefit everyone



Melbourne Indigenous
Professional Employment
Program participants, 2021-2023

Photograph by Mikaylah Lepua



Our Key Focus Areas

Our People

The University's *Advancing Melbourne* strategy articulates our commitment to cultivating a vibrant, diverse and inclusive community that attracts talented students and staff. Our *Indigenous Strategy 2023–2027* builds on this commitment by placing **Our People** at its heart.

We aspire to be the University of choice for Indigenous Australians, with unprecedented investment to attract, nurture and retain Aboriginal and Torres Strait Islander students and staff. Tangible support through a range of programs and initiatives will ensure that they personally succeed and flourish while at the University of Melbourne, and go on to contribute nationally and globally.

Our five strategic Priorities – Leadership; Place, Heritage and Culture; Partnerships; Indigenous Knowledge; Truth-telling and Justice – provide the overarching framework for delivering on this Aspiration. These interrelated Priorities will ensure that our Indigenous community of students and staff feel empowered, valued and culturally safe, and that they are treated with dignity and respect. They are central to realising our ambition to grow a thriving community of Indigenous learners and staff who are outstanding and impactful leaders equipped to address the challenges of our contemporary world.

We will build on our global reputation for excellence in Indigenous research and leadership capability by escalating the development of staff and student leadership programs and by expanding the Indigenous academic workforce. This will include through the concerted and purposeful growth of Indigenous undergraduate and higher degree coursework students, and growing the Indigenous workforce capacity more broadly. We will invest in the design and delivery of a competitive offer to continue to attract and support high-calibre students, with a particular focus on growing and supporting our cohort of Graduate Researchers who are a pipeline for academic employment. Acknowledging that our Indigenous students and Graduate Researchers are frequently subject to multiple layers of disadvantage relating to disability, gender identity, sexual orientation and socioeconomic status, as well as the burden of a racialised identity, our work will focus on providing inclusive pathways into study, responsive and appropriate academic and enrichment programs, and enhanced financial and wellbeing support.

We will establish a dedicated Indigenous Employment Office for Indigenous academic and professional staff recruitment and support. In partnership with staff managers across the institution, this office will focus on recruiting Indigenous staff, providing them with meaningful support throughout their employment, and ensuring confidence in their cultural safety while at work. To achieve this, we must dedicate leadership, know-how and commitment, and implement the Indigenous Employment Plan currently being developed.

Our leadership ambitions go beyond the University of Melbourne. We will amplify our efforts to build an economically powerful and socially just Indigenous Australia through a range of world-class, innovative centres and initiatives, including the Dilin Duwa Centre for Indigenous Business Leadership, the Atlantic Fellows for Social Equity, and the Poche Centre for Indigenous Health.

Creating a diverse, inclusive and equitable community requires 'whole-of-institution' effort, including commitment from our non-Indigenous staff. A multi-year University-wide cultural education program will equip our non-Indigenous staff with the skills and confidence to participate effectively in shaping an inclusive, respectful and connected University community.

The unique value of Indigenous knowledge presents major opportunities for our University. Recognising and harnessing Indigenous knowledge will expose the University community to the rich heritage and potential of Aboriginal and Torres Strait Islander Australia, while demonstrating to our Indigenous students and staff that they are valued and included.

In line with our aspirations to be world-leading and globally connected, we commit to ensuring that Indigenous voices are at the fore of our engagement with international universities and networks across the world. We will continue to play a leading role in shaping and developing global Indigenous research and education networks through the Indigenous Knowledge Institute and Indigenous Knowledges Network within the Association of Pacific Rim Universities (APRU).

Our Place

Advancing Melbourne also reflects the University's commitment to place and to the communities we serve. Thus, in this Strategy a focus on **Our Place** underpins our aspirations to support the success of our Indigenous students and staff. By promoting cultural awareness and a recognition of cultural heritage in our University's built and natural environment, we will make our campuses more culturally safe and welcoming, and demonstrate that our Indigenous and non-Indigenous cultures can co-exist harmoniously. To achieve this, we will ensure prominence and due recognition of Indigenous cultures, as well as the role and contribution of Traditional Owners and Custodians in our capital works projects.

We will elevate the University as an exemplar in the stewardship of Australian Aboriginal and Torres Strait Islander cultural collections, and of Indigenous culture internationally through the delivery of a world-class facility to house and provide culturally and museologically appropriate access to our significant Indigenous collections and archives.

Truth-telling is an important first step towards understanding, justice and transformation. We will elevate our efforts to address the historical and ongoing injustices committed against Aboriginal and Torres Strait Islander peoples through:

- transparently and formally articulating the University's institutional history
- promoting critical and scholarly engagement with this history and our historical relationships with Indigenous Australia
- ensuring the problematic history of the University's engagement with Indigenous peoples and current injustices are acknowledged, explored and understood.

In this way we will support the efforts of the Yoorrook Justice Commission as Australia's first formal truth-telling process into past and ongoing injustices experienced by Victoria's First Peoples.

The Executive and Council of the University have also affirmed their support for the Uluru Statement from the Heart and for a 'Yes' position in the 2023 Referendum on an Indigenous Voice to Parliament. This recognises that Australia's First Peoples have a right to be heard on matters that impact them through an Indigenous Voice that will provide a mechanism for Aboriginal and Torres Strait Islander communities to work in partnership with all Australian governments to achieve meaningful change and to address the power imbalances that have long disadvantaged them.

This Indigenous Strategy 2023–2027 signals our commitment to fulfilling Indigenous peoples' educational goals and aspirations, valuing and celebrating Indigenous knowledge systems, and becoming the University of choice for Indigenous students and staff. This work will be transformational.

Over the course of implementing this Strategy, we also commit to addressing the significant impacts of the University's history of exclusion and marginalisation of Aboriginal and Torres Strait Islander Australians, and to ensuring that our Indigenous students and staff are celebrated, empowered and equipped to be impactful leaders in their communities, nationally and on the world stage.

Our Priorities



Priority 1: Leadership

The University has committed to benefitting society through the transformative impact of education and research (see *Advancing Melbourne*). To achieve this we will:

- prepare students for success as leaders, change agents and global citizens
- strengthen diversity and inclusion in the University community, including within its leadership
- actively champion initiatives to empower Aboriginal and Torres Strait Islander peoples and create societal change (see RAP 3 2018).

With the University recognised globally for its Aboriginal and Torres Strait Islander leadership, the Indigenous Strategy represents a step-change in our work that will significantly expand Indigenous leadership capability within and beyond the University. We will achieve this with Signature Projects that address leadership development across a range of diverse Indigenous student and staff cohorts.

We will target, develop and grow talented Indigenous Early Career Researchers and Indigenous Graduate Researchers. In doing so, we recognise that our research students are our future academic workforce and leaders in this University, in the tertiary sector more generally, and across the professions, including in government, business and the not-for-profit sectors.

We will drive the leadership agenda in Indigenous health, business and social change through dedicated research centres. These centres play a powerful role in progressing Indigenous access, participation and self-determination in sectors where historically this has been denied, thereby radically shifting the Indigenous leadership landscape.

Meeting our challenging staff targets will take considerable work, and are an imperative for formal recognition of, and commensurate support for, the unique skills and cultural load of our Indigenous staff. To achieve this dual aim, we will set ambitious targets both for participation and support through the establishment of a dedicated Indigenous Employment Office within the University's Human Resources portfolio.

Commitments

- Attract, nurture and retain outstanding research talent
- Develop leadership capability among both Indigenous students and staff
- Support and develop our Indigenous staff and students into impactful careers to drive societal change



Priority 2: Place, Heritage and Culture

The University recognises the significance to Aboriginal and Torres Strait Islander peoples of a continuous connection to Country and culture that dates back millennia. Recognition of the value and contribution of Indigenous cultures is also critical to fostering understanding and respect between Aboriginal and Torres Strait Islander peoples and their fellow Australians. With a deep connection to the physical places on which our campuses are located, the University commits to improving the lived experience of our Indigenous students, staff and partners by co-creating projects with them in the built and natural environment of our campuses, and by promoting cultural awareness and recognition of cultural heritage.



 Murrup Barak signage and flags | Photograph by David Hannah

We will increase opportunities for students and staff to gain an understanding of the contemporary, historical and traditional cultures, values and knowledges of diverse Aboriginal and Torres Strait Islander peoples. This will be achieved through the development of both an Indigenous Engagement Framework and an Indigenous Design Framework, and by reviewing those building and place names across our campuses that have, in the past, been named after controversial individuals associated with the University.

We will also continue our work in elevating the University to be an exemplar in the stewardship of Australian Aboriginal and Torres Strait Islander cultural collections, and of Indigenous culture internationally. This will be achieved through the delivery of a world-class facility to house and provide culturally and museologically appropriate access to our nationally and internationally significant Indigenous collections and archives. We will become a leading location internationally for showcasing the ingenuity and brilliance of First Peoples' art in Australia. This will be through a major exhibition that questions its very late acceptance as valued Australian art, acknowledges its longevity and explores crucial moments in Aboriginal and Torres Strait Islander art history since the 1788 British invasion of this country.

The University condemns racism and recognises its destructive impact upon individuals and the damage it causes our community and institution. In support of the anti-racism commitment laid out in the University's *Diversity and Inclusion Strategy*, we will implement a far-reaching Indigenous cultural education program to ensure that the University of Melbourne is a culturally safe, welcoming and respectful learning and working environment for Indigenous students, staff and partners and for the wider Aboriginal and Torres Strait Islander community.

