

Stretch Reconciliation Action Plan May 2026 – May 2029



Flinders
University

FEARLESS

Gifted Words From Our Community

Kaurna

Poetic text gifted by Kaurna Elder Uncle Lewis Yarlupurka O'Brien and the Kaurna Warra Pintyanthi Language Committee.

Yolŋu

Gifted to Flinders University Reconciliation Action Plan from Yolŋu Traditional Owners, Nhulunbuy where the College of Medicine and Public Health NT is located.

Larrakia

Gifted to Flinders University Reconciliation Action Plan from Larrakia Traditional Owners, Darwin where the College of Medicine and Public Health NT and Flinders Poche SA+NT are located.

Arrente

Gifted to Flinders University Reconciliation Action Plan from Arrente Traditional Owners, Alice Springs where the Flinders Poche SA+NT and Centre for Remote Health are located.

“Reconciliation is the environment we create, it begins and ends with us”

Uncle Richard Fejo, Larrakia

Senior Elder On-Campus

Kaurna

Yara

Reciprocity of ideas and ‘two way’ learning that takes place in a shared place.

Purlirna kardlarna ngadluku miyurnaku yaintya tikkiarna

Wardlipari is the home river in the Milky Way. The stars are the fires of the people living there.

Yararlur yurakauwi trruku-ana padninthi Wardlipari

Yurakauwi the rainbow serpent goes into the dark spots in the Milky Way.

Ngaiyirda karralika kawingka tikainga yara kumarninthi.

When the outer world and the sky connect with the water the two become one.

Gifted to the Flinders University Reconciliation Action Plan from the Kaurna Language Committee.

Waatu

Together in partnership.

Nguyanguya muri

Reconciliation.

Pirruku

Message, story.

Yolŋu

Nalimurru buku-gurrupan mirri go djama wanygangurruna

Everyone/all of us – giving and showing respect both ways and working together.

Yolŋu go napaki rrambani bala rali djama

Yolŋu & napaki, working together.

Dhambay manapan. Buku luŋ'thun.

Connect together. Come together.

Dhäwu djarr'yun wanganykuma Gä rrambaŋi djäma dhukarr dhunupayama

Sort out story as one and work together to make a straight road.

nhuŋu Gä ŋarraku.

For you and me.

Gifted By Gumatj Elders Dhayirra Murphy Yunupingu, Lipaki Jenny Dhamarrandji & Mayalil Fay Marika.

Larrakia

Batjji wa, Batjji ma

Welcome, Welcome to.

Gulumoerrgin (Gull-more-egin)

The name of the land on which the Larrakia group resides.

Nilijarrk

You have arrived.

Batjji ganyam

It's good to see you.

Gun-gwa gwoyelow Gulumoerrgin

This is Larrakia Country.

Arernte

Anyente-Irreme (annite urrum)

Moving together as one.

Utnenge (utnunga)

Spirit of the land.

Acknowledgement Of Country

We respectfully acknowledge the Traditional Owners of the lands on which our campuses are located across South Australia and the Northern Territory.

These lands are home to the Arrernte, Dagoman, First Nations of the South East, First Peoples of the River Murray and Mallee region, Jawoyn, Kurna, Larrakia, Ngadjuri, Ngarrindjeri, Ramindjeri, Warumungu, Wardaman, and Yolngu peoples.

We honour the enduring connection of these Nations to Country, culture, and community, and pay our respects to Elders past and present, whose wisdom continues to guide us.



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Acknowledgement of RAP Artwork

In 2001 when I started working at Yungkurinthe, I was asked to develop a creative activity for Aboriginal and Torres Strait Islander students who were commencing their studies. As I was a recent graduate from a Visual Arts Degree, I wanted to make something that would last the test of time and decided to develop a ceramic tile project for the front of the Yungkurinthe building. I asked the director of Yungkurinthe at the time, the late Professor Paul Hughes, if I could mount the finished tiles out the front of our building, and I remember his positive response to this act of marking the building with our creative work. He was clear about our community ownership of our building at the university.

These tiles represent so many stories from so many incredible people in our communities. These tiles represent the hope and collective strength, love and understanding of our people. I remember introducing the project every year for nearly 18 years, reassuring everyone that you don't need to be an artist you just need to participate and contribute and that together our work shines because together we are incredible. I still have faith in collective creative optimism. The development of these tiles involves magical gatherings of our communities we sit at long tables out the front of the building, we eat together, we talk we paint.

Dr Ali Gumillya Baker, Mirning

Associate Professor

Flinders University RAP Oversight Committee Co-Chairs

Professor Simone Ulalka Tur

Pro Vice-Chancellor (Indigenous)

Professor Jonathan Craig

Vice-President and Executive Dean (MPH)

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Terminology

At Flinders University, we honour the diverse identities and expressions of Aboriginal and Torres Strait Islander Peoples.

We understand that language plays a vital role in self-determination, cultural integrity and respectful engagement. Terms such as ‘First Nations’, ‘Aboriginal and Torres Strait Islander’, ‘Indigenous’ and ‘First Peoples’ are used in different contexts, and we acknowledge the significance each may hold for individuals and communities.

Following meaningful conversation and co-design processes with Aboriginal and Torres Strait Islander stakeholders, including staff, students, Elders and communities, Flinders University will use ‘Aboriginal and Torres Strait Islander Peoples’ as the preferred collective term in this Stretch Reconciliation Action Plan. This choice reflects our commitment to inclusivity and cultural respect and recognises the distinct histories and identities of Australia’s First Peoples.

We also recognise that the term ‘Indigenous’ may not resonate with all communities and, in some cases, may be viewed as insufficiently representative of cultural diversity and lived experience. Accordingly, this term is used in reference to official government programs, policies or frameworks where it is the designated terminology.

This approach reflects Flinders University’s ongoing commitment to respectful language, cultural safety and authentic partnership with Aboriginal and Torres Strait Islander peoples.

With recognition that Indigenous peoples are the first peoples and knowledge holders of the lands on which we live and work, the University acknowledges the connectedness and love of Country; the relationality to human and non-human spirit, emotion, intellect, philosophies and creativity; the significance of relationality through local, national and global kinships and kindred relationships; and the importance of shared solidarity.



Principles

Flinders University's Reconciliation Action Plan is grounded in a deep commitment to justice, respect and transformation

These guiding principles: Decision-Making, Truth-Telling, Self-Determination, Voice, Historical Rights and Interests, and Sovereignty reflect our responsibility to uphold the aspirations of First Nations Peoples. The United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) asserts and recognises in Article 15 (1).

"... Indigenous Peoples have the right to the dignity and diversity of their cultures, traditions, histories and aspirations and strives to ensure that these rights are appropriately reflected in education and public information." These frameworks call for Indigenous peoples to be at the heart of national and institutional renewal, with full recognition of the rights to participate in decisions, preserve culture, and determine their own futures.

These principles are living commitments that shape how we listen, learn and lead. By embedding these into our institutional culture, Indigenous peoples are central to the purpose, governance, and transformation of higher education.

"First Nations to be at the heart of Australian higher education."

Reference - Australian Universities Accord Final Report 2024

Image: Unbound Collective performing Sovereign Acts III: REFUSE, 2018, Vitalstatistix, Climate Century Festival, Port Adelaide. Photo: Tony Kearney



Sovereignty

We honour this sovereignty by embedding Indigenous ways of knowing, being and doing across our institution. We understand that true reconciliation requires structural change that respects Indigenous authority and affirms their rightful place at the heart of higher education.

Decision-making processes

We affirm that First Nations Peoples must be central to decision-making process that affect their communities, cultures and futures. We commit to co-designing governance structures that embed Indigenous perspectives, values and authority. This principle ensures that decisions are not made about First Nations Peoples without their full participation and leadership.

Truth-Telling

We embrace truth-telling by creating spaces for honest dialogue, curriculum reform and research that centres Indigenous experiences and knowledge. We recognise that truth-telling is essential to reconciliation and to building respectful relationships between Indigenous and non-Indigenous Australians.

Self-Determination

We support Indigenous-led research, teaching, student success and community engagement, ensuring that First Nations Peoples define their own priorities and pathways. This principle underpins our commitment to equity, empowerment and partnerships.

Voice

We are committed to listening deeply and acting on the guidance of Indigenous staff, students and communities. We recognise that voice is not symbolic, it is a vital instrument of justice, inclusion and transformation.

Historical Rights and interest of First Nations people.

We acknowledge the historical and ongoing rights of First Nations Peoples as the original custodians of this land. The Uluru Statement From the Heart and the Australian Universities Accord both affirm the importance of recognising Indigenous sovereignty, cultural heritage and legal traditions.

