

Dhumbah Goorowa

Reconciliation Plan

2019-2020



Acknowledgement

RMIT University acknowledges the people of the Woi wurrung and Boon wurrung language groups of the eastern Kulin Nation on whose unceded lands we conduct the business of the University.

RMIT University respectfully acknowledges Ancestors and Elders past and present.

RMIT also acknowledges the Traditional Custodians and their Ancestors of the lands and waters across Australia where we conduct our business.

“Raising awareness of Indigenous opportunities across the University is quickly becoming foundational, with many of our staff benefitting from cultural awareness training and considering Indigenous representation and perspectives in their daily work.”

— RMIT staff member

Dhumbah Goorowa means ‘commitment to share’ in the language groups of the Woi wurrung and Boon wurrung peoples of the eastern Kulin Nation.

RMIT has made great progress in our reconciliation journey through the implementation of our first Reconciliation Action Plan, which was embraced by the RMIT community. Embedding reconciliation in our values and maturing our reconciliation journey is the aim of *Dhumbah Goorowa*, our second Reconciliation Plan.

Thank you to all our staff, students and the wider community for embedding reconciliation into our ways of being. We appreciate your contribution and continued commitment.



Vice-Chancellor's Foreword

Reconciliation goes to the heart of how we live our values

As Vice-Chancellor and Chair of RMIT's Reconciliation Implementation Committee, I'm exceptionally proud that we are at the forefront of an industry-leading approach to reconciliation.

In preparing our first Reconciliation Action Plan (RAP) we asked ourselves some big questions about what reconciliation means and how each of us can make a personal contribution, starting with me as Vice-Chancellor and extending right through to our students.

Australian universities have a huge reach and influence. This creates an immense opportunity for RMIT to advance reconciliation through a new model that matures the relationships between Indigenous and non-Indigenous Australians. Our commitment to a just and positive relationship between Indigenous communities and our RMIT community is at the heart of how we live our values.

As we've implemented our first RAP, we've seen a substantial shift in our culture, and have made important progress in improving outcomes for our Aboriginal and Torres Strait Islander students and staff. We've come a long way – but we're only just getting started.

Dhumbah Goorowa, our second Reconciliation Plan, builds on this foundation and is our exciting next chapter. It helps make essential changes that will redefine our relationship working with, and supporting the Aboriginal and Torres Strait Islander communities in their self-determination journey. As we seek to create an RMIT that values a shared future with Aboriginal and Torres Strait Islander peoples, knowledges, and cultures, we're confident that our second Reconciliation Plan puts this goal firmly at our centre.

In this way, *Dhumbah Goorowa* is a story of two closely connected journeys. First as a University, in which we continue to embed sustainable reconciliation across our organisation to transform our values, culture, processes and systems to support our reconciliation goals.

The second is a deeply personal journey, where we seek to understand what it means to be in a relationship with Australia's First People, how we understand our role in supporting the Aboriginal and Torres Strait Islander community in their self-determination journey, and how we translate this into our broader lives as well as in our work.

I am confident that *Dhumbah Goorowa*, with the support of each member of the RMIT community, will provide us all with a life changing experience. Please join me in committing to the goals set out in this important document. I look forward to continuing the journey together.

Martin Bean CBE

Vice-Chancellor and President



Elder Statement

As a Traditional Owner of the Boon wurrung language group, Aboriginal sovereignty continues to exist on the Country of our birth, life and work.

Reconciliation at RMIT, and with the wider community it serves, has come to represent the path of Indigenous Australian's hopes and dreams where we can actually see a future we wish to share with non-Indigenous Australians.

Our inherited responsibility is to continue sovereignty practice and prepare our community for this life-long learning. This responsibility has been carried by the Kulin for around 2,000 generations and has now become a shared responsibility for Kulin and non-Kulin alike through our connection to Country and place.

This Plan shows RMIT's commitment to these traditions and we will continue to watch the progress of this journey just as our Ancestors who came before us do. We look forward to the shared experiences of reconciliation at RMIT and how it will transform our way of being, knowing, and doing on this Country.



N'Arwee't Carolyn Briggs
RMIT Elder in Residence



Leading Transformation and Vision



In the Australian higher education sector there is still much work to be done around Aboriginal and Torres Strait Islander employment; Indigenous research; Indigenous education; Indigenous policy; Indigenous service delivery and Indigenous community engagement. In many cases a comparatively small number of Indigenous staff carry the responsibility for achieving enhanced Indigenous outcomes for their institution. At RMIT we are lucky that we don't have to do this work alone; we work with an engaged University community through outcome-focused relationships that support our continued growth and achievement in First Nations education and employment.

Dhumbah Goorowa is the centre of our engagement with broader Aboriginal and Torres Strait Islander communities and forms a core part of RMIT's reconciliation strategy. We can be proud to know that RMIT has a fantastic reputation in the Aboriginal and Torres Strait Islander community. This reputation is underpinned by building proper relationships with individuals, organisations and the community over time. The relationships that we have collectively been forging and nurturing for many years here at RMIT, especially between Indigenous and non-Indigenous people, are building the foundations for sustained reconciliation for generations to come.