Commitments

- Promote critical and scholarly engagement with our institutional history and our historical relationships with Indigenous Australians
- Facilitate access to our Indigenous collections and archives and profile Indigenous art and culture
- Create a learning and working environment that is inclusive, culturally safe and respectful of Indigenous Australians



Priority 3: Partnerships

Genuine and effective partnerships between the University and Aboriginal and Torres Strait Islander communities and organisations will determine both the quality and relevance of our Indigenous Strategy, programs and initiatives.

We are committed to achieving social change and impact with and for the communities we serve, and will invest in developing enduring partnerships with those communities and organisations on whose lands our campuses are located, and where we engage together in teaching, learning and research activities. We will develop approaches to our partnerships work that reflect the complex cultural traditions and practices, multiple and conflicting histories, competing economic systems and varying decision-making processes of our partners.

Our primary focus will be on our three strategic place-based partnerships working with metropolitan, regional and remote communities in Narm, the Goulburn Valley and Northeast Arnhem Land respectively.

We will collaborate with our partners to revitalise Indigenous cultures and their recognition; develop genuine pathways to, and diverse opportunities in, education, health and employment in their locations; and support and learn from the artistic, cultural and employment capability of their people.

We will extend a successful staff secondment program with the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation to other key partner organisations and more broadly across the University. Our social and sustainable procurement objectives will stimulate Indigenous entrepreneurship and business development, create employment opportunities, and expose the wider University community to the expertise and diversity offered by these businesses.

Commitments

- Develop a coordinated and collaborative approach to fostering reciprocal and enduring relationships with the Traditional Owners of Narm – the Melbourne area
- Strengthen our partnerships and commitment to promoting the social, economic and cultural advancement of the Yorta Yorta people in the Goulburn Valley region and the Yolŋu people in Northeast Arnhem Land
- Develop job opportunities with partner organisations to enhance their employment pathways
- Leverage University procurement opportunities to stimulate Indigenous entrepreneurship, business development and employment



Priority 4: Indigenous Knowledge

Indigenous knowledge provides us with compelling means by which to address some of our greatest social, environmental and economic challenges. Our commitment to promoting the recognition, curation and activation of Indigenous knowledge and value systems provides a unique opportunity for the entire University community to gain a better understanding of Indigenous Australia. It is also a powerful demonstration to our Indigenous students, staff and partners that they are valued and included. Our commitment is exemplified in the [Advancing Melbourne](#) strategy and its focus on improving the quality of Indigenous research and increasing the number of Indigenous researchers; in our [Sustainability Plan 2030](#) that aspires to increase our understanding of sustainability from an Indigenous perspective; and in our [Advancing Students and Education](#) strategy with its aim of ensuring that all students leave the University with an appreciation of Indigenous knowledge.

The Indigenous Strategy will amplify the work of the Indigenous Knowledge Institute, the establishment and mission of which represents a critical turning point in how the University engages with Indigenous knowledge systems, and values and recognises the expertise of Indigenous knowledge holders.

Our students and staff will be the rich beneficiaries of the University's commitment to advancing research and education in Aboriginal and Torres Strait Islander histories, cultures and knowledge systems.

These commitments extend to encouraging collaboration between Indigenous knowledge experts and practising classroom teachers through the Ngarrngga Project, and the creation of resources that showcase the depth and wealth of Aboriginal and Torres Strait Islander histories, cultures and knowledge systems.

Beyond Australia, in conjunction with the Association of Pacific Rim Universities we will lead a global collaboration in Indigenous knowledge systems through sharing knowledge, building researcher connections and enhancing teaching programs in First Nations studies.

Commitments

- Promote the recognition, curation and activation of Indigenous knowledge and value systems nationally and globally
- Expand and enhance opportunities for all students to learn about Aboriginal and Torres Strait Islander histories, cultures and knowledge systems
- Strengthen our global reputation for excellence in Indigenous research and leadership capability, particularly in Indigenous knowledge



Priority 5: Truth-telling and Justice

The principles of truth-telling and justice in the context of Indigenous Australia are of vital importance to the University and to the nation. In the pursuit of knowledge and understanding, the University has an obligation to acknowledge and take responsibility for the ways in which we have contributed to injustices. Truth-telling will underpin our academic enterprise to facilitate engagement in open and honest dialogue, foster healing and deepen our understanding of the world. In promoting justice, the University also commits to addressing and rectifying historical and current injustices.

We will continue to engage deeply with the legacy of injustices committed against Aboriginal and Torres Strait Islander peoples, and reckon with our own history and engagement in the colonial project through our University Truth and Justice Project.

We will survey Indigenous students to establish whether we are creating an environment that is culturally safe, welcoming and respectful and that will equip them for academic success. The Indigenous Student Campus Barometer Survey will be the starting point for a frank conversation focused on ensuring that our Indigenous students can access an education in a safe environment that supports them to achieve their full potential.

We will also amplify the work of the Indigenous Law and Justice Hub – an innovative, Indigenous-led research and teaching centre – and support the Indigenous Data Network to empower Aboriginal and Torres Strait Islander Australians through research expertise and better access to data, and by building Indigenous data capabilities across Australia.

Commitments

- Elevate our efforts to address the historical and ongoing injustices committed against Aboriginal and Torres Strait Islander peoples through truth-telling
- Promote the academic success and engagement of Indigenous students, and ensure that our University is a culturally safe, welcoming and respectful environment
- Amplify our work in the key areas of Indigenous law and justice and Indigenous data to further support and advocate for self-determination and self-governance

Murmuk Djerring

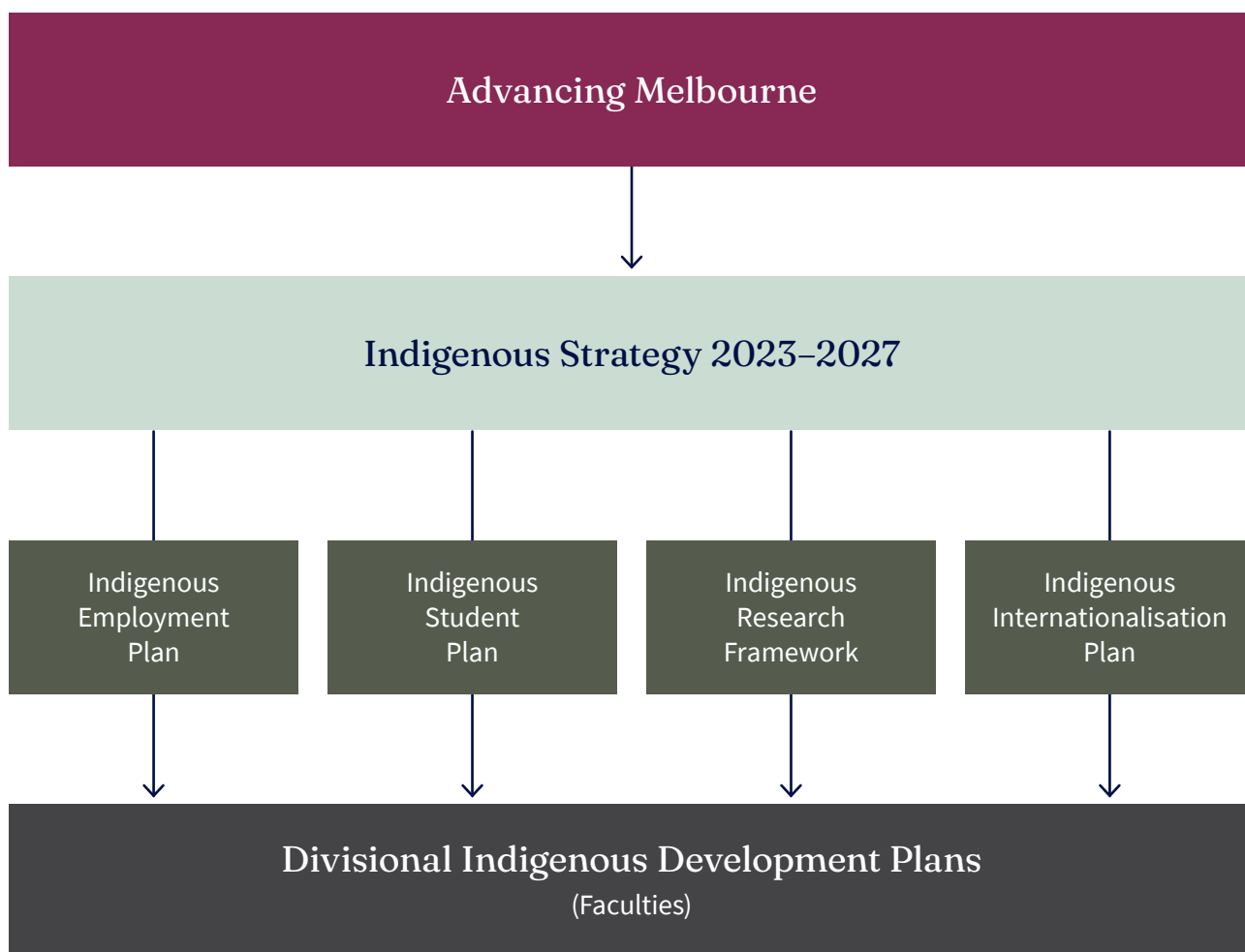
The University of Melbourne
Indigenous Strategy Action Plan 2023–2027

Priorities, Signature Projects and Milestones


The Signature Projects detailed in the following pages align to the five Priorities of the Indigenous Strategy – Leadership; Place, Heritage and Culture; Partnerships; Indigenous Knowledge; Truth-telling and Justice. They are preceded by the University’s structured and ongoing commitment to 14 University-wide and Divisional-level Indigenous frameworks and plans, which address the action areas incorporated in our earlier RAPs. These are all now firmly embedded in the University’s planning architecture and operations (see Figure 1), with all

but our [Indigenous Internationalisation Plan](#) requiring renewal from 2023. The new Indigenous Employment Plan, Indigenous Student Plan and Indigenous Research Framework will be in place by the end of 2023, and their progress will be reviewed annually and reported to University Executive. Put simply, these structured and parallel programs of work – across the key domains of education, research, internationalisation and employment – will continue: nothing in this Strategy reduces their focus and significance.