Message From The Chief Executive Officer, Reconciliation Australia

On behalf of Reconciliation Australia, I congratulate Flinders University on its formal commitment to reconciliation, as it implements its first Stretch Reconciliation Action Plan (RAP), it's third RAP overall.

Formed around the pillars of relationships, respect and opportunities, the RAP program helps organisations realise the critical role they can play in driving reconciliation across their work and area of expertise.

As one of the leading international universities in Australia, with locations across urban and regional areas, Flinders University is well positioned to drive reconciliation outcomes by embedding truth-telling, mutual respect and self-determination in its education, research and employment initiatives.

This Stretch RAP is built upon the considerable experience Flinders university garnered in previous RAPs. Notably, it embodied the ethos of the RAP program when it undertook a second Innovate RAP to allow for the development of stronger relationships with stakeholders and a focus on embedding initiatives rather than ticking them off. This willingness to slow down and consider impact, along with thoughtful initiatives like its university-wide RAP Conference and Elders on Campus program, helps Flinders University build trust and strong relationships between students, staff and community.

With these learnings, Flinders University has built solid foundations upon which to expand and embed its commitments in this Stretch RAP. Indigenous perspectives continue to inform the university's strategies in recruitment, procurement, research excellence and community engagement. This shows Flinders University recognises that Indigenous knowledges, cultures and languages contribute to the fabric of the university and are best preserved and shared through Aboriginal and Torres Strait Islander educators, researchers and students.

By embracing dual knowledges and cultural perspectives, Flinders University has the potential to create transformative educational experiences and drive considerable reconciliation outcomes across its sphere of influence. On behalf of Reconciliation Australia, I commend Flinders University on this Stretch RAP and look forward to following its ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

“As one of the leading international universities in Australia, with locations across urban and regional areas, Flinders University is well positioned to drive reconciliation outcomes by embedding truth-telling, mutual respect and self-determination in its education, research and employment initiatives.”

Message From President And Vice-Chancellor

Since our first Innovate Reconciliation Action Plan in 2020, we have made considerable progress.

Our journey has been forged through deep listening, ongoing engagement and the critical responsibility we hold as a place of learning and discovery.

Our next steps are clear - our Stretch Reconciliation Action Plan commits Flinders to meaningful, lasting change, further embedding reconciliation and expanding our impact across the University's footprint and beyond.

We've detailed our actions for the next three years, lifting our commitment and holding ourselves accountable for the results. Our ambition is straightforward – we want to be a university where First Nations' knowledge adds richness to curriculum and research, where our people embody the spirit of equity, diversity and reciprocity and where our relationships with the communities we serve are respectful and enduring.

The Australian Universities Accord Final Report makes key recommendations around First Nations' participation, governance, workforce, research and self-determination. In line with the Report, Flinders recognises that “weaving First Nations cultures and knowledge more strongly into the fabric of our tertiary education system will enrich Australian society.”

This future will be built on a foundation of togetherness, collaboration and shared determination. This is a future we'll own and celebrate together, actively living our reconciliation commitments and measuring our success across metrics, milestones and moments.

Together, we will continue to walk this path with courage, humility and purpose, ensuring that reconciliation is not just a vision, but at the cultural heart of Flinders University.



Professor Colin Stirling

President and Vice-Chancellor

“...weaving First Nations cultures and knowledge more strongly into the fabric of our tertiary education system will enrich Australian society.”

RAP Co-Chair Message



Professor Simone Ulalka Tur - Yankunytjatjara

Co-Chair

Professor Jonathan Craig

Co-Chair

As Co-Chairs of the Reconciliation Action Plan Oversight Committee, we are proud to present Flinders University's first Stretch RAP, an ambitious and deeply considered commitment to reconciliation that builds on the foundations laid by our previous Innovate RAPs.

Our community has made meaningful progress in embedding reconciliation into the fabric of university life with strengthening engagement with Aboriginal and Torres Strait Islander peoples, knowledges and leadership. We acknowledge and celebrate the tireless efforts of our staff, students, and alumni who consistently demonstrate the principles of togetherness, reciprocity and respect.

Flinders University recognises its sphere of influence through the higher education sector. We understand that reconciliation is a shared commitment, and that leadership must be grounded in critical reflexivity, relationality and a generosity of spirit.

This Stretch RAP marks a new phase in our journey—one that calls for sustained, systemic change and deeper integration of Indigenous ways of knowing, being and doing. We recognise that these Indigenous knowledge systems are not only vital to reconciliation but also strengthen our university's values-structure and impact. We stand with First Nations peoples in advancing self-determination, addressing racism and ensuring First Nation's voices are heard in shaping Australia's future.

Elders Message



Uncle Richard Fejo, Larrakia
Senior Elder On-Campus

We invite everybody to continue to walk with us, so reconciliation becomes embedded in the way we work, teach and care for our people and communities. A Stretch RAP is a chance to deepen this journey — to listen more, to act with respect, and to stay accountable.

We recognise and thank those within the University community who have made space for culture, language and ceremony since starting our RAP journey. Now we ask for the next step: stronger Indigenous leadership, clearer measures of progress, and ongoing, respectful relationships with the Aboriginal and Torres Strait Islander communities connected to the University.

“To me, reconciliation means that we need to recognise and acknowledge the damage that colonisation has done to First Nations Australians and work together to build a society who promotes inclusion, rather than exclusion. This means that we honour and respect the oldest living culture on the planet and openly participate in the celebrations of us sharing spaces across Australia. This also means that we recognise and acknowledge the diverse languages and cultural practices of new Australians, whether they are from the first fleets or just landed in Australia. Recognising multiculturalism means recognising histories, stories, foods, technologies, each other and so much more from all around the planet, and as a university I feel that we should never stop learning from each other and for ourselves. There is everything to gain and nothing to lose from celebrating, accepting and embracing each other and what we each have to offer. We owe it to ourselves to remain united and continue to use education as a platform of endless learning so we can reach endless achievements.”



Our Vision For Reconciliation

Flinders University envisions a future where reconciliation is deeply embedded in the lived actions of our community—guided by truth-telling, mutual respect and the self-determination of Aboriginal and Torres Strait Islander peoples.

Building on our intentional action and accountability, we strive to foster a university culture that actively contributes to healing, justice and unity.

We recognise that understanding and incorporating Aboriginal and Torres Strait Islander ways of knowing, being and doing strengthens our institution. These Indigenous knowledge systems enrich our teaching, learning and research, making Flinders University more resilient, inclusive, and innovative. By embracing dual knowledges and cultural perspectives, we deepen our capacity to respond to complex societal challenges and create transformative educational experiences.

Through deep listening, reciprocity and shared accountability, we commit to embedding Indigenous perspectives across our curriculum and research agendas. We acknowledge our sphere of influence in shaping race relations, policy and public discourse.

Implementing this Stretch RAP together, we walk a path of reconciliation that empowers all members of our university community to be committed to the elimination of racism and contribute meaningfully to a reconciled Australia.

Image left: Cultural Connection Program 2026, Jack Buckskin



Our University

Flinders University's footprint spans the traditional lands of the Arrernte, Dagoman, First Nations of the South-East, First Peoples of the River Murray and Mallee region, Jawoyn, Kurna, Larrakia, Ngadjuri, Ngarrindjeri, Ramindjeri, Warumungu, Wardaman and Yolngu people. We honour Elders past, present and emerging.

Across Australia, Flinders operates in many locations including metropolitan campuses at Bedford Park, Tonsley and the Adelaide CBD, regional South Australian sites in the Barossa, Berri, Mount Gambier, Murray Bridge, Nuriootpa, Renmark and Victor Harbor. In the Northern Territory we are present in Alice Springs, Darwin, Katherine, Nhulunbuy and Tennant Creek. Flinders also delivers programs online, supporting learners throughout Australia and internationally.

Flinders University was founded in an era of profound social, political and technological change. Since 1966, we've nurtured an inclusive culture that transcends borders and backgrounds because we believe in equity and opportunity for all.

Fairness and inclusion have been the foundation of Flinders since its inception. From our first Indigenous person to graduate from Flinders in 1971 – John Moriarty AM, to the appointment of the Pro-Vice Chancellor (Indigenous) in 2020. Flinders has nurtured a deep and enduring commitment to Aboriginal and Torres Strait Islander Peoples representation across education, research, employment and governance.

In 2025, Flinders University enrolled 20,124 students – 463 of whom identified as Aboriginal and Torres Strait Islander, constituting 2.3% of all domestic students.