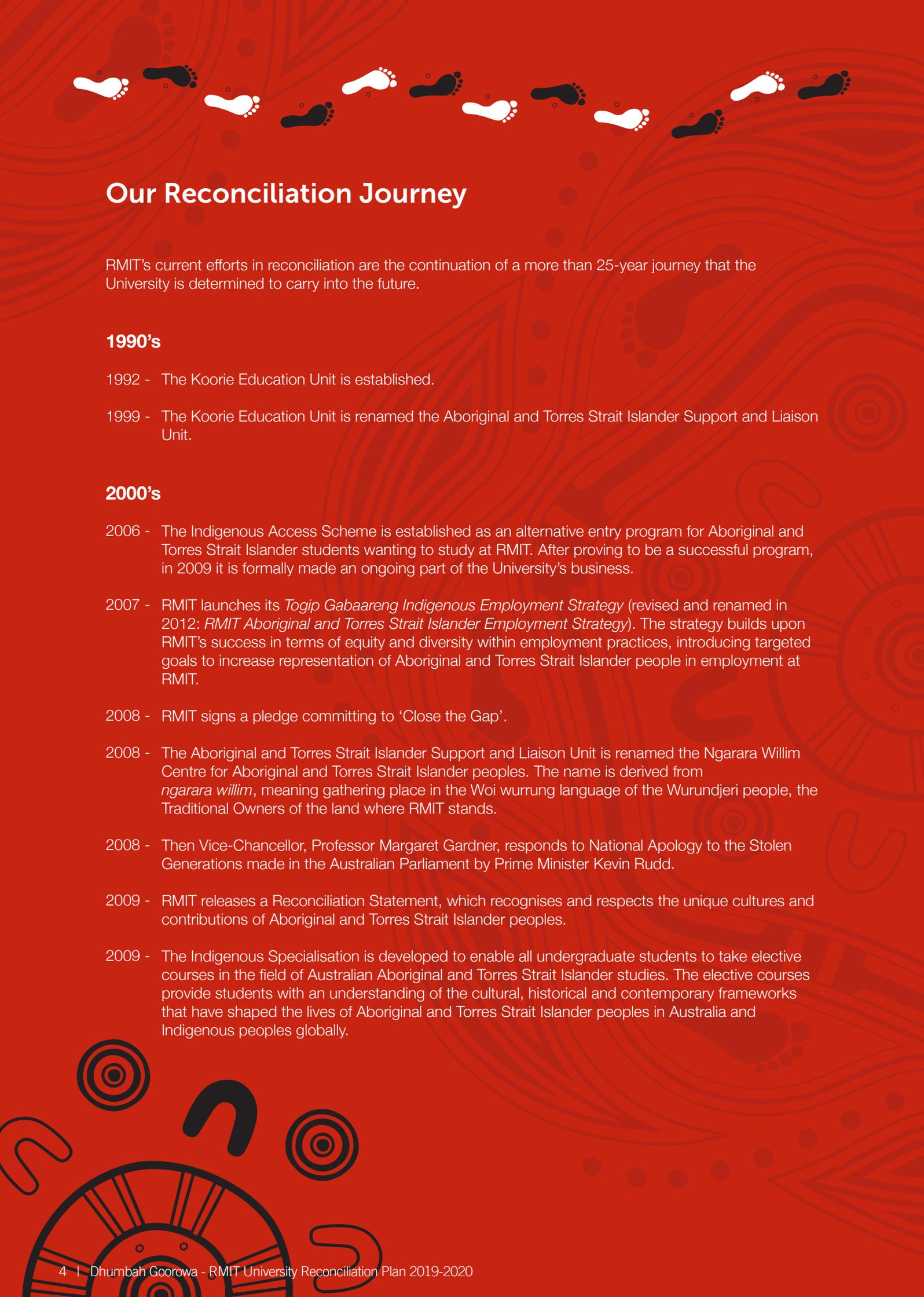
The success of these relationships to date speaks to a strong desire for a shared future between Indigenous and non-Indigenous people within RMIT. This future is based on mutual respect and embraces Indigenous self-determination. In this future, RMIT will harness its collective determination, commitment and solidarity to be in a relationship. We create new solutions to enduring issues through novel ways of being, knowing, and doing that arise when different cultures and knowledge systems combine in innovative ways. In this future, reconciliation is the core of who we are, what we represent and how we conduct our business on the country where we all live, work and study.

Transitioning to this shared future is a long-term goal. It will take time and dedicated effort. It is for this reason that the double helix of relationship and sustainable reconciliation form the heart of *Dhumbah Goorowa*.

One of the most exciting aspects of this transformation is that everyone has a leading role to play. Whether you are a member of the University's executive leadership, an early career researcher, a professional staff member or a casual employee from Australia or abroad, you play a key part in achieving our goal of a shared future and you can demonstrate leadership in this space through your own learning and practice. The activities included in our second Reconciliation Plan will help support you in that personal journey, as well as the broader institutional one that we make together.

Professor Mark McMillan

Deputy Pro Vice-Chancellor
Indigenous Education and Engagement
Chair, Academic Board, 2019-2020



Our Reconciliation Journey

RMIT's current efforts in reconciliation are the continuation of a more than 25-year journey that the University is determined to carry into the future.

1990's

1992 - The Koorie Education Unit is established.

1999 - The Koorie Education Unit is renamed the Aboriginal and Torres Strait Islander Support and Liaison Unit.

2000's

2006 - The Indigenous Access Scheme is established as an alternative entry program for Aboriginal and Torres Strait Islander students wanting to study at RMIT. After proving to be a successful program, in 2009 it is formally made an ongoing part of the University's business.

2007 - RMIT launches its *Togip Gabaareng Indigenous Employment Strategy* (revised and renamed in 2012: *RMIT Aboriginal and Torres Strait Islander Employment Strategy*). The strategy builds upon RMIT's success in terms of equity and diversity within employment practices, introducing targeted goals to increase representation of Aboriginal and Torres Strait Islander people in employment at RMIT.

2008 - RMIT signs a pledge committing to 'Close the Gap'.

2008 - The Aboriginal and Torres Strait Islander Support and Liaison Unit is renamed the Ngarara Willim Centre for Aboriginal and Torres Strait Islander peoples. The name is derived from *ngarara willim*, meaning gathering place in the Woi wurrung language of the Wurundjeri people, the Traditional Owners of the land where RMIT stands.

2008 - Then Vice-Chancellor, Professor Margaret Gardner, responds to National Apology to the Stolen Generations made in the Australian Parliament by Prime Minister Kevin Rudd.

2009 - RMIT releases a Reconciliation Statement, which recognises and respects the unique cultures and contributions of Aboriginal and Torres Strait Islander peoples.

2009 - The Indigenous Specialisation is developed to enable all undergraduate students to take elective courses in the field of Australian Aboriginal and Torres Strait Islander studies. The elective courses provide students with an understanding of the cultural, historical and contemporary frameworks that have shaped the lives of Aboriginal and Torres Strait Islander peoples in Australia and Indigenous peoples globally.

2010's

2010 - RMIT's enabling legislation is updated. A new Section, 5(f), is added creating a specific objective that outlines our responsibility to Aboriginal and Torres Strait Islander peoples:

... to use its expertise and resources to involve Aboriginal and Torres Strait Islander people of Australia in its teaching, learning, research and advancement of knowledge activities and thereby contribute to:

- (i) realising Aboriginal and Torres Strait Islander aspirations; and***
- (ii) the safeguarding of the ancient and rich Aboriginal and Torres Strait Islander cultural heritage.***

Also relevant to Aboriginal and Torres Strait Islander communities is the requirement in Section 5(g) that the University is:

... to provide programs and services in a way that reflects principles of equity and social justice.

2014 - Aboriginal and Torres Strait Islander flags are flown at every RMIT campus.

2015 - RMIT increases its financial commitment to the Ngarara Willim Centre in order to improve access, participation and outcomes in education for Aboriginal and Torres Strait Islander peoples.

2016 - RMIT launches its first Reconciliation Action Plan (RAP). Championed by the Vice-Chancellor, the University's senior executives and a dedicated community of RAP Champions, the RAP is embraced across RMIT resulting in a significant shift in the ways we think and work.

2017 - Appointment of RMIT's first Deputy Pro Vice-Chancellor Indigenous Education and Engagement, Professor Mark McMillan

2018 - The Bundyi Girri project pilot phase commences. The project uniquely focuses on non-Indigenous Australians and enabling them to engage actively in Reconciliation. Using a strength-based, embedded approach, Bundyi Girri will support both non-Indigenous and Indigenous people to develop active relationships grounded in Indigenous sovereignty.

2019 - Professor Mark McMillan assumes the role of Chair, Academic Board, and as a result is also a member of the University Council.



Our Reconciliation Champions

- What is the future of reconciliation at RMIT?