Figure 1: The University of Melbourne’s Indigenous strategic architecture





 The Aboriginal flag displayed proudly on the University oval opposite the Ernie Cropley Pavilion | *Photograph by Tobias Titz*

Headline targets

In addition to our 14 frameworks and plans, the University has ambitious Indigenous student and staff headline targets developed in recognition of:

- the increase in Aboriginal and Torres Strait Islander representation in the Australian population
- the changing student demographic resulting from the Melbourne Curriculum (through which students undertake core undergraduate programs followed by specialisation at graduate level, such that our graduate student numbers exceed those of our undergraduate numbers)

- a desire to focus on the academic success of our Indigenous students in addition to their participation in higher education
- the fact that the majority of our Indigenous staff have been employed in junior-level professional rather than academic roles.

The University’s targets (outlined below) provide a clear focus against which to measure, track and improve our performance in attracting, retaining and developing our Indigenous students and staff. They will be reviewed again in 2023.

Indigenous student targets

- Number of Indigenous students to reach 1000 by 2029
- Undergraduate to graduate student ratio to be equal for Indigenous and non-Indigenous students by 2025
- Undergraduate success ratio of 1 between Indigenous and non-Indigenous students by 2025
- Graduate coursework success ratio of 1 between Indigenous and non-Indigenous students by 2025

Indigenous staff targets

- Indigenous staff numbers to reach 350 by 2025
- Academic to professional staff ratio to be equal for Indigenous and non-Indigenous staff by 2025
- Senior (UOM 8 and above) to junior professional staff ratio to be equal for Indigenous and non-Indigenous staff by 2025

Our Signature Projects

There are 21 Signature Projects, all of which embed the University's Advancing Melbourne by embedding concrete activity through which we will deliver on our Aspiration set out in this Indigenous Strategy. Some of the Signature Projects are already funded and underway,

while others require significant University investment. Progress towards these will be reviewed annually and new Signature Projects may be added in areas of strategic importance.

Priority 1: Leadership	Signature Project 1.1	Developing Indigenous Research Leaders
	Signature Project 1.2	Dilin Duwa Centre for Indigenous Business Leadership
	Signature Project 1.3	Atlantic Fellows for Social Equity
	Signature Project 1.4	Melbourne Poche Indigenous Health Leadership Collective
	Signature Project 1.5	Indigenous Employment Office
Priority 2: Place, Heritage and Culture	Signature Project 2.1	Place and Indigenous Cultural Recognition
	Signature Project 2.2	Place for Indigenous Art and Culture
	Signature Project 2.3	Indigenous Cultural Education Program
Priority 3: Partnerships	Signature Project 3.1	Relationships and Collaboration with the Traditional Owners of Narm
	Signature Project 3.2	Goulburn Valley Partnership
	Signature Project 3.3	Northeast Arnhem Land Partnership
	Signature Project 3.4	Indigenous Organisation/Community Secondment Program
	Signature Project 3.5	Indigenous Procurement Strategy
Priority 4: Indigenous Knowledge	Signature Project 4.1	Indigenous Knowledge Institute
	Signature Project 4.2	Global Collaboration in Indigenous Knowledge Systems
	Signature Project 4.3	Ngarrngga Project
	Signature Project 4.4	Indigenous Teaching & Learning and Research Portal
Priority 5: Truth-telling and Justice	Signature Project 5.1	University Truth and Justice Project
	Signature Project 5.2	Indigenous Student Campus Barometer Survey
	Signature Project 5.3	Indigenous Law and Justice Hub
	Signature Project 5.4	Indigenous Data Network

Milestones for the Strategy

Leadership	December 2023	Tanderrum Visiting Scholars Program launched
	January 2024	Indigenous Employment Office operational
Place, Heritage and Culture	December 2023	Strategic Review of Building and Place Names completed
	December 2024	Indigenous Engagement Framework for capital works developed
	December 2024	Indigenous Cultural Education Program implemented
	December 2025	Indigenous Design Framework developed
	June 2027	Place for Indigenous Art and Culture launched
Partnerships	December 2024	Secondment Program with partners in the Goulburn Valley piloted
	December 2024	Indigenous Supplier Mentoring Program established
	July 2026	Munarra Academy established
	December 2025	Aboriginal Melbourne Strategy developed
	December 2027	3% addressable spend with Indigenous businesses achieved
Indigenous Knowledge	July 2023	Doctor of Philosophy in Indigenous Knowledge launched
	December 2023	APRU Indigenous Knowledges Network Workshop hosted
	February 2026	Indigenous Teaching & Learning and Research Portal launched
Truth-telling and Justice	December 2023	<i>Indigenous History of the University Volume 1 – Truth</i> published
	June 2024	<i>Indigenous History of the University Volume 2 – Voice</i> published
	December 2025	University Truth-telling and Dialogue Centre established
	December 2024	First report on Indigenous Student Campus Barometer Survey published

Priority 1

Leadership



 Graduates of Graduate Certificate in Indigenous Business Leadership, 2022
Photograph by Jorge de Araujo

Developing Indigenous Research Leaders

The **Professional Certificate in Indigenous Research** and the **Graduate Certificate in Indigenous Research and Leadership** support the success of Indigenous Graduate Researchers and Early Career Researchers to address the disparity in research higher degree completions between Indigenous and non-Indigenous students. In doing so, they contribute to the expansion of the Indigenous academic workforce and build Indigenous research and leadership capacity within the University of Melbourne and across Australia.

These interdisciplinary graduate coursework programs are the only ones of their kind in Australia that both explore research and develop research and leadership skills from an Indigenous perspective. The students undertaking these courses are enrolled in competitive research higher degree programs across Australia, are often employed in research roles both within and beyond academia, and are making important scholarly contributions at an early stage of their careers. As their research is predominantly community engaged, their success has the potential to extend beyond individual achievements to having a widespread impact on the future of their communities.

Signature Project	Target Measures	Target Timeline	Lead Responsibility
Interdisciplinary graduate coursework programs that: <ul style="list-style-type: none"> — Provide students with a critical understanding of topics central to their research higher degree projects — Develop leadership skills and capacity in, or involving, Indigenous research — Facilitate the development of research and leadership skills essential to research higher degree completion and career success — Create opportunities for Indigenous Graduate Researchers and Early Career Researchers to network, collaborate and build communities of practice 	Secure funding to cover the program costs shortfall over the years 2024 and 2025	December 2023	Director, Indigenous Strategy
	Develop a proposal for program expansion and depth, which includes sustainable funding to cover the costs of increased participants and additional resources beyond 2025 when philanthropic funding ceases	December 2023	Dean, Melbourne Graduate School of Education
	Increase program participation through offering the Professional Certificate in Indigenous Research in each semester	December 2024	
	Provide annual opportunities for program alumni to network and collaborate with other Indigenous researchers	Ongoing with annual report provided in December	

Dilin Duwa Centre for Indigenous Business Leadership

The Dilin Duwa Centre's vision is to contribute towards an economically powerful Indigenous Australia by addressing the imbalance between Indigenous and non-Indigenous Australians through the vehicles of business, trust and inclusion. The name Dilin Duwa, Woi Wurrung for 'everlasting flow', was chosen to signify the convergence of the three streams of activity – programs, research and engagement – that contribute to realising this vision.

The Centre leads, learns and engages by harnessing the University's academic strengths and leveraging relationships with business, government and community to create impact. In doing so, Dilin Duwa convenes and amplifies Indigenous economic access, participation

and self-determination to address both Indigenous economic exclusion and business education access in Australia. Outcomes for Indigenous individuals, communities and business, as well as leadership knowledge, are progressed across three interlinked pathways:

- **Programs** – to build capacity and capability in Indigenous individuals, business owners, managers and leaders to grow their businesses and organisations (individual impact)
- **Research** – to deliver evidence-based insights into, and data on, the Indigenous business sector for decision-makers and policy-makers (sectoral impact)
- **Engagement** – to build an Indigenous business ecosystem that enables systemic change leading to a self-determined future (systemic impact).

Signature Project	Target Measures	Target Timeline	Lead Responsibility
A Centre that contributes to the growth of an economically powerful Indigenous Australia through: <ul style="list-style-type: none"> — programs — research — community engagement 	Prepare a Snapshot Study of Indigenous businesses and corporations	Ongoing with annual report provided in December	Director, Dilin Duwa Centre
	Deliver Melbourne Business School's MURRA Indigenous Business Program		Dean, Faculty of Business and Economics
	Provide a leadership contribution to Indigenous Business Month		Dean, Melbourne Business School
	Develop long-term engagements with community and organisations		
	Deliver the National Indigenous Business Summer School biannually		
	Deliver the International Indigenous Business and Economics Conference triannually	Ongoing with triannual report provided in December	

Atlantic Fellows for Social Equity

The Atlantic Fellows for Social Equity program represents a 20-year investment into Indigenous-led social change through a powerful global network of more than 400 Fellows – social change leaders and innovators based in Australia, Aotearoa New Zealand and the Pacific.