As of 31st March 2025 Flinders University had 1,230 academic staff and 1,465 professional staff from 94 countries, 67 staff identified as Aboriginal and Torres Strait Islander, comprising 2.49% of our workforce.

Our footprint through regional, rural and remote communities has seen us at the forefront of education and research programs in medicine, nursing and allied health - investing back into the communities we serve and helping to advance the health, social and economic outcomes of Aboriginal and Torres Strait Islander people living and working in these communities.

At Flinders, our core business is education and research that matters. We are committed to improving society, health and wellbeing and sustainability outcomes with the mission to change lives and change the world - creating a brighter future for all.



2.59%

**Staff employed
(Aboriginal and/or Torres
Strait Islander Peoples)**

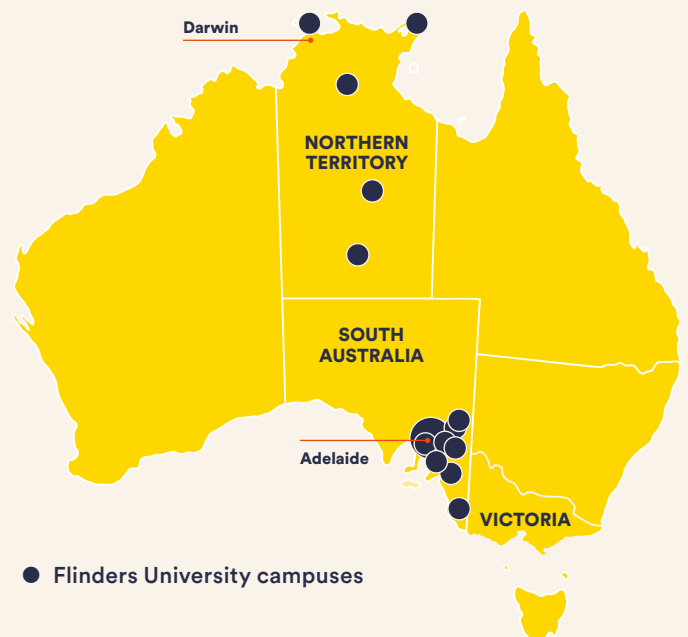
data as at 12/5/26



2.3%

**Students (Aboriginal and/
or Torres Strait Islander
Peoples)**

data as at 12/5/26



Sphere Of Influence

Reconciliation is central to Flinders University's vision for the future. With global recognition from the Times Higher Education Impact Rankings, in 2025 Flinders was ranked:

- 2nd in the world for reduced inequalities (SDG 10)
- 5th in the world for gender equality (SDG 5)
- 10th in the world for climate action (SDG 13)
- 11th in the world for good health and wellbeing (SDG 3)

Our impact rankings are only possible because our students and communities always come first. As a high-profile university with global impact, Flinders University continues to embed reconciliation and amplify actions and outcomes through our vast and diverse communities (local, national and international), our networks, partnerships and platforms.

Our approach is driven by and vested in Flinders' leadership – University Council, Senior Executive Team and our staff. Our influence extends far beyond our physical campus footprints. With more than 140,000 alumni and working with more than 100 partner institutions across 34 different countries, Flinders has strong relationships with industry, government, peak bodies, not for profit organisations and other networks. This provides ongoing opportunities to significantly amplify our reconciliation actions right across our global reach.



Mary Gibson

(born c.1950), Ngaanyatjarra people

Ngayaku Ngurra, synthetic polymer paint on canvas, 148.7 x 178.3 cm, Collection of Flinders University Museum of Art 6109.



Stretching Our Path For Reconciliation



Damien Shen
(born 1976), Ngarrindjeri people

Jabberjaw, 2023, synthetic polymer paint on canvas, 140.5 x 90.2 cm, Collection of Flinders University Museum of Art 6078. Image courtesy of MARS Gallery and the artist.

The spirit of reconciliation remains reflected in the Flinders' values of innovation, courage, excellence and integrity.

In 2025 the inaugural John Moriarty AM Impact Award was developed, recognising a graduate for their exceptional efforts significantly enhancing the wellbeing, empowerment, and advancement of Aboriginal and/or Torres Strait Islander communities. This award honours John Moriarty, who was the first Aboriginal person to graduate from Flinders University in 1971. The first recipient in 2025 was Professor Jacqueline 'Jackie' Huggins AM FAHA | Director, Partnerships and Innovation, Faculty of Health, Medicine and Behavioural Sciences, University of Queensland for her exceptional leadership in the Australian reconciliation movement and commitment to creating an equitable future for Aboriginal and Torres Strait Islander people.

Flinders University has made significant strides to advance its commitment and institutional transformation towards deepening reconciliation. Since 2020, the University has established Indigenous governance structures to lead and inform Flinders on strategies and initiatives. These initiatives seek to enhance Aboriginal and Torres Strait Islander success, community engagement, partnerships, procurement and Indigenous research excellence.

The University launched its inaugural Indigenous Research Strategy 2024-2026 with the aspiration to leverage and build on Indigenous research excellence and capacity, increase Indigenous higher degree students, lead Indigenous research through the First Nations Researchers Collective (FNRC) and appointment of Indigenous Research Lead, Professor Tamara Mackean. The FNRC provides a supportive, reciprocal network to share knowledge, foster collaboration, enhance opportunities, and build capacity for emerging and established Aboriginal and Torres Strait Islander researchers. The collective was established in December 2021 after an iterative co-design process with Aboriginal and Torres Strait Islander researchers, the Office of Indigenous Strategy and Engagement, and Research Development and Support.

The inaugural NAIDOC Indigenous Research Showcase was undertaken as part of this strategy to celebrate the research

excellence of Aboriginal and Torres Strait Islander staff and students, from HDR students through to senior researchers. Since 2025, Aboriginal and Torres Strait Islander researchers have attracted more than \$45 million.

Indigenous student participation has grown significantly, demonstrating best practice initiatives to support Indigenous student success grounded in relationality. Through our reconciliation journey a purpose-built cultural space - Yungkurinthe Inparrila - has become a heartbeat for the institution. Kurna Welcome to Country ceremonies have been generously gifted at Inparrila ensuring the university communities safe passage on Kurna Yarta. A place for Aboriginal and Torres Strait Islander students' cultural belonging and wellbeing, Inparrila centres connection to Country, philosophies shared by Kurna Elders and senior knowledge holders, and connection with nature.

An innovative community pathway initiative has been the development of an Indigenous Knowledge-centred Indigenous Foundation Studies Program and university preparation course, delivered in the Western suburbs of South Australia to Aboriginal and Torres Strait Islander people at the newly built Yitpi Yartapuultiku on Kurna Country, a community place for immersive local culture and education.

For 2026, the University will increase dedicated scholarship for undergraduate and postgraduate Aboriginal and Torres Strait Islander students as part of the South Australian Government's \$40m Flinders Student Support Fund to advance students from disadvantaged groups.

Since 2023, the university has held a university-wide RAP Conference. Led by the Office of Indigenous Strategy and Engagement, this has been a dynamic conference that celebrates Aboriginal and Torres Strait Islander cultures, fosters understanding, anti-racism praxis and race relations, cultural immersion, and promotes reconciliation. Over 600 staff and students participated in the 2025 conference across the university footprint. Advancing our reconciliation vision, keynote addresses were delivered by Kirstie Parker, Co-Chair, Board of Directors Reconciliation Australia and Jason Downs, Chief Executive Officer, Reconciliation South Australia.

Following the Voice to Parliament national referendum, the University brought staff and students through the Come Together gathering across its campuses and locations, as an opportunity to reflect, promote wellness and well-being, continue conversations about recognition and underscore unwavering commitment to reconciliation following the federal outcome.

The University commits to the development of an Indigenous Education Strategic document guiding the university's advancement across its core business.

At The Come Together gathering, Vice-Chancellor Professor Colin Stirling shared:

“I send a very clear message to all our staff, students, alumni and community members, and especially to those with First Nations heritage. You are welcome here. We recognise and cherish your identity, your history, your story. We recognise and cherish your knowledge, your ways of knowing, being and doing. We recognise and cherish this land, and the tens of thousands of years of spiritual connection to it.”

Our Stories

Indigenous Governance Structure

Flinders University's Indigenous governance structure was established to share accountability, transparent decision-making, and reporting across all levels of the institution.

As the University moved towards advancing its reconciliation journey, it was clear that existing reporting mechanisms were not sufficient to monitor commitments, track outcomes, or ensure Indigenous voices were central in shaping policy and practice. The governance framework was therefore intentionally designed to align with national expectations.