With RMIT's first Reconciliation Action Plan (RAP), the University has made a step-change in engagement with Indigenous Australia and with its own charter. As we move towards our second Reconciliation Plan, we are set to build upon this foundation by rapidly mainstreaming our activities. In research, learning and the world of work, RMIT is set to become more oriented to Indigenous knowledge and ways of being.

Professor Ralph Horne,
Deputy Pro Vice-Chancellor Research and Innovation, College of Design and Social Context

The future of reconciliation at RMIT is one where Indigenous perspectives are included as foundational rather than something "over there." It is a future where staff and students see not just the challenge but the opportunity afforded by reconciliation. It is a future where we are not just ready but eager to join the long arc of history, to feel connected to each other and the land upon which we walk.

David Parrish, Senior Advisor, Planning, Research and Innovation Portfolio

To me, the future of reconciliation will be a state in which Indigenous engagement is woven into the fabric of who we are as an organisation and how we work as individuals at RMIT.

Marc Schonhardt,
Associate Director, Strategy and Planning, College of Business

The future of reconciliation at RMIT has non-Indigenous staff and students being empowered with the skills to participate in Reconciliation with our Aboriginal and Torres Strait Islander colleagues. Bundyi Girri is a genuinely exciting initiative that I'm looking forward to taking part in.

Tristan Damen,
Associate Director,
Academic Governance and Quality,
Education Portfolio

Imagine a world that has social justice as a core value - where would that start? Consider RMIT's Reconciliation Plan as a good example - where Indigenous people and non-Indigenous people are able to create a learning space that privileges Indigenous voices, and celebrates Indigenous cultures. Come and see what we can achieve together!

Associate Professor Kerrie Doyle,
School Indigenous Health Coordinator,
School of Health and Biomedical Sciences

The future of reconciliation at RMIT will build on the wonderful foundation created by the RAP and the knowledge that RMIT is always looking to improve Indigenous success in an everyday way. This meaningful understanding will be matured in our second Reconciliation Plan where we will be supported to follow our own personal journey of reconciliation.

Kate Ypinazar,
Principal Advisor to the Chief Operating Officer

For me, I think the future of reconciliation is where we keep working with each other collaboratively and respectfully until it is so embedded into everything we do every day that it is part of our RMIT DNA.

Lily Tsang,
Senior Finance Manager,
Finance and Governance Portfolio

The future of reconciliation at RMIT will see us moving from asking questions based in 'us' and 'them' thinking to instead be living, working and thinking together to understand what the 'we' is, and how this translates into the broader Australian and global communities in which RMIT operates.

Gerard Shanahan,
Director Global Entities and Experiences,
Global Development Portfolio



Professor Ralph Horne



Associate Professor Kerrie Doyle



Gerard Shanahan



L-R Back Row: Tristan Damen, Kate Ypinazar, Lily Tsang
L-R Front Row: David Parrish, Stacey Campton, Marc Schonhardt

About RMIT University

RMIT is a global university of technology, design and enterprise. Our mission is to help shape the world through research, innovation, quality teaching and engagement, and to create transformative experiences for students, getting them ready for life and work.

Founded in 1887, RMIT is a multi-sector university with more than 87,000 students and 11,000 staff. The University enjoys an international reputation for excellence in education and research, and we pride ourselves on the strong industry connections we have forged over our 130-year history. Collaboration with industry is integral to RMIT's leadership in education, applied and innovative research, and to the development of highly skilled, globally-focused graduates.

RMIT offers postgraduate, undergraduate, vocational education and online programs to provide students with a variety of work-relevant pathways.

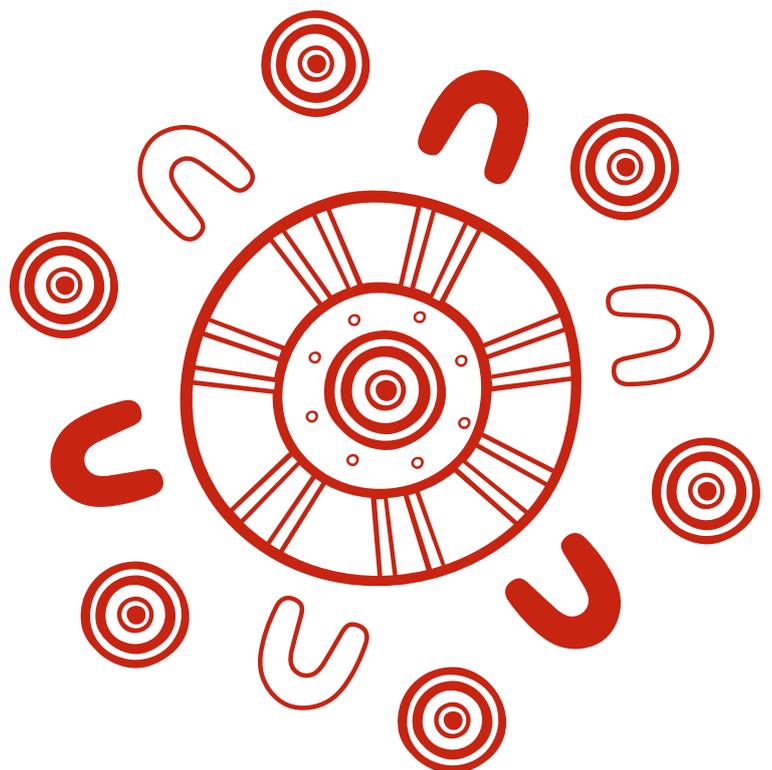
RMIT is committed to redefining its relationship in working with and supporting Aboriginal and Torres Strait Islander self-determination. The University's goal is to achieve lasting transformation by maturing its values, culture, policy and structures in a way that embeds reconciliation in everything we do. We are changing our ways of knowing, working and being to support sustainable reconciliation and activate a relationship between Indigenous and non-Indigenous staff, students and community.

Our three campuses in Melbourne (City, Brunswick and Bundoora) are located on the unceded lands of the people of the Woi wurrung and Boon wurrung language groups of the eastern Kulin Nation.

As a global university, RMIT also has two campuses in Vietnam and a research and industry collaboration centre in Barcelona, Spain. The University also offers programs through partners in Singapore, Hong Kong, mainland China and Indonesia, and has research and industry partnerships on every continent.

RMIT was ranked 250th in the latest QS World University Rankings. The University is also ranked eighth in Australia and 30th in East Asia and the Pacific for employer reputation, and 21st in the Top 50 Universities under 50 years old.

For more information, visit: rmit.edu.au/about.



Our Business

Reconciliation has provided life changing experiences at RMIT

RMIT's community views reconciliation as a significant change in how we see ourselves.

RMIT's vision is to be a global university of technology, design and enterprise. Our mission is to empower our students and staff to succeed in a world that is being transformed by technology and social change, and to shape the world through the creation and dissemination of diverse forms of knowledge. Aboriginal and Torres Strait Islander peoples' self-determination, and our commitment to reconciliation with Indigenous Australians, is a core value of who we are and is essential to successfully achieving our vision and mission.