The University hosts one of seven global, interconnected Atlantic Fellows hubs that provide a 12-month foundation year and ongoing connection with the Atlantic Fellows network. With a focus on improving the wellbeing of Indigenous communities through

Indigenous leadership informed by Indigenous sensibilities, the program aims to build a collective network of change makers working together to bring about a healthier, more inclusive and fairer society.

The program offers:

- up to 20 Fellowships annually
- a 12-month non-residential foundation program with Fellows engaging in regular intensive learning blocks
- coursework and fieldwork delivered at the University and collaboratively with national and international partner organisations.

Signature Project	Target Measures	Target Timeline	Lead Responsibility
<p>A fellowship program that:</p> <ul style="list-style-type: none"> — Strengthens and expands the University’s engagement with Indigenous communities and organisations — Respects and amplifies the inherent qualities and innovation within Indigenous cultures and knowledges — Improves collaboration and knowledge sharing of Indigenous excellence and opportunities across the University’s local, national and international communities — Contributes to the growth of Indigenous student numbers at the University and the associated improved success outcomes that such growth affords 	<p>In partnership with program partners and Fellows, and with appropriate Aboriginal and Torres Strait Islander input, co-create a relevant and responsive learning and research framework based on Indigenous ways of learning and doing</p> <hr/> <p>Contribute to the programming of prominent Indigenous symposia and events such as the Garma Festival, NAIDOC Week and National Reconciliation Week</p> <hr/> <p>Establish an active social media presence promoting Indigenous-led social change and leadership</p>	<p>Ongoing with annual report provided in December</p>	<p>Executive Director, Atlantic Fellows for Social Equity</p> <p>Deputy Vice-Chancellor (Research)</p>

Melbourne Poche Indigenous Health Leadership Collective

The Melbourne Poche Indigenous Health Leadership Collective consists of three initiatives that support the development of emerging Indigenous health leaders, the associated foundational global dialogue, and networking/relationship-building opportunities.

The Collective includes the Indigenous Health Leadership Program, the Tanderrum Visiting Scholars Program and the Indigenous Health Leadership Community of Practice (CoP). Together, they foster Indigenous health professionals' careers and provide opportunities for local, national and international engagement and networking.

Signature Project	Target Measures	Target Timeline	Lead Responsibility
An Indigenous Health Leadership Collective that builds the foundations for strong Indigenous health leadership	Indigenous Health Leadership Program <ul style="list-style-type: none"> — Review and recommence annual delivery of the program — Develop a place-based Indigenous health leadership dialogue — Build local and international relationships with Indigenous academics and communities to support the program and the dialogue — Provide program participants with opportunities for collaboration, mentoring and networking 	Ongoing with annual report provided in December	Director, Melbourne Poche Centre for Indigenous Health
	Tanderrum Visiting Scholars Program <ul style="list-style-type: none"> — Launch the Tanderrum Visiting Scholars Program — Host two international visiting scholars annually — Build scholarly relationships to support collaboration and Indigenous health leadership dialogue 	2023 launch and then ongoing with annual report provided in December	
	Indigenous Health Leadership Community of Practice <ul style="list-style-type: none"> — Develop a national CoP to connect Indigenous health professionals and foster an Indigenous health leadership dialogue — Identify and develop local and national partnerships to facilitate the CoP 	2024 launch and then ongoing with annual report provided in December	

Indigenous Employment Office

Staff success is defined by Universities Australia, in its *Indigenous Strategy 2022–25*, as ‘a state where Indigenous staff recruitment, retention, workloads, promotion pathways, pipeline development, and professional development are all appropriately supported, so that Aboriginal and Torres Strait Islander peoples have effective opportunities to gain employment at universities and to develop their careers’ (p.30).

The University’s Indigenous staff headline targets are:

- Indigenous staff numbers to reach 350 by 2025
- an academic to professional staff ratio to be equal for Indigenous and non-Indigenous staff by 2025

- a senior (Level 8 and above) to junior professional staff ratio to be equal for Indigenous and non-Indigenous staff by 2025.

Acknowledging the work required to meet these challenging targets, and the imperative to recognise formally and support commensurately the unique skills and cultural load of Indigenous staff, the University will establish a dedicated Indigenous Employment Office. Its role will be to develop and implement our Indigenous Employment Plan 2023–2027, along with other University strategies, policies, programs and initiatives relating to Indigenous staff recruitment, retention, professional development, and building connections and networks.

Signature Project	Target Measures	Target Timeline	Lead Responsibility
Establish a University Indigenous Employment Office	Develop a business case for the establishment of an Indigenous Employment Office, which will work with Academic Divisions and Faculties to provide culturally appropriate staff recruitment, development and support services and programs	August 2023	Chief Human Resources Officer
	Indigenous Employment Office is operational	January 2024	Deputy Vice-Chancellor (People and Community)
	Ensure good progress towards Indigenous staff headline targets that will be reviewed in 2023	Ongoing with annual report provided in December	

Priority 2

Place, Heritage and Culture




The Amphitheatre continues the Indigenous design narrative of the Student Precinct Project, with landscaping that includes the ancient eel migration path displayed through winding mudbrick paths, curved architecture and rounded interior
Photograph by Teddy Bujur

Place and Indigenous Cultural Recognition

The *University's Reconciliation Action Plan, April 2018 – December 2022* set out targets and timelines around recognising the value and contribution of Indigenous cultures. These included promoting critical and scholarly engagement with our University's history with Indigenous Australians, and ensuring that all our major capital works projects gave prominence and due recognition to Indigenous cultures, as well as to the role and contribution of Traditional Owners and Custodians.

With the *Indigenous History of the University* project well advanced, the Student Precinct Project that has paved the way for greater recognition of Indigenous knowledges, cultures and heritage nearing completion, and the planning for a major exhibition acknowledging the longevity of Indigenous art history and the crucial moments in its development in the face of post-1788 atrocities well underway, we will now undertake a University-wide strategic approach to embedding this work and culture.



 Lighting the Wilin, Southbank campus, 2022. L–R: Tiriki Onus, Deputy Dean (Place), Associate Dean (Indigenous Development), Head of Wilin Centre for Indigenous Arts and Cultural Development, Faculty of Fine Arts and Music; Boon Wurrung Elder N'arweet Dr Carolyn Briggs AM; Professor Duncan Maskell, Vice-Chancellor; Professor Nicola Phillips, Provost; and Professor Marie Sierra, Dean of the Faculty of Fine Arts and Music | *Photograph by Gregory Lorenzutti*

Signature Project	Target Measures	Target Timeline	Lead Responsibility
<p>A program of work that will:</p> <ul style="list-style-type: none"> — Promote critical and scholarly engagement with our institutional history and our historical relationships with Indigenous Australians — Create an intellectual environment that is inclusive and respectful of Indigenous Australian perspectives — Ensure the University's estate planning processes appropriately recognise and embed the knowledge of Traditional Owners and other knowledge holders 	<p>Complete a series of commissioned short historical briefs on the people after whom University buildings have been named, and who are the subject of controversy, to guide future decision making and create a set of scholarly and credible resources</p>	December 2023	<p>Deputy Vice-Chancellor (Indigenous)</p> <p>Director, Indigenous Strategy</p> <p>Editors, Indigenous History of the University</p>
	<p>Undertake a strategic review of building and place names to inform principles and values for future naming, and develop a set of protocols to guide our response in relation to calls for renaming buildings and places aligned with the revised University Naming Policy</p>	December 2023	Deputy Vice-Chancellor (People and Community)
	<p>Develop an Indigenous Engagement Framework to ensure that identified capital works are tailored to their particular location and context</p>	December 2024 then annually with report provided in December	Portfolio Director, Estate Planning
	<p>Develop an Indigenous Design Framework that adopts principles from the cultural heritage values assessment and protocols for implementation</p>	December 2025	
	<p>Develop and implement a signage and way-finding approach that promotes engagement and connection with the Indigenous culture and heritage of the University</p>		
	<p>Stage the <i>65,000 Years: A Short History of Australian Art</i> exhibition, a truth-telling exercise that establishes the ingenuity and brilliance of our First Peoples' art and questions its very late acceptance as legitimate art</p>	December 2024	Associate Provost and Foundation Chair of Indigenous Studies

Place for Indigenous Art and Culture

The University of Melbourne will deliver a world-class facility to house and provide culturally and museologically appropriate access to our nationally and internationally significant Indigenous collections and archives, which comprise items of inestimable cultural, social and scientific significance including the Donald Thomson Collection.

The Place for Indigenous Art and Culture will:

- provide new opportunities for culturally connected access by Indigenous communities of origin to objects held in University collections
- advance opportunities for exploration and utilise our Indigenous collections for teaching and learning
- be a driver for co-designed research focused on activating Indigenous knowledge from the University collections
- improve the campus experience for Indigenous members of the University community
- support non-Indigenous students to be curious and engaged in learning about Indigenous Australia
- elevate the University as an exemplar in the stewardship of Australian Aboriginal and Torres Strait Islander cultural collections, and of Indigenous culture internationally, and as a point of distinctiveness for the University in a national and international context.