The University's RAP Oversight Committee was established in 2020 as the key group responsible for monitoring the implementation of the RAP, ensuring that commitments translate into measurable action. Comprising of senior leadership and University stakeholders, its role includes reviewing progress, identifying systemic barriers, and advising on strategic priorities. This committee provides the overarching accountability structure that underpins all other Indigenous strategies and governance activities.

Complementing this is the Tarrkarri-ana Committee, established to meet ISSP compliance requirements and to monitor Indigenous Student Success Targets. Its membership is comprised of student success and support stakeholders across the University, and is responsible for oversight of Indigenous student outcomes, funding obligations, and the effectiveness of support strategies. The committee ensures that the university's commitments to Indigenous student success are both compliant and coordinated.

ISSP and Indigenous Student Success Target reports are submitted to the Tarrkarri-ana Committee, Academic Senate and Education Committee, embedding Indigenous student outcomes within mainstream academic governance. Similarly, the Indigenous Research Strategy reports to the Research Committee, ensuring that Indigenous research priorities are recognised and monitored.

The Elders Committee plays a foundational role by providing cultural authority, guidance, and community accountability. Its advice informs RAP implementation, Indigenous research, curriculum development and student support initiatives. The Elders Committee's insights are directed into university governance through regular reporting to Academic Senate.

The University's commitment to Indigenous employment is supported through the Indigenous Workforce Strategy, which reports to the Indigenous Workforce Strategy Committee. Chaired by the Vice President Corporate Services, this structure ensures that Indigenous employment initiatives are tracked and aligned with broader RAP goals. The strategy is also closely connected to the Tarrkarri-ana Committee, reflecting the shared alignment with ISSP grant funding.

Together, these committees form Flinders University's Indigenous governance structure that ensures Indigenous priorities are embedded across the University's academic, research, workforce, and student success areas. Each committee has a distinct mandate, but their reporting lines and shared responsibilities create a cohesive framework that supports transparency, cultural integrity and continuous improvement. This structure enables the university to monitor progress, respond to emerging needs, and uphold its commitments under the Reconciliation Action Plan with clarity and accountability.



Elders On Campus Program

Flinders University has deepened its reconciliation journey through meaningful engagement, structural change, and cultural leadership through the establishment of an Elders on Campus program and the inaugural appointment of Senior Elder on Campus, Uncle Lewis Yarlupurka O'Brien (Kurna), Uncle Richard Fejo (Larrakia), and Aunty Pat Miller (Arrernte). The Elders' cultural authority, wisdom, and leadership have guided the University in truth telling, cultural protocols and community engagement.

"I think the contribution that Elders brings to campus is very unique ... it's very generous in terms of the information and the cultural experience that they share in their experiences and their cultural knowledge. It's very generous, we're very lucky to have the Elders here, they play a very important role in the university, and I just think it makes us more culturally mature as an organisation."

The program is highly valued by staff and students, with the Elders being a vital conduit between the university and the broader community. The Elders on Campus program fosters a supportive environment and sense of belonging, and has a pivotal role in building shared understanding and respect of Indigenous ways of knowing, being and doing.

The Elders on Campus program has provided a structure to providing governance, cultural authority, guidance, and relational leadership across the University. Building on this success, the university continues to build stronger relationships with cultural educators in Nhulunbuy, recognising the importance of place-based knowledge and the unique cultural context of East Arnhem Land. This expansion reflects a significant learning: reconciliation must be locally grounded and led by First Nations voices. Elders and cultural educators are pivotal in building trust, fostering two-way learning, and ensuring cultural safety for Indigenous students and staff. Their leadership strengthens our partnerships in communities, where sustained engagement and respect for local protocols are essential.

Shirley Matthews Scholarships – Making a difference to students lives

The Late Shirley Matthews studied a Diploma of Social Administration at Flinders University in the 1970s. Shirley was a social worker for much of her life. She later returned to Flinders to study a Bachelor of Arts with Honours, graduating in 1999.

With a major in archaeological science and a passion for local history, Shirley produced a thesis titled, *The North Arm Ships' Graveyard, Port Adelaide, South Australia: some historical perspectives of the ships and associated maritime activity, and an examination of the artefact assemblage.*

Shirley's generous bequest has provided an opportunity for the University to demonstrate its commitment to reconciliation and the importance of coming together to embrace Aboriginal and Torres Strait Islander culture and ceremony. The Shirley Matthews Indigenous Education and Research Fund has been established within Flinders University's Karmel Endowment Fund.



Our Stories



First Nations Researchers Collective (FNRC)

The First Nations Researchers Collective at Flinders University (established in December 2021) emerged from an iterative co-design process with Aboriginal and Torres Strait Islander researchers, the Office of Indigenous Strategy and Engagement, and Research Development and Support. The Office of the Deputy Vice-Chancellor (Research) sponsors the Collective.

The First Nations Researchers Collective is now underpinned by the Indigenous Research Strategy. The Collective contributes to Priority 1: Indigenous Research Excellence, Capacity and Leadership.

This co-design approach is critical to the success of the program: It ensures the Indigenous Researcher Collective is shaped by Indigenous voices.

This First Nations Researcher Collective is aligned with the Flinders University Innovate Reconciliation Action Plan 2023 – 2025 (Action 10). The Collective is also reflected in, and links to the work of, the Indigenous Research Strategy.



Scan the QR for the
Indigenous Research Strategy

Health, Medical & Research Building (HMRB)

In consultation with Uncle Lewis Yarlupurka O'Brien and members of the Cultural Narrative and Indigenous Art Advisory Panel, the HMRB has been designed to reflect Rainbow Yarta (rainbow country) – the multicoloured sand dunes of Kurna country.

Informed by the Cultural Narrative and Indigenous Art Advisory Panel, the Health and Medical Research Building was designed to integrate into the surrounding landscape and recognise the cultural significance of the site on which the Bedford Park campus is located.

Inspired by its place on Rainbow Country, the HMRB's design honours what was there before and what will always be present. Linking to the natural pigments of the Kurna Yarta coastline, the HMRB features earth tones throughout, to mirror the sedimentary layers of local land, while its ochre-coloured façade draws attention to significant Indigenous landmarks.

With an emphasis on combined knowledge to improve health and wellbeing for all, the HMRB acknowledges Indigenous experience and learnings in commissioned artwork and design both inside and out. A Kurna Kuri design by artist James Tylor, which features on the façade and internally, represents the points where two or more songlines converge and where different knowledges meet in one place. This includes the medical practices that First Nations peoples have learned and used for tens of thousands of years and is also demonstrated in the traditional Indigenous medicine garden that forms a key part of HMRB's landscaping.

A centrepiece in the foyer of the HMRB hangs renowned Ngarrindjeri weaver Aunty Yvonne Koolmatrie's Yamalaitji ngurikawurri (First Blossom acacia seed) in collaboration with Adelaide-based artist and designer Karl Meyer.

“Yamalaitji not only honours the past but also invites contemplation on the invaluable contribution of First Nations knowledges to our collective understanding of health and healing today.”

Opening HMRB 2024, Aunty Yvonne Koolmatrie



SJ Riley-Salmon, Yolngu Elder, Auntie Mayalil Marika, Yolngu Elder, Auntie Lipaki Dhumurrantjl, Caitlin Christian in the Yungkurinthe Inparrila Cultural Gathering Space



SAGE Athena Swan Cygnet Awards SAGE Athena Swan Cygnet Awards

Flinders University is recognised as a national leader in supporting Indigenous workforce talent and prioritising the success of Aboriginal and Torres Strait Islander students in higher education, receiving two prestigious SAGE Athena Swan Cygnet Awards for our unwavering commitment to reducing barriers and creating opportunities for Aboriginal and Torres Strait Islander students and staff. These awards acknowledge Flinders’ efforts to foster an inclusive environment—supporting Indigenous workforce attraction and retention and increasing engagement and participation of Aboriginal Torres Strait Islander students in higher education. Flinders is the first university in South Australia to achieve this accolade from SAGE (Science in Australia Gender Equity), which recognises actions taken by institutions to improve equity, diversity and inclusion.

“Flinders deserves to be congratulated for prioritising and taking action on First Nations inclusion in a way that has had tangible impacts for Indigenous students and staff.”

Dr Janin Bredehoeft
SAGE CEO

“We are committed to establishing pathways that empower Aboriginal and Torres Strait Islander students to achieve their educational goals, and this Cygnet Award highlights our determination to significantly reduce barriers that affect their engagement and participation at our university.”