The inspiration for RMIT's reshaping is grounded in its beginning as a meeting place for the mixing of cultures, knowledges and skills on land traditionally owned by the eastern Kulin peoples. The University remains a cultural meeting place today, welcoming students and staff from all over the world, including growing numbers of Aboriginal and Torres Strait Islander students and staff.

Our history and geography are major assets that give the University access to a relationship with Aboriginal and Torres Strait Islander peoples, as well as a profound responsibility to use education, skills training and all the University's resources to advance the self-determination of Aboriginal and Torres Strait Islander peoples.

RMIT has begun to lead the reconciliation process in the very best ways a higher education institution can: by committing to a relationship with Aboriginal and Torres Strait Islander peoples; by assisting them to gain education and skills needed to succeed in our rapidly changing economy; by striving to become an employer of choice for Aboriginal and Torres Strait Islander academics and staff; and by showing strong leadership in sustainable reconciliation.

By reimagining the relationship between Indigenous and non-Indigenous staff and students, our goal is to embed reconciliation in our values and to continue to mature our reconciliation journey through our ways of knowing, doing and being in our broader lives as well as in our work. It is from this base that the ability to enable Indigenous self-determination can be nurtured into a reality.

We continue to develop best practice approaches and make gains in our reconciliation commitment. Through University-wide investment and policy, systems and structures enshrining the Indigenous voice and that of the RMIT community, we continue to lead and make a visible difference to the University and the communities we serve.



Our First Reconciliation Action Plan Outcomes and Successes

As RMIT reshapes its future, the shift in culture has seen reconciliation become something we “should” do, something we embrace and incorporate into our daily activities.

During the period of our first Reconciliation Action Plan (RAP) we set and exceeded our target of 85 per cent actions completed. RMIT also developed communities of practice within each college and portfolio by appointing a RAP Champion, who was responsible for promoting and monitoring reconciliation in their area and reporting on achievements. A number of colleges and portfolios also appointed Indigenous Reference Committees to monitor and report to their executive leaders on the progress of their Indigenous Engagement Plans. The following internal practices also changed:

Governance, Leadership and Management



The Reconciliation Implementation Committee (RIC) was established to monitor the implementation of the RAP. The RIC was chaired by the Vice-Chancellor and its membership included several of RMIT’s senior executives.



Progress against our RAP commitments was included as a standing annual item on the Nomination, Remuneration and People Committee of the University Council, chaired by the Deputy Chancellor.



The University Scorecard Key Performance Indicator relating to Aboriginal and Torres Strait Islander outcomes was revised to include our goal of Indigenous engagement for all staff and students, along with its focus on Indigenous outcomes.



The *2018 RMIT Annual Operating Plan* included an Indigenous section, which outlined the narrative for Indigenous engagement as part of the annual operational planning process.



Each college and portfolio developed and implemented Indigenous engagement plans to track and progress their RAP commitments.



The *Indigenous Opportunity and Impact Statement* was introduced to college and portfolio plans to raise the consciousness of Indigenous opportunity in projects.



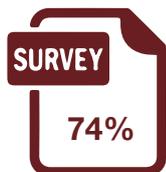
The Deputy Pro Vice-Chancellor, Indigenous Education and Engagement, was elected as the Chair of Academic Board 2019-2020 and as a result is also a member of the University Council.



The *RMIT 2018 Higher Education Enterprise Agreement* includes Aboriginal and Torres Strait Islander employment and participation principles that recognise the rights and responsibilities of Indigenous employees as well as highlighting the role reconciliation has as a core value of RMIT.



Place and University culture



The 2017 RMIT Staff Survey included questions relating to Indigenous awareness and understanding, and how this impacts on, and benefits, our staff in their day-to-day work. Our 2018 RMIT Pulse Survey recorded a 13 per cent increase in Indigenous awareness and understanding for our staff, rising to 74 per cent from the 2017 result of 61 per cent.



Indigenous architecture, language, culture and heritage is included in spaces across all our Melbourne campuses. Examples include Ngarara Place at our City campus; Womin Djeka displayed in RMIT Connect service centres across all campuses; and, the Law of the Land sculpture, which was commissioned in 2017 and will be established at RMIT City campus.



The Acknowledgement of Country became instituted as a whole-of-university responsibility through which our staff show respect to Country and the Traditional Owners.



More than half of RMIT's Australia-based workforce (2,350+ people) completed Indigenous cultural awareness training.

Students



The *Indigenous Orientation Womin Djeka* micro-credential was developed and made available for all students to access and gain an e-learning badge.



Canvas (RMIT's learning management system) was introduced in 2018. A *Welcome to Learn* video was produced by RMIT Elders in Residence and is accessible to all students.



BUNDYI GIRRI



The positive response to our first Reconciliation Action Plan made it clear that many RMIT staff hold a fierce commitment to advancing reconciliation beyond cultural awareness and improving outcomes for Aboriginal and Torres Strait Islander staff, students and community.

There was also a sense that the RMIT community could do more to transform our ways of working, knowing, and being so that the relationship between Australia's First Peoples and non-Indigenous people is central to our mission and operations.

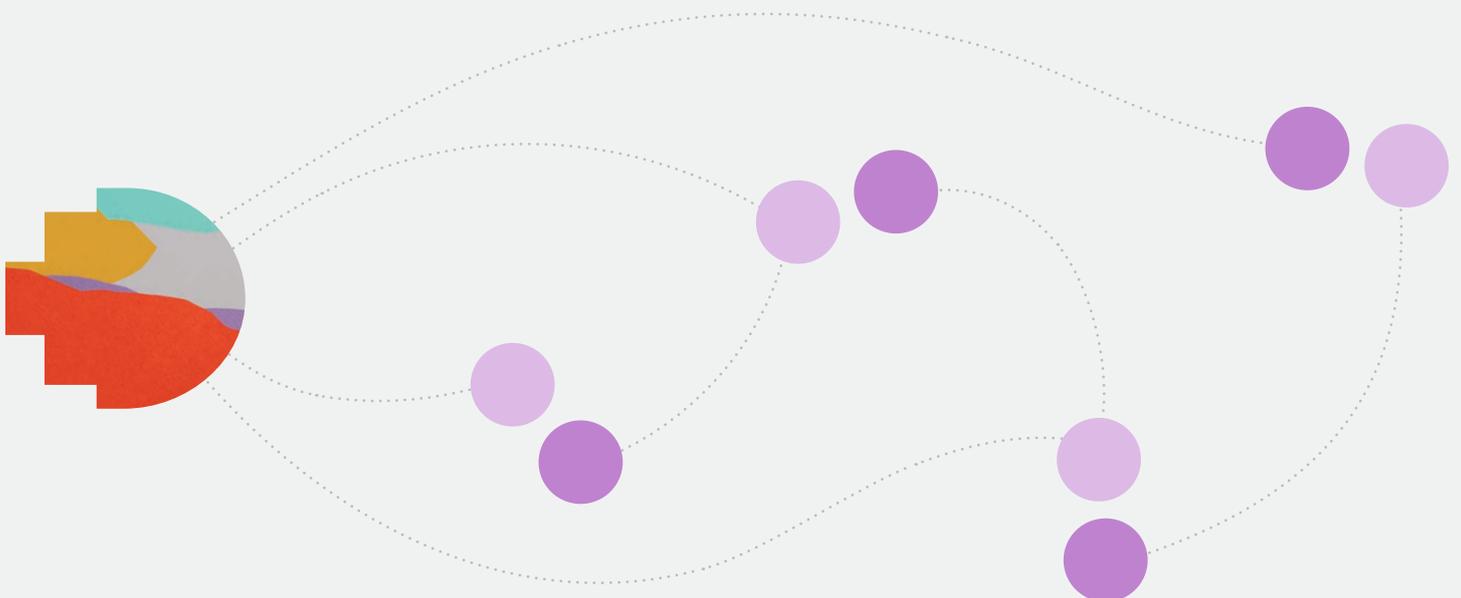
By uniquely focusing on non-Indigenous staff, RMIT's Bundyi Girri project will support a strength-based, embedded approach to reconciliation between Indigenous and non-Indigenous Australians.