Signature Project	Target Measures	Target Timeline	Lead Responsibility
A world-class facility to house, and provide appropriate access to, our significant Indigenous art and cultural collections and archives	With subject matter experts, co-create design principles for the project that respond to Indigenous cultural recognition	December 2023	Portfolio Director, Development
	In partnership with Indigenous communities of origin, co-create the design of the Place for Indigenous Art and Culture as a signature space, one that will support the needs of the University's Indigenous community and the stewardship of the collections in the University's care	December 2026	Deputy Vice-Chancellor (Global, Culture and Engagement)
	Wherever possible, support Indigenous procurement and employment opportunities throughout all levels and stages of the project	Ongoing with annual report provided in December	
	Launch the Place for Indigenous Art and Culture – which incorporates a home for our collections and an Indigenous Commons through landscaping and site connections	June 2027	

Indigenous Cultural Education Program

Our Aspiration is to create an enduring University community in which Indigenous peoples' participation and success at all levels is recognised as a strength and a benefit. In 2023, the University endorsed an *Anti-Racism Commitment*, which includes the development of our first *Anti-Racism Action Plan*. This Indigenous Cultural Education Program will also support the University's anti-racism commitment and inform the development of the new Action Plan.

The Indigenous Cultural Education Program aims to spark a life-long commitment in all staff:

- to celebrate the successes and strengths of Indigenous Australia
- to understand the impact that colonisation has had on Aboriginal and Torres Strait Islander peoples
- to empower staff to enact the University's vision for advancing our Indigenous Priorities.

The program also seeks to give non-Indigenous staff confidence and clarity on how they can participate in shaping an inclusive and connected University community.

Signature Project	Target Measures	Target Timeline	Lead Responsibility
A multi-year University-wide Indigenous cultural education program for all staff including the transition to 'a business as usual' model for ongoing delivery	Program design and resourcing is approved	December 2023	Program Lead, Strategic People Initiatives
	Work with program partners, our Design Reference Group and Indigenous cultural education experts to ensure that the program learning design, development and evaluation comprises targeted learning outcomes for all staff, with development opportunities included for Indigenous staff	Ongoing with annual report provided in December	
	Deliver a suite of development programs on Indigenous cultural education with targeted learning designed for a range of staff cohorts	December 2024	
	Establish an appropriate resource model to enable the transition of the program to a 'business as usual' model for ongoing delivery	December 2025	

Priority 3

Partnerships



Learning on
Country with
Uncle Bill Nicholson Jr,
Mt William quarry,
Victoria, 2023

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Photography

Relationships and Collaboration with the Traditional Owners of Narm

The University of Melbourne's metropolitan campuses are located on the traditional lands of the Kulin Nation.

This Signature Project prioritises the University's focus on developing a coordinated and collaborative approach to our relationships with the Traditional

Owners of Narm, the Melbourne area, one that is grounded in reciprocity. This is the first of three strategic place-based partnerships – working with metropolitan, regional and remote communities – that contribute to the University's commitment to support Indigenous social, economic and cultural advancement with and for the communities we serve.

Signature Project	Target Measures	Target Timeline	Lead Responsibility
A program of work to embed relationships with the Traditional Owners of Narm, the Melbourne area	Participate in an annual Staff Secondment Program with the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation	Ongoing with annual report provided in December	Deputy Vice-Chancellor (Indigenous)
	Update Billibellary's Walk, a Wurundjeri cultural interpretation of the University's Parkville campus landscape to accommodate recent developments	December 2024	
	Work with the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation and the City of Melbourne to develop an Aboriginal Melbourne Strategy	December 2025	
	Co-develop a formal agreement between the University and the five Kulin Nations to provide a framework for University-wide engagement	December 2027	

Goulburn Valley Partnership

Our partnership with the Yorta Yorta Nation is built on many years of deep engagement with key Indigenous organisations and community leaders in the Goulburn Valley region of Victoria. The second of our three strategic place-based partnerships, it represents our regional work in supporting Indigenous social, economic and cultural advancement with and for the communities we serve.

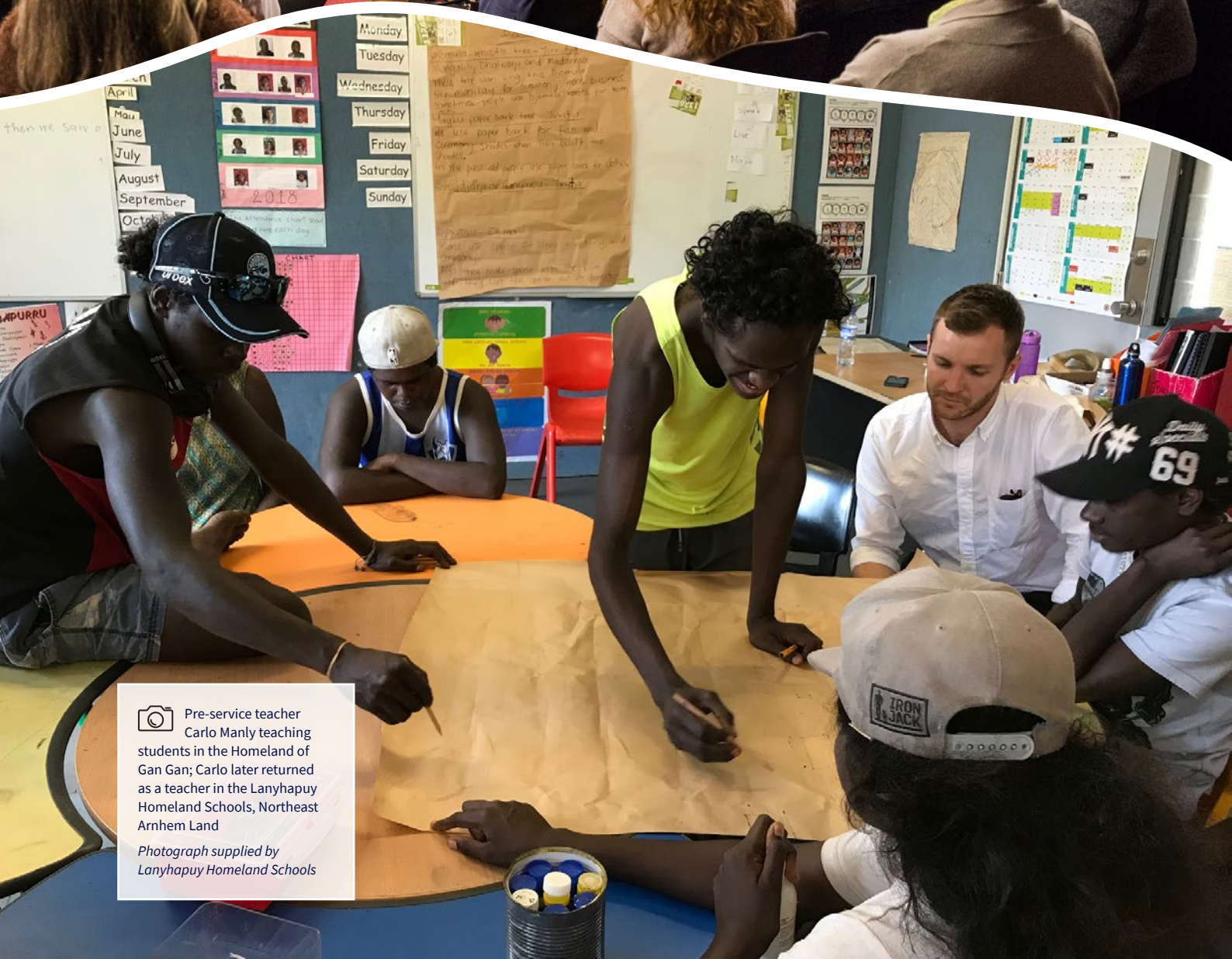
This partnership, part of the University's broader place-based partnerships across the Goulburn Valley region:

- contributes to the revitalisation of Indigenous cultures and their recognition across the region
- develops genuine pathways to, and diverse opportunities in, education and employment in the region
- supports, and learns from, the artistic, cultural and employment capability of individuals
- builds knowledge about Indigenous cultures in local industry and business.

Signature Project	Target Measures	Target Timeline	Lead Responsibility
A partnership that contributes to the social, economic and cultural advancement of the Yorta Yorta people in the Goulburn Valley region	Conduct a review of the Academy of Sport, Health and Education (ASHE) with Rumbalara Football Netball Club to inform the transition of the program into the Munarra Academy	September 2023	Deputy Vice-Chancellor (Indigenous)
	Commence implementing the University's education contribution to the Munarra Academy that will embed Indigenous knowledge and perspectives in all curricula and programs		
	Co-design and co-produce with Munarra Ltd an anti-racism micro-credential	December 2023	
	Establish the Munarra Academy, including delivery of the existing ASHE program and commencement of new education initiatives	July 2026	
	Partner with Munarra Ltd to develop and embed strong governance processes for the Munarra Centre for Regional Excellence	July 2027	
	Deliver key actions from the Centre's strategic plan and the Goulburn Murray Regional Prosperity Plan		
	Establish education pathways and support of regional Indigenous graduate students with Faculties and local businesses and education providers	July 2026	



📷 Senator Pat Dodson delivers the 11th annual Dungala Kaiela Oration at Shepparton's Rumbalara Football Netball Club, Victoria, 2019
Photograph by Peter Casamento



📷 Pre-service teacher Carlo Manly teaching students in the Homeland of Gan Gan; Carlo later returned as a teacher in the Lanyhapy Homeland Schools, Northeast Arnhem Land
Photograph supplied by Lanyhapy Homeland Schools

Northeast Arnhem Land Partnership

The University's relationship with Yolŋu people dates back to the 1930s through the work of Donald Thomson, who accumulated an internationally significant collection of Yolŋu cultural material now under the custodianship of the University. This relationship was further developed from the 1980s through the work of Associate Provost and Foundation Chair of Indigenous Studies Professor Marcia Langton, which has resulted in long-standing academic and teaching collaborations in education, health, land and sea management, and cultural heritage.