Professor Colin Stirling
President and Vice-Chancellor

Indigenous Workforce Strategy (IWS)

The Indigenous Workforce Strategy 2026 – 2030 builds on the University’s previous Indigenous Workforce Strategies. It extends the work of these past strategies and focuses on broader engagement and commitment for long term Indigenous employment success and sustainability.

Flinders will achieve its 3% target for Aboriginal and Torres Strait Islander employment through five priority areas:

1. Recruitment and Employment Pathways

Flinders University champions diverse and culturally informed recruitment approaches that recognise Indigenous knowledges, lived experience and transferrable skillsets, ensuring inclusive and sustainable career opportunities.

Employment opportunities and entry pathways for Aboriginal and Torres Strait Islander people will be expanded across all levels of the institution.

2. Retention and Career Development

Flinders University will foster a work environment which is inclusive, culturally affirming, and safe to support the retention of Aboriginal and/or Torres Strait Islander staff.

3. Cultural Safety and Inclusive Practices

Flinders University remains committed to being a safe and affirming workplace where Aboriginal and Torres Strait Islander staff can thrive.

4. Indigenous Knowledges

Flinders will continue to value the deep cultural connections, lived experiences, and community responsibilities, carried by Elders and Aboriginal and Torres Strait Islander staff whose cultural authority enriches our work. As the University’s Indigenous strategies affirm, these knowledges will be embedded in curriculum, research priorities, governance and decision-making.

5. Indigenous Leadership

A commitment to Aboriginal and Torres Strait Islander leadership development will be demonstrated through the identification of clear pathways and succession planning into senior academic and professional leadership positions across Colleges and Portfolios. Aboriginal and Torres Strait Islander staff will be encouraged to participate in the University’s professional leadership development programs.

Our RAP Journey

Flinders University's Stretch Reconciliation Action Plan will further embed reconciliation into its institutional culture and operations.

The RAP reflects the University's commitment to fostering respectful relationships, promoting cultural understanding, and supporting Aboriginal and Torres Strait Islander peoples across education, research and community engagement.

The RAP underpins Flinders' broader Indigenous strategies and national frameworks, such as the Indigenous Student Success Targets 2026 – 2028, Indigenous Workforce Strategy 2026 – 2030, Indigenous Research Strategy 2024 - 2026, and Country Centred Design Principles, which outlines the protocols for engagement with Traditional Owners or Custodians on Flinders University's campus development and infrastructure projects.

The RAP drives strategies to increase Indigenous student success, strengthen community partnerships, particularly in rural and remote areas across South Australia and Northern Territory, and embed Indigenous knowledges into curriculum and research. Initiatives such as Elders on Campus, Indigenous Fellowships and curriculum decolonisation are central to this work.

Flinders' RAP is structured around the five dimensions of reconciliation: race relations, equality and equity, institutional integrity, unity and historical acceptance. It promotes truth-telling, self-determination, and reciprocity, ensuring that reconciliation is not symbolic but action oriented and measurable. Through this plan, Flinders seeks to create a culturally safe and inclusive environment where Indigenous voices are valued and empowered.

The advancement to a Stretch RAP marks a significant step forward in the University's ongoing commitment to reconciliation. RAP Oversight Committee (RAPOC) Co-chairs, Professor Simone Tur and Professor Jonathan Craig, in partnership with the Office of Indigenous Strategy and Engagement, led University-wide consultations with staff and students across the Flinders community. In-person consultations were undertaken across the University footprint in Alice Springs, Bedford Park, Darwin, Katherine, Mount Gambier, Nhulunbuy and Renmark with online sessions undertaken. Additionally, consultation was undertaken as part of the Senior Deputy Vice-Chancellor's World Cafe, which initiated conversations about reconciliation with over 350 staff. A student pop-up stand was set up in the Student Hub at Bedford Park in partnership with the Sustainability Week, with approximately 100 students sharing their

perceptions and personal commitment to reconciliation. Specific consultations were undertaken with the University Council and the Senior Executive Team of the University. Participants were asked to share their vision for reconciliation, and respond to the following questions: *What does reconciliation mean to you? Where do we want to be in 3 years' time? What are our key priorities that extend from the previous RAP?*

The consultations aimed to foster meaningful connections with staff and students, and importantly, to strengthen connections with our Elders in these regions. This collaborative process ensures that the Stretch RAP reflects the diverse voices, experiences and aspirations of our university community. In total, approximately 450 staff and student participated in the consultations.

At Flinders University, the Reconciliation Action Plan (RAP) is championed internally by senior leaders who hold strategic roles in Indigenous engagement and academic governance. These include Senior Executive positions responsible for Indigenous strategy, research, and College and Portfolio leadership. The RAP is guided by formal structures such as the RAP Oversight Committee and RAP Working Groups, ensuring that reconciliation is embedded across all areas of the university. This multi-level leadership ensures the RAP is not only a strategic document but a living framework that drives cultural change, accountability and meaningful engagement across the institution.

Externally, the RAP is supported through strong partnerships with Aboriginal and Torres Strait Islander communities, particularly in South Australia and the Northern Territory. These relationships are central to co-designing initiatives and ensuring cultural integrity in the University's reconciliation efforts.

Nongirrŋa Marawili

born 1938, Madarrpa clan, Yolŋu people

Baratjala 2020 collagraph and screenprint, coloured inks on paper
86.3 cm x 58.4 cm (image and sheet) edition 18/50 Collection of Flinders
University Museum of Art 5968

© the artist / courtesy Buku-Larrnggay Mulka Art Centre



Storying Our Reconciliation Journey

1966

Flinders University of South Australia established.

1990

Establishment of Yunggorendi First Nations Centre.

1990

Establishment of the University's first Aboriginal Support Program (ASP).

1993

Quotas established in a range of awards to facilitate Indigenous access.

1994

Program is named Yunggorendi Indigenous Education Program. Yunggorendi is the Kurna word meaning "to inform, to communicate, to impart knowledge."

2000

Yunggorendi 10-year anniversary. Student numbers grown from 10 to 120.

2011

Flinders was selected as one of the only 5 institutions to house a Poche Centre for Indigenous Health.

2011

Appointment of Professor Daryle Rigney, Dean of the Office of Indigenous Strategy and Engagement.



1971

Flinders' first Indigenous graduate – John Kundereri Moriarty AM.

1991

Establishment of Foundation Course for Indigenous students.

1992

Indigenous Access Entry Procedures formalised and implemented.

1996

Opening of Yunggorendi Mande, the University's Indigenous cultural and educational centre.

1996

Appointment of Professor Paul Hughes, inaugural Director of Yunggorendi First Nations Centre.

2005

The establishment of the Professor Lowitja O'Donoghue Indigenous Student Postgraduate Research Scholarship.

2016

Coinciding with its 50th Anniversary, the University officially opened its new Student Hub and Plaza, with the entrance acknowledging "We are on Kurna Land" and displaying the Gift of Words from Uncle Lewis Yarlupurka O'Brien.

2020

Appointment of Professor Simone Tur, Pro Vice-Chancellor (Indigenous).

2020

The University established its first Indigenous Advisory Council.

2020

Elizabeth Close mural painted in Yunggoendi Student Engagement Space.

2020

Inaugural Uncle Lewis Yarlupurka O'Brien Public Lecture.

2020

1st Innovate RAP 2020 - 2022.

2022

Yungkurinthe Inparrila officially opened.

2022

Indigenous Student Success Targets 2022 – 2025 launched.

2022

First Nations Researchers Collective established.

2023

Indigenous Research Strategy Developed.

2024

The new Health and Medical Research Building incorporated the Country Centred Design principles in the build.

2025

Elders Framework Developed.

2025

John Kundereri Moriarty AM Impact Award launched.



2020

Spelling of Yunggoendi changed to Yungkurinthe to reflect the Kurna community's development in language reclamation.

2020

Cultural gathering space Yungkurinthe Inparrila built.

2021

Elders on Campus Program commenced.

2023

2nd Innovate RAP 2023 – 2025.

2023

Indigenous Workforce Strategy Developed.

2024

Indigenous Priorities included in Academic Governance Review.

2025

Yungkurinthe reached 500 enrolments for the first time.

May 2026

Stretch RAP Launched.

Flinders University's reconciliation journey has evolved significantly since the implementation of its first Innovate Reconciliation Action Plan (RAP) in 2020. The journey has been marked by deep reflection, strategic growth, and a commitment to embedding Indigenous perspectives across all areas of university life. The transition from the first to the second Innovate RAP (2023–2025) was shaped by meaningful engagement, institutional learning and maturity in reconciliation.