Building on RMIT's cultural awareness programs, Bundyi Girri moves beyond the deficit-model, add-on approaches that have characterised many of Australia's previous, unsuccessful, attempts at reconciliation. It helps RMIT's non-Indigenous staff develop a meaningful, active relationship with Indigeneity as a core value of how we live and work.

It will help non-Indigenous staff to:

1. relocate themselves as active participants in their relationship with Indigenous peoples and cultures
2. develop a better understanding of Indigeneity that recognises Indigenous sovereignty
3. implement this relationship in their work activities.

Bundyi Girri is an important foundational element upon which RMIT – and the community more broadly – can build a shared future that is more fair and equitable for all.



RMIT's *Dhumbah Goorowa* - commitment to sharing - aspirations

By continuing our journey towards sustainable reconciliation, RMIT will live its commitment to enabling Indigenous self-determination by developing strong relationship bonds with Australia's First Peoples through our institutional values, governance, policy and practice, and by providing the support our staff and students need to help them in their personal journey towards relationship with Indigeneity.

Dhumbah Goorowa was collaboratively developed by the University community with the aim of documenting the goals and targets we will achieve by the end of our current Strategic Plan to 2020, *Ready for Life and Work*. During the development of *Dhumba Goorowa*, a number of strong themes emerged:



Shifting our approach to teaching, learning and research with a shared futures mindset – so that reconciliation is embedded into all aspects of our teaching, learning and research operations.



Driving self-determination and sustainable reconciliation through practice – by establishing the foundational framework for sustainable reconciliation via cultural change, investment, and ensuring policy and governance frameworks are appropriate and supportive.



Strengthening relationships and engagement with community

– through effective and productive internal and external communities focused on building capacity in best practice reconciliation implementation.



Pathways, support and development

– for Aboriginal and Torres Strait Islander students and staff, and for non-Indigenous students and staff in support of their journey to a relationship with Indigeneity.



Supporting innovation and entrepreneurship

– by remaining open and flexible in the implementation of *Dhumbah Goorowa* is to promote innovation, growth and evolution of ideas, targets and goals as we progress on our journey to relationship.

Our pre-Doctoral Fellows - What is the future of reconciliation at RMIT?

RMIT's commitment to working with community and supporting the futures of Aboriginal and Torres Strait Islander students and staff was what initially drew me to work and study here. I hope through RMIT's commitment to reconciliation that we can continue to strengthen the narrative of success for all Aboriginal and Torres Strait Islander peoples, that we can reach a point where we no longer need to rely on mechanisms such as reconciliation action plans to ensure the future success of Aboriginal and Torres Strait Islander people.

Alara Barnes, Vice-Chancellor's Indigenous pre-Doctoral Research Fellow, School of Health and Biomedical Science

RAP 2016-2018 has provided a great opportunity to demonstrate RMIT's genuine commitment to positive change in its dealings with Indigenous Australians. This is demonstrated in policies, procedures, curriculum and active participation and role modeling at all levels throughout the organisation. Reconciliation at RMIT has had its profile raised so that those considering joining RMIT know it's how we do business. I see the completion of our second Reconciliation Plan in 2020 really embedding and solidifying the way RMIT does business with Aboriginal and Torres Strait Islander students and staff as well as the broader Australian community.

Mark Jones, Vice-Chancellor's Indigenous pre-Doctoral Research Fellow, School of Management

Meaningful reconciliation at RMIT means being confident that Aboriginal and Torres Strait Islander peoples can truly believe their aspirations for success are possible and – most importantly - culturally safe. It means knowing our journeys, our history, our strengths and our knowledge systems are respected and understood. It means there are no limits to what we can dream.

Megan Kelleher, Vice-Chancellor's Indigenous pre-Doctoral Research Fellow, School of Media and Communication



Mark Jones and Megan Kelleher



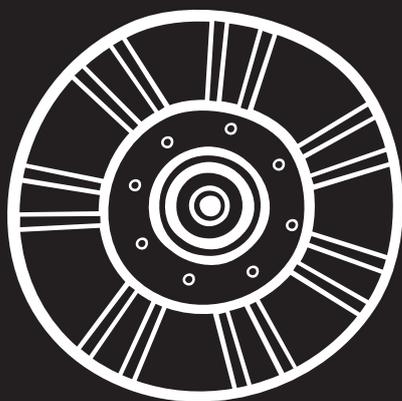
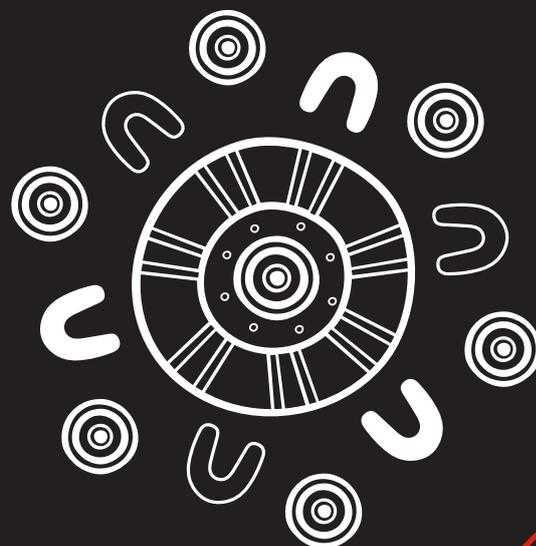
Our Indigenous Research Fellows - What is the future of reconciliation at RMIT?

In my vision, into a future world, reconciliation is a state of Being, whereby all non-Indigenous Australians Ways of Being in the world, is founded in respect and an integrated Knowing of Indigenous values and shared knowledges. It is an environment where these are foregrounded and are the basis of our shared worldview.