Northeast Arnhem Land is one of three regions of focus for the University's strategic place-based partnership work that aims to achieve social change

and impact with and for the communities we serve. Our place-based approach in Northeast Arnhem Land from 2015 is anchored in a partnership with the Yothu Yindi Foundation (YYF), in sponsorship of the Garma Festival, and in partnering on the development of the Garma Institute, an Indigenous-led education institute in the region.

Together with the YYF partnership, the University has deepened its relationships with Yolŋu education leaders in the Yambirrpa schools, Layhanapuy Homelands and YYF school, with the Yolŋu-led Miwatj Health Aboriginal Corporation and the Dhimurru Aboriginal Corporation, the Mulka Project, and cultural heritage research partnerships with Arnhem Land clans.

Over the next five years we will further broaden our partnerships in the region through co-designed programs and research collaboration with Yolŋu.

Signature Project	Target Measures	Target Timeline	Lead Responsibility
A strategic Indigenous partnership for social change and impact in Northeast Arnhem Land	Establish a partnership with Charles Darwin University to collaborate on Yolŋu co-designed programs and research in Northeast Arnhem Land	December 2024	Deputy Vice-Chancellor (Indigenous)
	Establish a partnership with Knowledge Water, a Yolŋu family enterprise		Associate Provost and Foundation Chair of Indigenous Studies
	Deliver a North South Oration		
	Progress a full range of Faculty-based activity in the region	Ongoing with annual report provided in December	
	Implement a Donald Thomson Collection community engagement program (refer Signature Project 2.2)	Ongoing with annual report provided in December	Associate Director Collections, Museums & Collections Relevant Deans, Heads of Schools

Indigenous Organisation/Community Secondment Program

The University's *Reconciliation Action Plan, April 2018 – December 2022* had targets around a partnership with Jawun that placed talented University staff into Indigenous organisations to build the capacity of Indigenous individuals and organisations and support them to achieve their goals; assist Indigenous peoples to access mainstream economic and educational opportunities; provide opportunities for non-Indigenous secondees to strengthen their cultural competence; and support Indigenous peoples to bring about health and social reform.

Recognising the benefits of this program, in 2021 a successful Secondment Program was piloted with the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation. This Signature Project seeks to expand the opportunities for the University to place academic and professional staff in key partner organisations, first in the Goulburn Valley and then more broadly. This program will also strengthen the cultural competence of our staff through an immersive experience that builds on the Indigenous Cultural Education Program (see Signature Project 2.3).

Signature Project	Target Measures	Target Timeline	Lead Responsibility
A Secondment Program in which the University partners with Indigenous organisations and communities to build their capacity and supports them to achieve their goals, while also strengthening the cultural competence of our staff	Utilise the learnings from the Secondment Program with the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation to explore opportunities for expansion to other key strategic partner organisations	December 2023	Deputy Vice-Chancellor (Indigenous)
	Based on the learnings, pilot the establishment of a Secondment Program with partner organisations in the Goulburn Valley	December 2024	
	Expand this program to provide opportunities for Faculties to participate in the Secondment Program with our key Indigenous partner organisations		

Indigenous Procurement Strategy

Our second RAP in 2015–2017 committed the University to promoting the use of Indigenous suppliers. This led to our membership of Supply Nation, the first Australian university to become a member, and the inclusion of Indigenous sourcing principles in a new Procurement Policy.

Our most recent RAP in 2018–2022 resulted in a *Diversity and Inclusion in the Supply Chain Strategy* to promote the development and use of Indigenous suppliers.

Building on these measures, our Indigenous Procurement Strategy will now incorporate targets. It will also focus on training and mentoring to stimulate Indigenous entrepreneurship and business development, create employment opportunities for Aboriginal and Torres Strait Islander Australians, and expose the wider University community to the expertise and diversity offered by these businesses.

Signature Project	Target Measures	Target Timeline	Lead Responsibility
A University-wide Strategy to support partnering with Indigenous-owned businesses to increase opportunities across the supply chain	Develop Indigenous procurement training for staff and non-Indigenous suppliers	Ongoing with annual report provided in December	Director, Procurement
	Implement an Indigenous supplier mentoring program	December 2024	
	Require non-Indigenous suppliers (awarded in high opportunity categories) to provide an Indigenous Participation Plan against set criteria		
	Develop a sector approach to procurement through the Australian Procurement Universities Network		
	Achieve a 3% addressable spend with Indigenous businesses	December 2027	
	Ensure Indigenous engagement and procurement outcomes in four major University-wide projects	Ongoing with annual report provided in December	

Priority 4

Indigenous Knowledge



 Installation view
of the 'Awaken'
exhibition in the Arts
West Gallery, 2018
*Photograph by David
Hannah*

Indigenous Knowledge Institute

The Indigenous Knowledge Institute represents a critical turning point in how the University of Melbourne engages with Indigenous knowledge systems, and how it values and recognises the expertise of Indigenous knowledge holders. The purpose of the Institute is to advance research and collaborations in Indigenous knowledge systems.


Drawing on the University's existing strengths and partnerships, the Institute works as a global hub for world-leading research and engagement by:

- documenting and supporting the maintenance of Indigenous knowledge in alignment with the priorities of its Indigenous owners

- elevating Indigenous knowledge systems and holders within the academy and beyond, and supporting the development of Indigenous research leaders
- supporting and promoting interdisciplinary research and engagement with Indigenous knowledge in partnership with Indigenous stakeholders
- addressing global and local challenges, translating research, shaping policy, and achieving practical outcomes that bring mutual benefits for all stakeholders
- developing the next generation of Indigenous research leaders.

Signature Project	Target Measures	Target Timeline	Lead Responsibility
An Institute to advance research and collaborations in Indigenous knowledge systems	Contribute to maintaining and expanding the size of the University's investment in the Institute, and in the number of research collaborations focused on Indigenous knowledge topics	Ongoing with annual report provided in December	Inaugural Director, Indigenous Knowledge Institute
	Contribute to expanding the number and maturity of Indigenous partnerships across the government, industry, community and university sectors		Deputy Vice-Chancellor (Research)
	Maintain and expand the Indigenous Knowledge Institute events program, publications pipeline and media presence to communicate the nature and value of Indigenous knowledge research, and profile the work of Indigenous knowledge holders and other researchers in this field		
	Contribute to maintaining and expanding the University's Indigenous knowledge research and research training collaborations with other universities and partners internationally		
	Launch the Doctor of Philosophy (Indigenous Knowledge) and grow enrolments annually	July 2023 and then ongoing with annual report provided in December	



 Indigenous Knowledge
Institute Fellow
Professor Brian Djangirrawuy
Gumbula-Garawirtja working
at East Arnhem Regional
Council radio station,
Nhulunbuy, Northern Territory
Photograph by Margie Mayfield



Global Collaboration in Indigenous Knowledge Systems

The University has a commitment to ensuring that Indigenous voices are at the fore of our engagement with tertiary institutions and networks across the world, and that we continue to play a leading role in shaping and developing these global Indigenous research and education networks.

To this end, we are working with Indigenous leaders, communities, partner institutions, governments and

community groups to deepen our mutual understanding and to foster further global connections.

To support this work, the University has led the formation of the Indigenous Knowledges Network (IKN) within the Association of Pacific Rim Universities (APRU) as a mechanism for sharing knowledge, building researcher connections and enhancing teaching programs in First Nations studies. The IKN also provides an opportunity for APRU members to share best practices, and to identify common issues and opportunities for future collaborations.

Signature Project	Target Measures	Target Timeline	Lead Responsibility
A collaboration to establish an APRU Indigenous Knowledges Network, with a focus on membership across Asia, Latin America and the Pacific	With the Indigenous Knowledge Institute host an APRU Indigenous Knowledges Network Workshop in Australia and broaden the IKN's membership	December 2023	Deputy Vice-Chancellor (Global, Culture and Engagement)
	Ensure alignment of the University's work with APRU signature policy areas including Women in Leadership and Anti-racism agendas	December 2025 and then ongoing with annual report provided in December	
	Establish a sustainable funding model for APRU Indigenous Knowledges Network activities and projects	December 2025	



Inaugural meeting of APRU Indigenous Knowledges Network, Chiapas, Mexico, 2022, co-hosted by the University in partnership with Tecnológico de Monterrey
Photograph by Tec de Monterrey / Ana Lucía Aguilar and Andrés Alvarado

Ngarrngga Project

The Ngarrngga Project supports the University’s vision for Indigenous advancement through improving the ways in which all students – from kindergarten through to higher education – learn about Aboriginal and Torres Strait Islander histories, cultures and knowledge systems.

Ngarrngga, a Taungurung word meaning ‘to know, to hear, to understand’, has three core elements:

- expanding the resources available to support teachers
- building teachers’ confidence and intercultural competence
- embedding Indigenous knowledge curriculum resources within educational settings.