The Reconciliation Action Plan Oversight Committee Co-Chairs

Co-Chaired by Pro Vice-Chancellor (Indigenous) Professor Simone Ulalka Tur, and Vice-President and Executive Dean, College of Medicine and Public Health, Professor Jonathan Craig, who oversee the monitoring and implementation of the University's RAP.

RAP Oversight Committee (RAPOC)

Including 6 Aboriginal and Torres Strait Islander staff.

Professor Simone Ulalka Tur (Co-Chair) - Yankunytjatjara
Pro Vice-Chancellor (Indigenous)

Professor Jonathan Craig (Co-Chair)
Vice-President and Executive Dean
Medicine and Public Health

Uncle Richard Fejo, Larrakia
Senior Elder On-Campus (Poche SA+NT)

Professor Romy Lawson
Senior Deputy Vice-Chancellor

Professor Raymond Chan
Deputy Vice-Chancellor (Research)

Mark Schultz
Chief People Officer, People and Culture

Kerry Ludwig - Kokatha
Strategic Programs Coordinator
Office of Indigenous Strategy and Engagement

Jonathan Pheasant
Vice-President (Corporate Services)

Professor Michelle Picard
Pro Vice-Chancellor (Learning and Teaching Innovation)

Professor Kalinda Griffiths - Yawuru
Director, Poche SA+NT

Joshua Andersen-Ward - Yanyuwa & Gungallidda
Flinders University Student Association First Nations Officer

Liam Southern
Flinders University Student Association Student President

RAP Networking Group

Of the 80 Flinders University RAP Networking Group members, there are 10 Aboriginal and Torres Strait Islander members.

In 2023 Flinders formed the RAP Networking Group comprising over 80 staff members (many from RAP groups across the Colleges and Portfolios) to drive positive change through the implementation of the RAP deliverables, develop and form collaborations for key Aboriginal & Torres Strait Islander events and significant dates, and share ideas and resources related to the RAP and celebrate the achievement of deliverables.

Our RAP Champions

Professor Colin Stirling
President and Vice-Chancellor

John Hood FAICD
Chancellor

University Council Members for 2026

John Hood FAICD
Chancellor

Professor Colin Stirling
President and Vice-Chancellor

Leanne Liddle
Deputy Chancellor

Matt Johnson

Lucinda Hewitson

Clare Mockler

Damien Walker

Brenda Wilson AM

Sharon Wilson

Professor Christopher Kee

Associate Professor Amanda Muller

Kate Walsh

Kim Cheater

Ashishek Jain

Benjamin Grillet

Key Learnings

Reconciliation - *all our business*

The University has made significant efforts to embed Indigenous advancement and engagement into university governance structures. Since the inaugural RAP in 2020 the standing items on the RAP, Indigenous advancement, student success and workforce are tabled at University Council, Academic Senate, Education Committee, Research Quality Committee, University Higher Degree Research Committee, Tarrkarri-ana Committee and other key committee and working groups. This level of visibility has facilitated broader university engagement, accountability and university-wide initiatives to progress, identify areas of focus, and embed and advance best practice. This approach has also aligned the efforts to the University Higher Education Standards Framework and Higher Education sector reform and initiatives.

The establishment of the Reconciliation Action Plan Oversight Committee (RAPOC) signalled university-wide responsibility for the management, planning and implementation of the university's ongoing commitment to increase Aboriginal and Torres Strait Islander community participation, retention and success in higher education, and commitment to celebrating Indigenous success, leadership and championing of reconciliation.

RAP Awards – *recognising reconciliation in action*

Recognising reconciliation champions is an integral part of enacting change across the university. The establishment of RAP Awards in 2021 was to recognise the outstanding efforts of individual staff and teams in leading activities or projects that promote reconciliation, and has been an important initiative to recognise outstanding achievement and excellence in these endeavours. Since the awarding of the RAP Awards, 12 individuals and 17 teams have been recognised for their commitment to reconciliation.

Embedding Reconciliation - *heart of our business*

A significant learning has been the need to move beyond symbolic gestures to embed reconciliation into the University's core operations. This includes governance, curriculum, research, student support and workforce development. Indigenous strategies are now seamlessly integrated into daily operations, with measurable targets for student success, retention and completion.

Two Way Learning and Cultural Narratives - *two-way knowledge exchange*

The concept of "two-way learning" has become central to Flinders' reconciliation ethos. Initiatives such as the "Gift of Words" from Kurna Elder Uncle Lewis Yarlupurka O'Brien and the poetic narratives embedded in RAP documents have helped the University understand reconciliation as a lived, relational and spiritual journey.



Relationships



Accountability

Vice-President Executive Dean
College of Health and Enablement

Building strong relationships with Aboriginal and Torres Strait Islander peoples and centring First Nations' voices are central to Flinders University's reconciliation priorities. Through formal partnerships, education, research and engagement activities, we connect people, share experiences and foster mutual respect.

Focus area

The University's Agenda 2035, Impact. With Purpose, draws on the words of the Senior Kurna Elder on Campus, "We'll do it now together" (Naarlu kumangka). This aligns with the Core Enabler of Stronger Together and supports the University's purpose of Changing Lives and Changing the World. Relationships form the foundation to drive reconciliation.

Action	Deliverable	Stakeholder Area/s	Timeline
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Maintain engagement with local Aboriginal and Torres Strait Islander communities across Flinders University's footprint in South Australia and Northern Territory, and other like-minded organisations, to continuously improve guiding principles for engagement.	All Colleges, Office of Indigenous Strategy & Engagement, Deputy Vice Chancellor (Research), People & Culture	May 2026, 2027, 2028, 2029
	Review, update and implement engagement plan to work with Aboriginal and Torres Strait Islander stakeholders, and communities located across SA and NT campuses.	All Colleges, Office of Indigenous Strategy & Engagement, Deputy Vice Chancellor (Research), People & Culture	July 2026
	Establish and maintain 20 formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations.	Corporate Services, Deputy Vice Chancellor (Research)	May 2029
	Develop an Elders Network across the University's footprint.	Office of Indigenous Strategy & Engagement	December 2026
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff.	University Wide	May 2026, 2027, 2028, 2029
	RAP Networking Group members to participate in one annual external NRW event.	Office of Indigenous Strategy & Engagement	27 May - 3 June 2026, 2027, 2028
	Encourage and support staff and senior leaders to participate in multiple annual external events to recognise and celebrate NRW.	RAP Oversight Committee, Senior Executive Team, University Council	27 May - 3 June 2026, 2027, 2028, 2029

Action	Deliverable	Stakeholder Area/s	Timeline
Build relationships through celebrating National Reconciliation Week (NRW).	Organise at least two internal NRW events, including at least one University-wide NRW event, each year.	Office of Indigenous Strategy & Engagement	27 May - 3 June 2026, 2027, 2028, 2029
	Register all our NRW events on Reconciliation Australia's NRW website.	University Wide	May 2026, 2027, 2028, 2029
Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	People & Culture	December 2026
	Communicate our commitment to reconciliation publicly.	RAP Champions	May 2026, 2027, 2028, 2029
	Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes.	RAP Oversight Committee	May 2026, 2027, 2028
	Collaborate with a number of RAP and other like-minded organisations to implement innovative approaches to advance reconciliation, including Reconciliation SA, RAP Industry Group.	Office of Indigenous Strategy & Engagement	May 2026, 2027, 2028
	Implement annual RAP Conference showcasing Reconciliation and Indigenous engagement initiatives, and cultural programs as part of the university's annual calendar of activities.	Office of Indigenous Strategy & Engagement	May 2026, 2027, 2028
	Host annual public lectures, orations, exhibitions, to engage external stakeholders in reconciliation and Indigenous engagement across Flinders University.	Office of Indigenous Strategy & Engagement, Corporate Services	May 2026, 2027, 2028,
	Feature a minimum of six (6) positive media stories per year about Aboriginal and Torres Strait Islander staff, students, alumni and related research, education, or partnership initiatives.	Office of Indigenous Strategy & Engagement, Office of the Vice Chancellor, Marketing	May 2026, 2027, 2028,
	Expand and continue to promote student reconciliation engagement and activities across all campuses.	RAP Champions, RAP Oversight Committee	May 2026, 2027, 2028
	Continue to promote and award Reconciliation Award to champions across the University for RAP initiatives.	Office of Indigenous Strategy & Engagement	May 2026, 2027, 2028

Relationships



Action	Deliverable	Stakeholder Area/s	Timeline
Promote positive race relations through anti-discrimination strategies.	Continuously improve People and Culture policies and procedures concerned with equal opportunity and anti-discrimination.	People & Culture	May 2026, 2027, 2028
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve our equal opportunity and anti-discrimination policy.	People & Culture	May 2026, 2027, 2028
	Develop, implement, and communicate an equal opportunity and anti-discrimination policy.	People & Culture	December 2026
	Provide ongoing education to all staff on the effects of racism including racial literacy training to support positive race relations.	People & Culture, Office of Indigenous Strategy & Engagement	May 2026, 2027, 2028
	Senior leaders to publicly support anti-discrimination campaigns, initiatives, and stances against racism.	Vice Chancellor, Senior Executive Team & University Council	May 2026, 2027, 2028

Gladys Lewis

(born 2000), Alyawarr people

Bush Medicine, 2024, synthetic polymer paint on canvas, 91 x 89.5 cm, Collection of Flinders University Museum of Art 6131.