Dr Vicki Couzens, Vice-Chancellor's Indigenous Research Fellow, School of Media and Communication

Reconciliation cannot happen without Indigenous self-determination, which enables the building of a shared future grounded in Indigenous sovereignty. At RMIT, through Indigenous leadership and expertise in both the academic and professional spaces, the rights to determine our own educational futures makes the Reconciliation process meaningful. Through this leadership opportunities are created and pathways forged to build a strong community, at RMIT and beyond.

Dr Crystal McKinnon, Vice-Chancellor's Indigenous Research Fellow, School of Media and Communication



Action Areas

Our Action Areas demonstrate the continuing transformation of our culture, structures, systems and policy design to ensure that we live our university and reconciliation values.

As a reflection of our continuing journey, *Dhumbah Goorowa* features reshaped Action Areas that build on the priorities and actions completed during our first Reconciliation Action Plan (RAP). This enables us to benchmark our achievements and ensure that we continue to progress, and challenge ourselves, in our reconciliation journey.

Our Action Areas are guided by the:

- *RMIT University Act 2010*
- *RMIT Strategic Plan to 2020, Ready for Life and Work (2015)*
- *Review of Higher Education and Outcomes for Aboriginal and Torres Strait Islander People Final Report (2012)*
- *Universities Australia's Indigenous Strategy (2017-2020)*
- *Australian Institute of Aboriginal and Torres Strait Islander Studies – Guidelines for Ethical Research in Australian Indigenous Studies (2012)*
- *RMIT Indigenous Employment Strategy (2016 – 2020)*
- *RMIT University Enterprise Agreement for Higher Education (2018)*

Relationship



The gum leaf has been used as a symbol for the value Relationship as it is extended during Welcome Ceremonies by Elders in Victoria. It is a sign of friendship and welcome, and an invitation to build relationships.

RMIT understands that respectful relationships are a prerequisite for success, and is working towards building effective relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous communities.

Respect



The symbol of an eagle or 'Bunjil' has been used to represent the value Respect. Welcome to Country completed by Elders in the Victorian community will often include a requirement that visitors respect the laws of Bunjil, as followed by Aboriginal people of the local area from time immemorial.

At RMIT, we hope and believe that, with the rest of Australia, we can build respect and understanding and engage Aboriginal and Torres Strait Islander peoples to collectively work towards meaningfully achieving justice and equity in our society.

Opportunity



The symbol of the Yarra River has been used to represent the value of Opportunity. The Yarra provides life and sustenance for both people and wildlife. Where there is life there are opportunities. Traditional Owners have a symbiotic relationship with the land and waters and this represents the two-way relationships required for reconciliation.

RMIT commits to working in partnership with Aboriginal and Torres Strait Islander peoples to create opportunities for greater access and participation by Aboriginal and Torres Strait Islander peoples in all aspects of the University.

Action Area 1 – Governance, Leadership and Management

Executive Sponsor: Chief Financial Officer

RMIT University achieves lasting governance and leadership transformation in our values, culture, policy design and systems.

Priority	Action	Value	Owner(s)	Target and Timeframe
1. Demonstrate leadership in the tertiary education sector, and more broadly, to progress reconciliation in support of the development of more equitable societies	<ul style="list-style-type: none"> a) Use our role as a publicly funded civic institution to influence public policy outcomes in Indigenous affairs. b) Engage within the sector to promote Indigenous issues and opportunities in relation to governance, leadership and management. c) Influence governing bodies within RMIT to build capability and opportunity. d) Continue to work towards meeting our commitments under the Universities Australia <i>Indigenous Strategy 2017-2020</i>. 		Executive Director, Policy and Impact	Include sustainable reconciliation and Indigenous perspectives in relevant policy briefings and meeting agendas 2019-2020.
2. Embed reconciliation as a core element of RMIT's values, structure and operations, locally and globally, in the longer term by implementing a sustainable Reconciliation resourcing framework	<ul style="list-style-type: none"> a) Work collaboratively across the university to determine an appropriate resourcing model to embed reconciliation as a core element of RMIT values, structure and operations for the longer term. b) Identify and implement open and transparent governance and management structures to support sustainable investment in reconciliation across RMIT, and monitor and report progress. 		Chief Financial Officer	Investment model business case developed by mid-2019. Investment model implemented via the 2020 planning cycle.
3. Conduct an internal review of RMIT's policies and practice to incorporate Indigenous voices and perspectives consistent with sustainable reconciliation, shared futures and self-determination	<ul style="list-style-type: none"> a) Prioritise the policy review according to operational importance and target these areas first. b) Review RMIT Policies to ensure they include an Indigenous voice and reflect our commitment to reconciliation. c) Build staff capability and capacity to undertake policy development and review in a way that incorporates Indigenous perspectives. d) Develop guidelines for new activity that inform practice and policy development within RMIT. 		Chief Audit and Risk Officer	Embed Indigenous perspectives in RMIT's Policy Framework by the end of 2020.
4. Embed reconciliation as an RMIT organisational capability	<ul style="list-style-type: none"> a) Review the RMIT <i>Be Ready</i> leadership program to include reconciliation content. b) Expand the RMIT Capability Development Frameworks to include reconciliation, specifically the Bundyi Girri project. 		Executive Director, Human Resources	Revise <i>Be Ready</i> and Capability Development Frameworks by end 2019. Implement revised frameworks in 2020.

Action Area 2 – Academic Excellence

Executive Sponsors: Pro Vice-Chancellor, College of Design and Social Context and Deputy Vice-Chancellor Education

The RMIT University community develops the skills and knowledge required to be in relationship with Indigenous sovereignties, thereby advancing sustainable reconciliation.

Priority	Action	Value	Owner(s)	Target and Timeframe
1. Prepare our staff and students for the workforce by promoting a shared future	<ul style="list-style-type: none"> a) Enable staff and students to understand their relationship with Indigeneity and Aboriginal and Torres Strait Islander sovereignty by embedding Indigenous perspectives in the learning and teaching experience. b) Explore the development of a student Global Leadership experience focused on Indigeneity. 		<ul style="list-style-type: none"> Deputy Vice-Chancellor Education Deputy Vice-Chancellor Global Development Deputy Pro Vice-Chancellors Learning and Teaching 	<ul style="list-style-type: none"> Identify learning experiences and develop tools and methodologies for implementation in 2019. One Global Leadership experience focused on Indigeneity in 2019 and 2020.
2. Create innovative learning and teaching models that embed Indigeneity	<ul style="list-style-type: none"> a) Work with the colleges to investigate new teaching and learning models that reflect discipline-specific Indigenous knowledges in select programs. Assess the potential to roll out to a broader range of programs post-2020. b) Develop an implementation plan for the Indigenous aspects of the RMIT Program Principles. 		<ul style="list-style-type: none"> College Pro Vice-Chancellors Deputy Pro Vice-Chancellor Indigenous Education and Engagement 	<ul style="list-style-type: none"> Develop Indigenous Program feasibility study and plan in 2019. Undertake the pilot in 2020. Develop trial curriculum in 2019. Pilot in 2020. Develop an implementation plan for Indigenous components of RMIT Program Principle 2 in 2019. Implement in 2020.
3. Academic Governance	<ul style="list-style-type: none"> a) Review the academic policy parameters that impact on reconciliation. 		<ul style="list-style-type: none"> Chief Audit and Risk Officer Chair, Academic Board Director, Indigenous Policy and Impact 	<ul style="list-style-type: none"> Review academic policy and align parameters in 2019.