The Ngarrngga Project bridges theory and practice by encouraging collaboration between Indigenous knowledge experts and practising classroom teachers. It will produce both resources and professional development workshops based on curriculum tools using a culturally responsive pedagogical approach to build educator confidence. It will also develop partnerships and co-design strategies with schools, teachers, universities and education agencies to engage with and trial the resources to ensure they are user friendly and flexible for the classroom setting.

Signature Project	Target Measures	Target Timeline	Lead Responsibility
Provide schools, teachers and teacher education programs with the resources to learn about the depth and wealth of Aboriginal and Torres Strait Islander histories, cultures and knowledge systems	Develop Indigenous knowledge curriculum resources across all year levels and subject areas in partnership with Indigenous knowledge holders, Aboriginal organisations and communities	Ongoing with annual report provided in December	Ngarrngga Project Director, Melbourne Graduate School of Education
	Build partnerships with schools, teachers and education agencies across Australia to trial and refine these resources in a classroom setting		
	Develop and deliver professional development and information technology educational resources for existing and new teachers responsible for the delivery of Aboriginal and Torres Strait Islander curriculum content		
	Engage with Departments of Education, education agencies and other stakeholders to scale implementation of these resources		

Indigenous Teaching & Learning and Research Portal

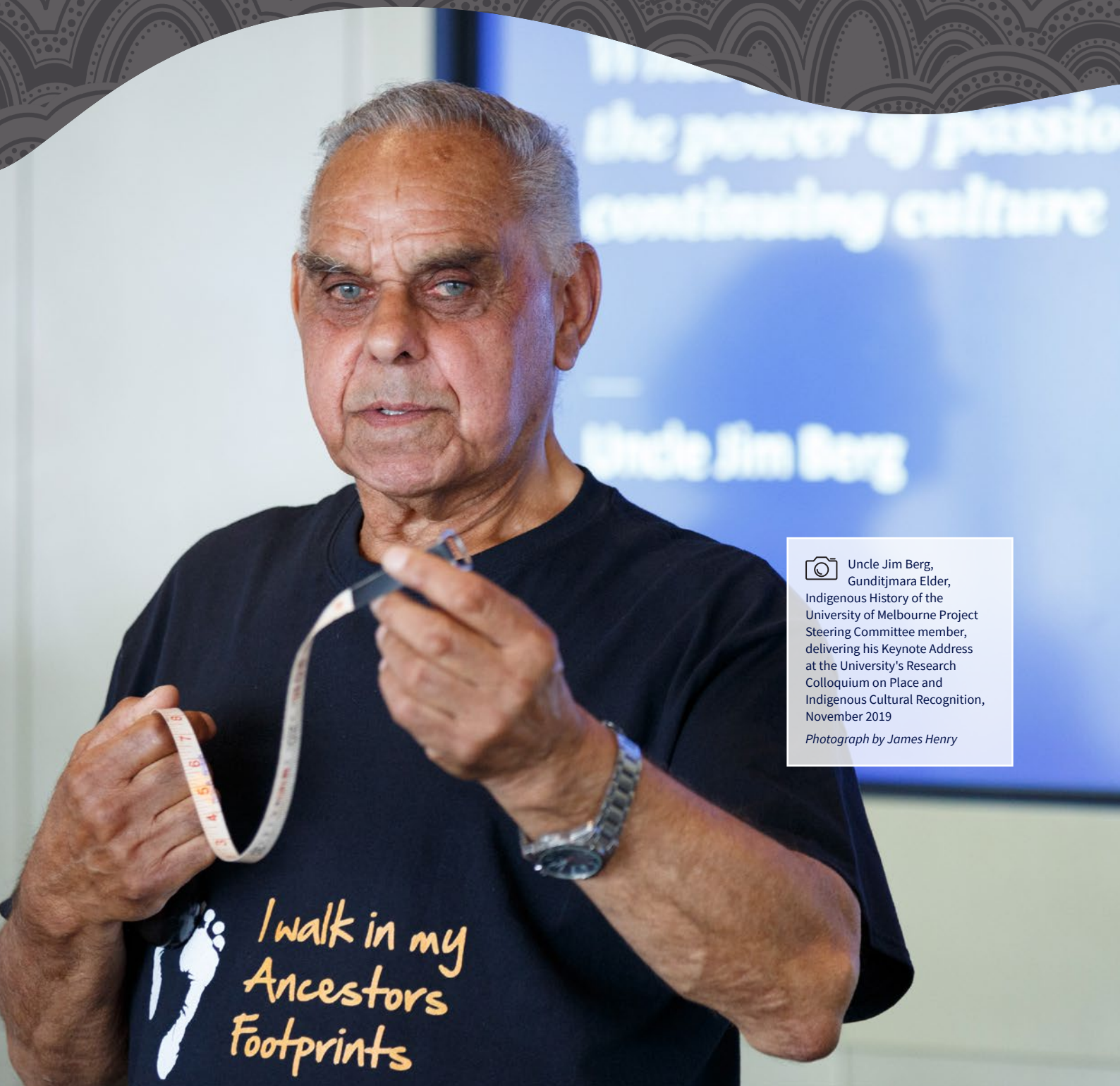
Since the implementation of the University's first Indigenous Strategy (RAP 1) in 2011, Indigenous teaching and learning and research activity has increased immeasurably.


The development of a repository of current, accurate, comprehensive and readily accessible information

on these endeavours across all Academic Divisions, Faculties and Research Units will provide current and potential students, staff, partners and collaborators with ready access to the breadth and depth of our work in this area. It will also highlight strategic opportunities, identify any gaps in knowledge and facilitate dissemination and reporting.

Signature Project	Target Measures	Target Timeline	Lead Responsibility
A repository of the University's Indigenous teaching and learning and research activity for dissemination and reporting	Develop a project brief and governance	December 2023	Director, Indigenous Strategy
	Conduct a University-wide audit of the existing teaching and learning and research databases	June 2024	
	Build a portal that will enable access to existing databases and develop a mechanism for capturing information currently collected	June 2025	
	Develop access and protocols for internal and external access		
	Launch the Indigenous Teaching & Learning and Research Portal	February 2026	

Truth-telling and Justice



 Uncle Jim Berg,
Gunditjmara Elder,
Indigenous History of the
University of Melbourne Project
Steering Committee member,
delivering his Keynote Address
at the University's Research
Colloquium on Place and
Indigenous Cultural Recognition,
November 2019

Photograph by James Henry

University Truth and Justice Project

The University is a public-spirited institution that:

- has committed ‘to take on a leadership position to advance national reconciliation... and actively champion initiatives to empower Aboriginal and Torres Strait Islander peoples and create societal change’ (Reconciliation Australia 2023, RAP Framework)
- has identified ‘reconciliation’ as a theme in our *Advancing Melbourne* 2030 strategy
- is currently engaged in a process of truth-telling through transparently and formally articulating the contested history of the University with respect to its relationship with Aboriginal and Torres Strait Islander peoples and communities, its complicity with eugenics and scientific racism, and its possible connections to slavery.

As such, the University will continue to engage deeply with the legacy of injustices committed against Aboriginal and Torres Strait Islander peoples and

reckon with its own history in, and engagement with, the colonial project. This is an important opportunity for the University to provide an ongoing commitment to Indigenous Australia by supporting the nation’s first truth-telling and justice process.

While acknowledging the strength, resilience and achievements of Aboriginal and Torres Strait Islander peoples, this project will also address the historical and ongoing injustices committed against them by:

- producing a scholarly publication of the *Indigenous History of the University*
- making a formal submission on this history to the Yoorrook Justice Commission
- supporting Academic Divisions with existing and proposed projects addressing issues of truth and justice
- establishing a University of Melbourne Truth-telling and Dialogue Centre to support research, teaching and learning.



 Professor Eleanor Bourke AM delivering the 2022 Narm Oration | Photograph by Peter Casamento

Signature Project	Target Measures	Target Timeline	Lead Responsibility
<p>Address the historical and ongoing injustices committed against Aboriginal and Torres Strait Islander peoples through:</p> <ul style="list-style-type: none"> — Transparently and formally articulating the University’s institutional history (including our colonial and eugenics history and complicity in scientific racism) — Promoting critical and scholarly engagement with this and our historical relationships with Indigenous Australians — Creating an intellectual environment that is inclusive and respectful of Aboriginal and Torres Strait Islander perspectives — Ensuring the problematic history of the University’s engagement with Indigenous peoples and current injustices are acknowledged, explored and appreciated 	<p>Produce a scholarly publication of the <i>Indigenous History of the University</i></p>	<p>Book 1 – December 2023</p> <p>Book 2 – June 2024</p>	<p>Deputy Vice-Chancellor (Indigenous)</p> <p>Director, Indigenous Strategy</p>
	<p>Develop a website to house <i>Indigenous History of the University</i> material and chart the project’s progress, as well as information on other existing and proposed projects in Academic Divisions that address issues of truth and justice</p>	<p>December 2023</p>	<p>Editors, <i>Indigenous History of the University</i> publication</p>
	<p>Work with Academic Divisions to ensure relevant material is incorporated across our curricula</p>	<p>Ongoing with annual report provided in December</p>	
	<p>Provide a formal submission on the <i>Indigenous History of the University</i> project to the Yoorrook Justice Commission</p>	<p>August 2024</p>	<p>Deputy Vice-Chancellor (Indigenous)</p> <p>Director, Indigenous Strategy</p>
	<p>Establish a University of Melbourne Truth-telling and Dialogue Centre that will:</p> <ul style="list-style-type: none"> — work with Academic Divisions, our libraries, museums and collections department, our partners, Indigenous communities and other institutions to ensure the problematic history of the University’s engagement with Indigenous peoples is acknowledged, explored and appreciated — support research, teaching and learning — provide access to records in a respectful and culturally safe way 	<p>December 2025</p>	<p>Deputy Vice-Chancellor (Indigenous)</p>

Indigenous Student Campus Barometer Survey

The University’s current and historical Indigenous strategies and plans have challenging targets and timelines for a range of Indigenous student outcomes, and for recognising the value and contribution that Indigenous students make to the University community. These go beyond the implementation of strategies that simply enhance the recruitment and retention of Indigenous students, to those that promote their academic success and engagement, and ensure that our University is a culturally safe, welcoming and respectful environment.