Respect



Accountability

Deputy Vice-Chancellor (Students)

Respect for Aboriginal and Torres Strait Islander cultures is embedded in Flinders University's core business through strategy, education, research, cultural learning, protocol observance and celebration. The inclusion of Indigenous perspectives, values and knowledges in Flinders University's governance fosters pride, understanding, appreciation, acknowledgment, learning and success.

Focus area

The University's Agenda 2035, Impact. With Purpose. Core Enablers drive momentum and sustainable impact through a friendly, supportive and inclusive culture including a shared connection to Country. The university acknowledges "We are proud to learn from Indigenous Knowledge holders, who make our university stronger and our impact greater". The Country0Centred Design Principles for Campus Development guides the university design of cultural spaces that recognise and build on Aboriginal and Torres Strait Islander peoples' ways of connecting with place and valuing the environment. These principles embed Country at the heart of design, sustaining and healing Country and supporting the wellbeing of all staff, students, local community members and visitors of the campuses.

Action	Deliverable	Stakeholder Area/s	Timeline
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	Senior Deputy Vice Chancellor (Students)	December 2026
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy.	Office of Indigenous Strategy & Engagement	December 2026
	Implement and communicate a cultural learning strategy for our staff.	Senior Deputy Vice Chancellor (Students)	December 2027
	Commit all RAP Working Group members, managers, senior executive group and all new staff to undertake formal and structured cultural learning.	People & Culture	December 2026, 2027, 2028
	All staff undertake or update formal and structured cultural learning through online modules in the Staff Learning Portal, or through face-to-face training delivered by the Professional Development Unit, with at least 80% of all staff completing this learning requirement.	People & Culture	December 2026, 2027, 2028
	Promote and implement the Universities Indigenous Naming Policy.	Office of Vice Chancellor	December 2026
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Office of Indigenous Strategy & Engagement	May 2026, 2027, 2028
	Implement and communicate University-wide principles/protocols document to support localised College and Portfolio community place-based protocols across the University footprint, including protocols for Welcome to Country and Acknowledgement of Country.	Elders on Campus and Office of Indigenous Strategy & Engagement	December 2026

Action	Deliverable	Stakeholder Area/s	Timeline
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Continue to invite local Traditional Owners or Custodians to provide Welcome to Country or other appropriate cultural protocol at all significant events each year.	University wide	May 2026, 2027, 2028
	Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	University wide	May 2026, 2027, 2028
	Staff and senior leaders continue to provide an Acknowledgement of Country or other appropriate protocols at all public events.	University wide	May 2026, 2027, 2028
	Display 12 physical Acknowledgment of Country plaques across the University's footprint.	Corporate Services, Properties, Facilities & Development	December 2028
Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Networking Group to participate in an external NAIDOC Week event.	Office of Indigenous Strategy & Engagement	July 2026, 2027, 2028
	Review People and Culture policies and procedures to remove barriers to staff participating in NAIDOC Week.	People & Culture	July 2026
	Support all staff to participate in at least one NAIDOC Week event in our local area.	University wide	July 2026, 2027, 2028
	In consultation with Aboriginal and Torres Strait Islander stakeholders, support at least two external NAIDOC Week events each year.	Office of Indigenous Strategy & Engagement	July 2026, 2027, 2028
Expand the Elder on Campus Program.	Finalise and implement the University-wide Elders on Campus Framework.	Office of Indigenous Strategy & Engagement, People & Culture, College of Medicine & Public Health	December 2028
	- Develop and implement the Elder on Campus Framework.		December 2026
	- Establish an Elders network across the University footprint to support place-based ways of working.		December 2027
	- Report the Elder on Campus activities to Academic Senate.		May, July, September 2026, 2027, 2028
Increase promotion of reconciliation and Aboriginal and Torres Strait Islander people to international students.	Scope opportunities for Indigenous international engagement in teaching, learning and research.	Office of Indigenous Strategy & Engagement, Senior Deputy Vice Chancellor (Students), Flinders International	December 2028
	Collaborate with the International Office to establish an annual calendar of events that includes Welcome to Country ceremonies and cultural learning opportunities for international students.	Office of Indigenous Strategy & Engagement, Senior Deputy Vice Chancellor (Students), Flinders International	November 2026

Opportunities



Accountability

Vice-President (Corporate Services)

Creating opportunities for Aboriginal and Torres Strait Islander peoples is vital to Flinders University's mission of equity, inclusion and Indigenous success. We are committed to increasing Indigenous employment to 3% by 2030, supporting career progression, and removing systemic barriers through targeted recruitment and professional development strategies. Our Indigenous Procurement Strategy promotes economic inclusion by engaging Aboriginal businesses and training staff in culturally responsive contracting.

Focus area

The University's Agenda 2035, Impact. With Purpose. fosters community and Indigenous partnerships that are impactful and promotes shared and collective progress. This is realised through a number of key strategies and initiatives. The Indigenous Workforce Strategy 2026-2030 aims to achieve and maintain a culturally safe, inclusive and future-ready workforce through sustained and embedded practices, governance, and storytelling our impact and success.

The Regional, Rural and Remote (RRR) Strategy 2025–2035, Around the Campfire: Connecting Our People, captures a vision of “connection, possibility and opportunity” and, in doing so, aligns with Principle 7, which recognises the cultural connection and kinship ties that Aboriginal and Torres Strait Islander peoples in locations where Flinders operates.

The Indigenous Procurement Strategy aims to support mutual economic growth of Indigenous businesses; create a supply chain that is culturally aware and conducive to meaningful and sustainable careers for Aboriginal and Torres Strait Islander subcontractors and employees, and adopt a continuous improvement approach to ensure we constantly strive for best practice.

These collective strategies drive opportunities and the university's intention to support the leadership, aspirations and priorities of Aboriginal and Torres Strait Islander communities.