Action Area 3 – Excellence and Impact in Research and Innovation

Executive Sponsors: Pro Vice-Chancellor, College of Science, Engineering and Health and Deputy Vice-Chancellor Research and Innovation

The RMIT University community supports and conducts collaborative research with Aboriginal and Torres Strait Islander peoples in which Indigenous and non-Indigenous knowledge systems combine to create something new and impactful.

Priority	Action	Value	Owner(s)	Target and Timeframe
1. RMIT Indigenous Research and Innovation Strategy	a) Develop an RMIT Indigenous Research and Innovation Strategy articulating the expectations and values underpinning research practice in Indigenous and non-Indigenous research communities with the aim of developing and supporting productive coexistence and new knowledge systems.		Deputy Vice-Chancellor Research and Innovation College Pro Vice-Chancellors Deputy Pro Vice-Chancellor Indigenous Education and Engagement	Develop the RMIT Indigenous Research and Innovation Strategy in 2019. Implement the Strategy in 2020.
	b) Create positive impact for Aboriginal and Torres Strait Islander communities, and the broader community, by fostering interdisciplinary inquiry and driving innovation, entrepreneurship and research translation through our Enabling Capability Platforms.			
	c) Adopt a whole-of-university approach to the development and mainstreaming of Indigenous research.			
	d) Fit-for-purpose research leadership, funding and administrative structures.			
2. Create supportive research communities by enhancing the supervisory environment for Indigenous graduate researchers	a) Establish a community of support for Indigenous graduate researchers, designed to enhance academic achievement, peer support and pastoral care.		Associate Deputy Vice-Chancellor Research Training and Development Deputy Pro Vice-Chancellors Research and Innovation Deputy Pro Vice-Chancellor Indigenous Education and Engagement	Establish a support community for Indigenous researchers by mid-2019. Create supervisor professional development offerings for roll-out mid-2019.
	b) Create professional development offerings for supervisors that enhance their ability to supervise Indigenous researchers at all academic levels.			
3. Develop and empower the next generation of Indigenous researchers	a) Develop a research internship program for Indigenous undergraduate and postgraduate coursework students.		Associate Deputy Vice-Chancellor Research Training and Development Deputy Pro Vice-Chancellors Research and Innovation Associate Director, RMIT Studios	Develop an internship program model for piloting in 2020.
	b) Create supervisor training for host supervisors to ensure a culturally safe environment for students.			

Action Area 4 – RMIT Staff Community

Executive Sponsor: Chief Operating Officer

RMIT University supports our Indigenous staff workforce to achieve its full potential and drives transformative cultural change by supporting all staff on their journey towards a relationship with Indigeneity.

Priority	Action	Value	Owner(s)	Target and Timeframe
1. Enhance RMIT's Aboriginal and Torres Strait Islander workforce's capability and capacity via a whole-of-university approach	<ul style="list-style-type: none"> a) Implement and promote the <i>RMIT 2018 Higher Education Enterprise Agreement</i> principles relating to Aboriginal and Torres Strait Islander employment, retention and advancement. b) Develop and support the RMIT Indigenous Staff Network to enhance employment, retention and professional development experiences and opportunities. c) Career development for Aboriginal and Torres Strait Islander staff, including governance and leadership training and community engagement opportunities. d) Develop and implement the Indigenous Workforce Strategy. e) Monitor and review progress via the Aboriginal and Torres Strait Islander Employment Committee. 		Executive Director, Human Resources	<p>Implement actions in 2019.</p> <p>Monitor and review priority actions in 2020.</p>
2. Sustainable cultural transformation - continue to embed reconciliation in our ways of working across the RMIT Group	<ul style="list-style-type: none"> a) Create a suite of Advancing Reconciliation professional development offerings for staff to engage with as the next step from cultural awareness, prior to participating in the Bundyi Girri project. b) Include reconciliation goals in the RMIT staff work planning system as an option for development. c) Include cultural awareness in all new staff inductions at RMIT. d) Highlight Indigenous engagement within the 'Engagement Metrics' of the academic promotion process to recognise and drive Indigenous engagement and relationships e) Revise recruitment practices to emphasise the importance of reconciliation as part of the RMIT values. 		<p>Executive Director, Human Resources</p> <p>Deputy Vice-Chancellor Education</p> <p>Deputy Pro Vice-Chancellor Indigenous Education and Engagement</p>	<p>Create and roll out the Advancing Reconciliation professional development suite in 2019.</p> <p>Revise recruitment and induction practices and processes in 2019.</p> <p>Implement revised recruitment and induction practices in 2020.</p>
3. Advance the shared futures journey by continuing the roll out of Bundyi Girri	<ul style="list-style-type: none"> a) Cascade Bundyi Girri roll-out across college and portfolios. 		<p>Deputy Pro Vice-Chancellor Indigenous Education and Engagement</p> <p>Executive Director, Human Resources</p>	Commence staged roll-out of Bundyi Girri to 2020.

Action Area 5 – RMIT Student Community

Executive Sponsors: Pro Vice-Chancellor College of Business and Deputy Vice-Chancellor Education

RMIT University provides the opportunity for all its students to nurture a relationship with Indigeneity

Priority	Action	Value	Owner(s)	Target and Timeframe
1. Keep our past and present Aboriginal and Torres Strait Islander students and staff connected to RMIT by refreshing the 'Deadly Alumni' initiative.	a) Revitalise 'Deadly Alumni' model so that our Indigenous alumni are an active part of the University's community.		Executive Director, Alumni and Philanthropy	Develop model in 2019 for implementation in 2020.
2. Improve the student experience for Aboriginal and Torres Strait Islander students in order to have a positive impact on attrition, retention and completion	a) Implement a continuous improvement service delivery model to enhance the Aboriginal and Torres Strait Islander student journey.		Executive Officer, Indigenous Education and Engagement School Program Managers	Review the Indigenous student experience in 2019. Implement improvements 2019-2020.
3. Explore opportunities to create shared spaces for Indigenous and non-Indigenous students on our campuses	a) Undertake a feasibility study to explore property spaces that could be used as shared space. b) Conduct activities that bring Indigenous and non-Indigenous students together to engage with culture.		Executive Director, Property Services President, RUSU Senior Advisor Indigenous Student Success	Develop a shared space feasibility plan in 2019. Developed shared space in 2020. Student events to be run over 2019 and 2020.

Action Area 6 – Engaging with Community

Executive Sponsors: Deputy Vice-Chancellor, Global Development and Deputy Vice-Chancellor, Engagement

RMIT University redefines our relationship in working with and supporting Aboriginal and Torres Strait communities in their self-determination journey.