The extent to which we have succeeded will be established through implementing the Indigenous Student Campus Barometer Survey, which is intended to elicit wide-ranging information about Indigenous students’ perceptions of the campus climate. In terms of focus it will differ from, but complement, the 2017 report

by the Australian Human Rights Commission (AHRC), *Change the Course: National Report on Sexual Assault and Sexual Harassment at Australian Universities*, which identified Aboriginal and Torres Strait Islander students as being more likely to have been sexually harassed or assaulted than non-Indigenous students.

As with the AHRC report, it is intended that the Indigenous Student Campus Barometer Survey will be ‘the starting point for a new conversation, focused on ensuring that all students can access education in environments that are safe and which enable them to achieve their full potential’ (*Change the Course:2*). The outcomes of the survey will form the basis of a report that will also inform the University’s Indigenous Cultural Education Program (see Signature Project 2.3), our first *Anti-Racism Action Plan*, our *Disability Inclusion Action Plan 2023–2026* and our *LGBTIQA+ Inclusion Action Plan 2023–2026*.

Signature Project	Target Measures	Target Timeline	Lead Responsibility
Design and implement a Survey that will elicit information from Indigenous students about their experiences at the University	Design the Indigenous Student Campus Barometer Survey scope and methodology	March 2024	Executive Director, Student and Scholarly Services & Academic Registrar
	Administer the survey to all Indigenous students	August 2024 and annually thereafter	Deputy Vice-Chancellor (Indigenous)
	Analyse survey data and prepare an Indigenous Student Campus Barometer report	December 2024 and annually thereafter	Director, Indigenous Strategy

Indigenous Law and Justice Hub

The Indigenous Law and Justice Hub is an innovative, Indigenous-led research and teaching centre providing a trusted and visible resource for the Indigenous community, the legal academy and the broader public on issues of justice and truth-telling. The Hub prioritises relationship-building, cultural authority and community legitimacy, and brings together community leaders and legal experts to produce research and teaching outcomes in support of Indigenous advocacy and self-determination.

The Hub's work centres the authority of Indigenous law and of cultural authority in the Australian legal landscape, alongside the need to engage with Indigenous epistemologies and experiences in legal pedagogy, practice and research. It is playing a key role in a review of the compulsory Juris Doctor curriculum to Indigenise and decolonise learning and teaching, as well as leading the development of an innovative offering of elective subjects on Indigenous justice. A growing research and law-reform program prioritises work with direct practical applicability to advocacy for Indigenous justice.

Signature Project	Target Measures	Target Timeline	Lead Responsibility
Advance truth-telling, and respect for and understanding of Indigenous peoples' law and cultural authority in the legal academy, profession and beyond through excellence in legal research, teaching and engagement to support enhanced justice outcomes for Indigenous people	Enhance the Hub's status as a trusted voice on research and education around issues of truth-telling and justice in contemporary Australia through the White Noise and Settler Law justice talks and podcast, and other media presence	Ongoing with annual report provided in December	Dean, Melbourne Law School
	Engage in ongoing advocacy within the legal profession, with a primary focus on Victoria, to improve Indigenous peoples' access to appropriate and effective justice services, and practitioner competency to support this. This includes sharing learnings from curriculum transformation at Melbourne Law School, and continuing to campaign across the justice sector for robust professional standards and education relating to culturally safe and responsive ways of working with Indigenous people and communities		Director, Indigenous Law and Justice Hub

Indigenous Data Network

Recognising that data are relevant to self-determination and self-governance, the Indigenous Data Network (IDN) was established to empower Aboriginal and Torres Strait Islander communities to decide their own local data priorities, including how these data are utilised.

The IDN supports and strengthens the University's social and technical Indigenous data architecture by engaging with, and leveraging, internationally leading developments in the data sciences to maximise the optimal collection and use of, and access to, research data resources for Aboriginal and Torres Strait Islander peoples. The IDN is supported and reinforced by our national legal and policy frameworks, the FAIR and CARE data principles and Indigenous data democracy, stewardship, analysis, dissemination and infrastructure.

The key aims of the IDN are:

- to provide Aboriginal and Torres Strait Islander communities and organisations with research expertise to facilitate their data priorities
- to support their access to data held by others
- to build data capacity within Aboriginal and Torres Strait Islander communities and organisations across Australia.

The IDN partners with Aboriginal and Torres Strait Islander communities and organisations, Indigenous data specialists within other institutions, and federal, state and territory government agencies across Australia to build the national Indigenous research data commons.



Yidaki
Photograph
by Peter
Casamento



Signature Project	Target Measures	Target Timeline	Lead Responsibility	
<p>Provide the national research community, Australian government agencies and other Indigenous data custodians with the appropriate social and technical resources to embed Indigenous data governance principles across the national research data ecosystem</p>	<p>Build partnerships with tertiary institutions, government agencies, Aboriginal and Torres Strait Islander organisations and other custodians of Indigenous data</p>	<p>Ongoing with annual report provided in December</p>	<p>Associate Provost and Foundation Chair of Indigenous Studies</p>	
	<p>Develop and deliver Indigenous research data capability-building modules for Indigenous data custodians nationally</p>		<p>Chair, Indigenous Data Network</p>	
	<p>Develop and disseminate core social and technical data architecture to contribute to a national Aboriginal and Torres Strait Islander research data commons</p>		<p>Research Director, Indigenous Studies Unit & Indigenous Data Network</p>	
	<p>Work with Aboriginal and Torres Strait Islander community-controlled organisations across Australia to support and identify barriers to their Indigenous data ecosystems</p>			
	<p>Identify significant, at-risk Indigenous data holdings and refine, develop and leverage data repository services to support them</p>			
	<p>Investigate different types of data repositories required for a wide range of Indigenous data custodians, with a future focus on data holdings expansion</p>			
	<p>Develop national regulatory frameworks specific to Indigenous data governance principles</p>			

Enabling Strategies, Frameworks and Plans

University-level

All existing University of Melbourne Strategies, Frameworks and Plans can be found at: about.unimelb.edu.au/

- [Advancing Melbourne](#)
 - [Advancing Students and Education Strategy 2023–2030](#)
 - [Anti-racism Commitment](#)
 - [Disability Inclusion Action Plan 2023–2026 \(forthcoming 2023\)](#)
 - [Diversity and Inclusion Strategy 2030](#)
 - [Indigenous Employment Plan \(forthcoming 2023\)](#)
 - [Indigenous Internationalisation Plan 2020–2024](#)
 - [Indigenous Outcomes Performance Report \(internal annual report\)](#)
 - [Indigenous Research Framework \(forthcoming 2023\)](#)
 - [Indigenous Student Plan \(forthcoming 2023\)](#)
 - [Indigenous Student and Staff Headline Targets](#)
 - [LGBTIQ+ Inclusion Action Plan: 2023–2026](#)
 - [People Strategy \(forthcoming 2023\)](#)
 - [Reconciliation Action Plan, April 2018 – December 2022](#)
 - [Sustainability Plan 2030](#)
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Divisional-level

- Divisional Indigenous Development Plans
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External guiding documents

- [Australian Institute of Aboriginal and Torres Strait Islander Studies Code of Ethics for Aboriginal and Torres Strait Islander Research](#)
 - [Indigenous Voice Co-design Process: Final Report to the Australian Government 2021](#)
 - [National Indigenous Higher Education Workforce Strategy 2011](#)
 - [National Aboriginal & Torres Strait Islander Education Policy 2015](#)
 - [Review of Higher Education Access and Outcomes for Aboriginal and Torres Strait Islander Peoples 2012](#)
 - [Uluru Statement from the Heart \(National Constitutional Convention, 26 May 2017\)](#)
 - [United Nations Declaration on the Rights of Indigenous Peoples 2007](#)
 - [Universities Australia Indigenous Strategy 2022–2025](#)
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Acronyms

AHRC	Australian Human Rights Commission
APRU	Association of Pacific Rim Universities
ASHE	Academy of Sport, Health and Education
CARE	Collective benefit; Authority to control; Responsibility; Ethics
CoP	Community of Practice
FAIR	Findable; Accessible; Interoperable; Reusable
IDN	Indigenous Data Network
IKN	Indigenous Knowledges Network
LGBTQIA+	Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual, and other sexually or gender diverse identities
RAP	Reconciliation Action Plan
YYF	Yothu Yindi Foundation



Deputy Vice-Chancellor
(Indigenous) Professor Barry
Judd, Associate Provost Professor
Marcia Langton AO, and graduand
and Director of Poche Centre
for Indigenous Health Associate
Professor Shawana Andrews
attend 2022 Indigenous Graduation
Ceremony

Photograph by James Henry



Aboriginal
flag, Ormond
College silhouette

*Photograph by
Paul Burston*



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