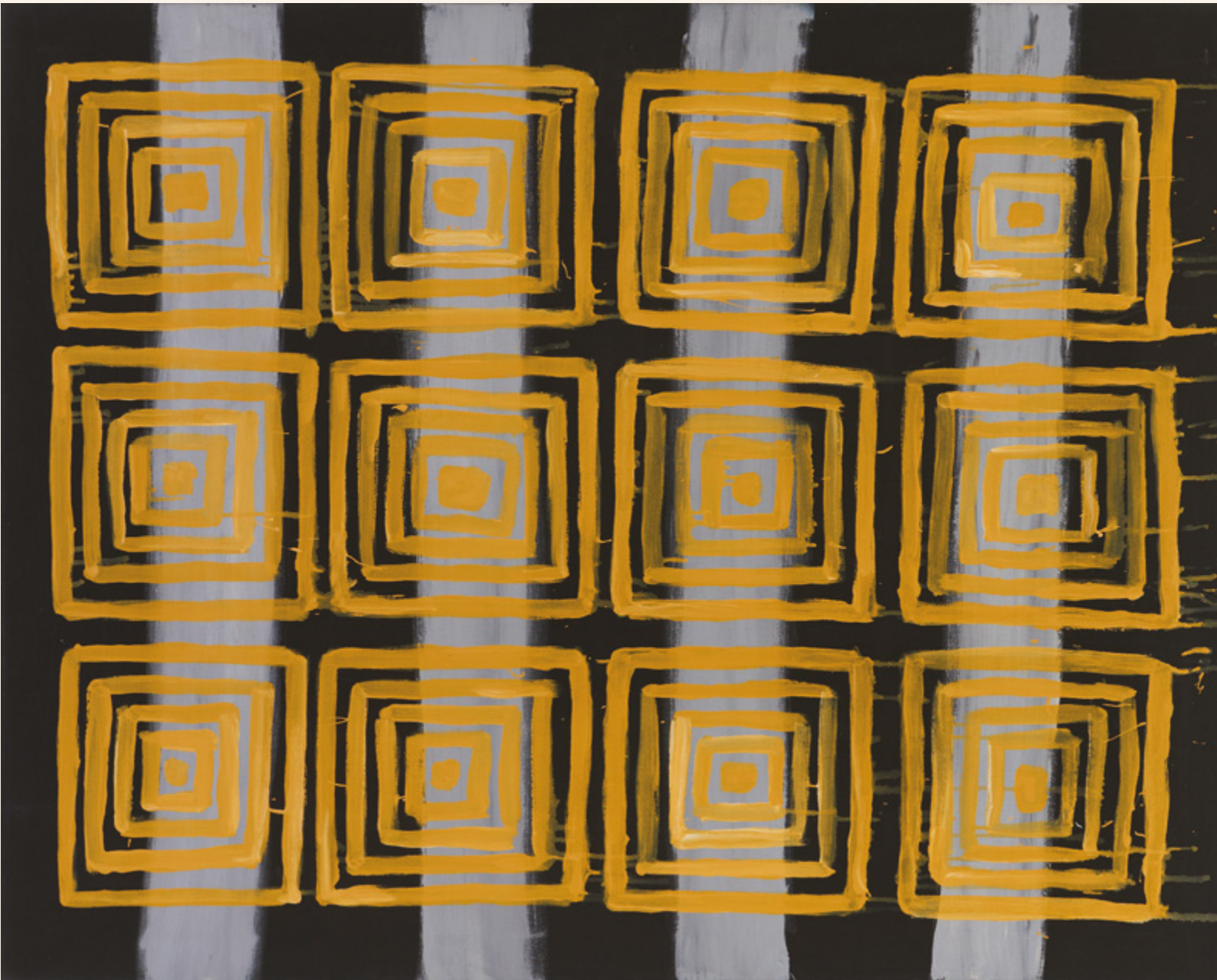
Action	Deliverable	Stakeholder Area/s	Timeline
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Engage with Aboriginal and Torres Strait Islander staff to consult on the effectiveness of our recruitment, retention and professional development strategy.	People & Culture, Colleges, Portfolios	December 2026, 2027, 2028
	Review the Indigenous Workforce Strategy 2026 – 2030.	People & Culture	December 2029
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	People & Culture	December 2026, 2027, 2028
	Review human resources and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	People & Culture	December 2026, 2027, 2028
	Aboriginal and Torres Strait Islander employees to be supported to take on management and senior level positions.	People & Culture	December 2026, 2027, 2028
	Track and report on progress of Indigenous Workforce Strategy to ensure we are on track 3% target to increase Aboriginal and Torres Strait Islander employment by 2030.	People & Culture	May 2029

Action	Deliverable	Stakeholder Area/s	Timeline
Advance Indigenous Leadership across the University.	Academic promotion workshops for Indigenous Staff.	People & Culture, Colleges, Vice President and Executive Deans, Portfolio's Office of Indigenous Strategy & Engagement	December 2027
	Promote Academic Career Framework (ACF).	People & Culture, Colleges, Vice President and Executive Deans, Portfolio's, Office of Indigenous Strategy & Engagement	December 2027
Advance Indigenous Leadership across the University.	Increasing Professional Staff appointments of Higher Education Officer 8 above.	People & Culture, Colleges, Vice President and Executive Deans, Portfolio's, Office of Indigenous Strategy & Engagement	December 2027
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review and implement the Indigenous Procurement Strategy.	Corporate Services	December 2026
	Maintain Supply Nation membership.	Corporate Services	May 2026, 2027, 2028
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Corporate Services	May 2026, 2027, 2028
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Corporate Services	December 2026
	Maintain 60-80% of current commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Corporate Services	December 2026, 2027, 2028
	Maintain the baseline of \$4m annual procurement expenditure for Aboriginal and Torres Strait Islander businesses with the aim to increase annually.	Corporate Services	December 2026, 2027, 2028, 2029
	Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation, such as The Circle.	Corporate Services & People & Culture	December 2026, 2027, 2028
Indigenise the Curriculum across Flinders University degree programs.	Develop an Indigenous Knowledges Policy.	Senior Deputy Vice Chancellor (Students), Office of Indigenous Strategy & Engagement, Learning and Teaching	December 2028
	Support academic staff to complete the QUT - Associate Fellow (Indigenous Knowledges) of the Higher Education Academy.	Senior Deputy Vice Chancellor (Students), Office of Indigenous Strategy & Engagement, Learning and Teaching	December 2026, 2027
	Investigate a centralised core introduction Indigenous topic across degree programs.	Senior Deputy Vice Chancellor (Students), Office of Indigenous Strategy & Engagement, Learning and Teaching	December 2026
	Development and investment of a Critical Indigenous Studies Academy to support teaching, learning and research.	Office of Indigenous Strategy & Engagement, College of Human Sciences and Culture, Deputy Vice Chancellor (Research)	May 2028

Opportunities



Action	Deliverable	Stakeholder Area/s	Timeline
Support and sustain Indigenous research.	Review and refresh Indigenous Research Strategy.	Deputy Vice Chancellor (Research)	December 2026
	Implement Indigenous Research Strategy 2027 – 2030.	Deputy Vice Chancellor (Research)	February 2026
	Review structures and investment to maintain the functionality of the Indigenous Research Lead.	Deputy Vice Chancellor (Research), Office of Indigenous Strategy and Engagement	May 2026, 2027, 2028
Increase Indigenous Postgraduate students.	Develop a university-wide plan to increase Indigenous postgraduate students, industry, and workforce pathways.	Deputy Vice Chancellor (Research), Office of Graduate Research	May 2027, 2028, 2029
	Work with advancement to identify Postgraduate scholarship opportunities.	Deputy Vice Chancellor (Research), Office of Graduate Research	May 2029
	Maintain and build on FNRC.	Deputy Vice Chancellor (Research), Office of Indigenous Strategy and Engagement	May 2029
Alignment of all Indigenous Strategies and initiatives.	Develop a university-wide Indigenous Education strategic document.	Office of Indigenous Strategy and Engagement	December 2027



Wilfred Thomas Tjampitjinpa
(born 1977), Pintupi people

Tjanganpa Tjukurpa, 2022, synthetic polymer paint on canvas, 121.6 x 152 cm,
Collection of Flinders University Museum of Art 6142.



Accountability

Vice President Executive Dean
College of Medicine and Public Health

Action	Deliverable	Stakeholder Area/s	Timeline
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RAP Networking Group.	Office of Indigenous Strategy and Engagement	March, June, September, November 2026, 2027, 2028
	Review and update the Terms of Reference for our RAP Networking Group.	Office of Indigenous Strategy and Engagement	December 2026
	Meet at least four times per year to drive and monitor RAP implementation.	RAP Co-Chairs, Office of Indigenous Strategy & Engagement	March, June, September, December 2026, 2027, 2028
	Include a standing agenda item within Senior Leadership meetings within Portfolios and Colleges on RAP and Indigenous engagement, for reporting to the RAP Oversight Committee.	Colleges & Portfolios, RAP Oversight Committee	March, June, September, December 2026, 2027, 2028
Provide appropriate support for effective implementation of RAP commitments.	Embed resource needs for RAP implementation.	College Leadership teams, Portfolio Leadership teams	May 2026
	Embed key RAP actions in performance expectations of the Senior Executive Team.	Vice Chancellor	June 2026, 2027, 2028
	Embed appropriate systems and capability to track, measure and report on RAP commitments.	Office of Indigenous Strategy and Engagement, Information & Digital Services	June 2026
	Maintain an internal RAP Champion from senior management.	RAP Oversight Committee	June 2026, 2027, 2028

Action	Deliverable	Stakeholder Area/s	Timeline
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date.	Office of Indigenous Strategy and Engagement	June 2026, 2027, 2028
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	Office of Indigenous Strategy and Engagement	1 August 2026, 2027, 2028
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	Office of Indigenous Strategy and Engagement	30 September 2026, 2027, 2028
	Report RAP progress to all staff and senior leaders quarterly through Flinders in Touch articles.	Office of Indigenous Strategy and Engagement	March, June, September, December 2026, 2027, 2028
	Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	Office of Indigenous Strategy and Engagement, Office of the Vice-Chancellor	2026, 2027, 2028
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Office of Indigenous Strategy and Engagement, People and Culture	April 2028
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Office of Indigenous Strategy and Engagement	May 2028
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Office of Indigenous Strategy and Engagement	November 2028


References


University Accord Report

United Nations Declaration

The Uluru Statement from the Heart

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