Priority	Action	Value	Owner(s)	Target and Timeframe
1. Respectfully engage with the Aboriginal and Torres Strait Islander communities	<ul style="list-style-type: none"> a) Develop an RMIT Indigenous Community Engagement Framework and implement via Portfolio Community Engagement Plans. b) Revise procurement policies and instructions to suppliers to promote the use of Indigenous businesses and providers. 		Deputy Vice-Chancellor Engagement Chief Operating Officer	Develop the RMIT Indigenous Community Engagement Framework in 2019. Implement the framework in 2020. Review and implement changes to procurement policies and processes in 2019.
2. Recognise the transformative value of reconciliation in our industry partnerships	<ul style="list-style-type: none"> a) Develop a micro credential for external organisations to assist them develop and implement a reconciliation plan. b) Embed reconciliation in our approach to industry partnerships. 		Pro Vice-Chancellor College of Business Senior Manager Product portfolio, RMIT Creds	Develop reconciliation plan micro credential and roll out in 2019. Review industry engagement approach in 2019 for roll out in 2020.
3. Actively promote reconciliation university-wide, within the sector and with our external partners	<ul style="list-style-type: none"> a) Implement and review a whole-of-university Indigenous communications strategy. b) Share our success and learnings as we continue our reconciliation journey. 		Executive Director, Communications	Create a whole-of-university communications strategy for implementation in 2019. Review and revise the strategy for 2020.

Governance, Management, Resources and Reporting

Priority	Action	Target	Owner(s)	Timeframe
1. Reconciliation Implementation Committee (RIC) actively monitors Reconciliation implementation, review and reporting	<p>Meet quarterly to monitor, review and report on reconciliation implementation.</p> <p>Ensure there are Aboriginal and Torres Strait Islander peoples on the RIC.</p> <p>Review and update the RIC terms of reference.</p>	<p>Quarterly meetings and reporting.</p> <p>Full implementation of <i>Dhumbah Goorowa</i> by the end of Q4 2020.</p>	Vice-Chancellor	2019-2020
2. A best practice approach to implementing <i>Dhumbah Goorowa</i>	<p>Establish supportive cross-institutional structures to drive best practice in reconciliation implementation.</p>	<p>Institutional structures are aligned to support cross-university collaboration on reconciliation implementation.</p>	RIC	2019
3. Develop a supportive and productive reconciliation ecosystem within RMIT	<p>Develop a Reconciliation Community of Practice that brings together Reconciliation Champions and coordinators from across the University to share success, resolve issues and incubate new ideas.</p>	<p>Two community of practice events per year.</p>	RIC	2019-2020
4. Report on <i>Dhumbah Goorowa</i>	<p>Build on existing systems and capability needs to track, measure and report on reconciliation activities.</p> <p>Establish Action Area reference groups to monitor progress and resolve issues.</p> <p>Report externally on achievements, challenges and learnings.</p> <p>Report externally on our progress.</p>	<p>Accurate and timely analytics and reporting capability.</p> <p>Accurate monitoring of activities transitioned to business as usual from RMIT's first RAP.</p> <p>Quarterly reconciliation reporting to Vice-Chancellor's Executive Group.</p> <p>Report to University Council twice per year on progress.</p> <p>Report externally as required.</p>	RIC	2019-2020

Governance and Implementation of Reconciliation at RMIT 2019-2020

Implementing *Dhumbah Goorowa* is a whole-of-university responsibility and we have taken a three-tiered approach to the governance arrangements. At the highest level, RIC will oversee the implementation and reporting of *Dhumbah Goorowa*, together with broader reconciliation activity across the University.

Six Reconciliation Action Area Committees will be established to review the progress of *Dhumbah Goorowa* implementation within each Action Area and monitor how we are meeting the priority initiatives for that Action Area.

At the level of individual colleges and portfolios, the implementation of reconciliation activity will be managed by a Ngulu Reconciliation Committee (NRC). Ngulu is the Woi wurrung and Boon wurrung word for 'voice'. Each NRC will review the progress of *Dhumbah Goorowa* implementation and report on reconciliation activities occurring across the college or portfolio.

Each committee will meet four times per year and progress against our *Dhumbah Goorowa* targets will be made available to the RMIT University community, so everyone can share in our progress.

Reconciliation Implementation Committee



Reconciliation Action Area Committees

Governance, Leadership and Management	Academic Excellence	Excellence and Impact in Research & Innovation	RMIT Staff Community	RMIT Student Community	Engaging with Community
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College and portfolio reconciliation Ngulus

Ngulu Research and Innovation	Ngulu College of Science, Engineering and Health	Ngulu College of Design and Social Context	Ngulu College of Business	Ngulu Education	Ngulu Global Dev.	Ngulu Operations	Ngulu Finance and Gov.	Ngulu Engagement
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*Ngulu is the Woi wurrung and Boon wurrung word for 'voice'.



RMIT Reconciliation Implementation Committee

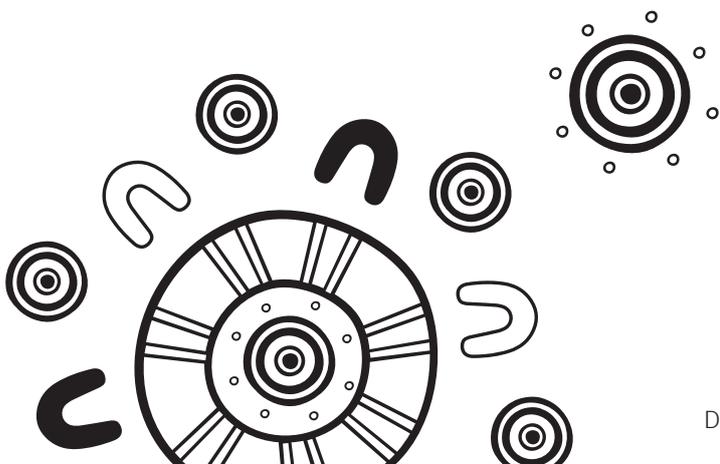
- Chaired by the Vice-Chancellor.
- Monitors reconciliation activity across RMIT.

Reconciliation Action Area Committees (RAAC)

- Chaired by Vice-Chancellor's Executive sponsor(s) of each Action Area.
- Monitors progress against each Action Area.

College and portfolio reconciliation Ngulus

- Chaired by Reconciliation Champion.
- Monitors college/portfolio progress across all reconciliation activity.





About our Artwork

The artwork in our Reconciliation Plan was commissioned by RMIT University from Dixon Patten (Bayila Creative) - Yorta Yorta, Gunnai and Gunditjmara.

The gum leaves around the artwork represent the unity of cultures and working together to achieve reconciliation, with both Aboriginal and Western knowledge being mutually exchanged.

The pathway with feet represents RMIT's reconciliation journey.

The larger inner circle depicts elders, community members, and RMIT working together to achieve reconciliation outcomes.

The smaller circles represent the various communities that RMIT has helped or influenced to achieve their education goals.

The dots and circles that extend out from the leaves represent life and the many pathways and opportunities that education and knowledge can provide.

The ripples and layers represent the effect that education has on the broader community.