

Innovate

Reconciliation Action Plan
June 2023 - June 2025



Flinders
University



Kurna

Yara

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

Purlirna kardlarna ngadluku miyurnaku yaintyä tikkiarna.

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

Yurarlu 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 Plan from the Kurna Language Committee

Waatu

Together in partnership.

Nguyanguya muri

Reconciliation.

Pirrku

Message, story.

Yolju

Nalimurru buku-gurrupan mirri ga djäma wanyangurruna

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

Yolju ga napaki rrambanji bala rali djäma

Yolju & napaki, working together.

Kurna

Poetic text gifted by Kurna Elder Dr Uncle Lewis Yarlupurka O'Brien and the Kurna Warra Pintyanthi Language Committee on the occasion of Flinders University's 50th anniversary.

Yolju

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

Larrakia

Batjji wa, Batjji ma

Welcome, Welcome to.

Gulumoerrgin (Gull-mor-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.

Arrente

Anyente-Irreme (aninte urrum)

Moving together as one.

Utnenge (utnunga)

Spirit of the land.

Larrakia

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

Arrente

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

Our vision is to establish Flinders University as a place where reconciliation is embedded in the lived actions of the Flinders University community. We aim to do this by promoting social responsibility and accountability, underpinned by truth telling, mutual respect and understanding, that champions Aboriginal and Torres Strait Islander people's self-determination.

Flinders University affirms its commitment to reconciliation through sustainable change that builds on our institution's progress and advocates for tangible, social accountabilities for Aboriginal and Torres Strait Islander peoples. Recognising the dualities of knowledges and culture is crucial to achieving reconciliation. We believe that deep listening, togetherness, reciprocity, and respect are foundational concepts that underpin this process.

As a University community we understand that reconciliation is a two-way exchange that inspires generosity of spirit, truth telling and entwines our paths to share the weight of colonisation. We recognise the influence and effects staff, students, and alumni can exert towards momentous shifts in race-relations, social policy, justice, and reconciliation. We commit to the development of an anti-racism statement. The 2017 Uluru Statement from the Heart calls for constitutional reform and Aboriginal and Torres Strait Islander Voice to Parliament. Flinders University acknowledges this call for change and recognises its sphere of influence through higher education.

Elders' Messages

We invite you to walk with us, so that reconciliation becomes our way as a University. We are inspired by the University's commitment, its path to reconciliation and know that this is a human endeavour where the fostering of respectful relationships and recognition of Aboriginal and Torres Strait Islander cultures and contributions becomes part of the fabric within the University.

We know our connection to Country through Indigenous knowing, being and doing offers significant insights to the University community.

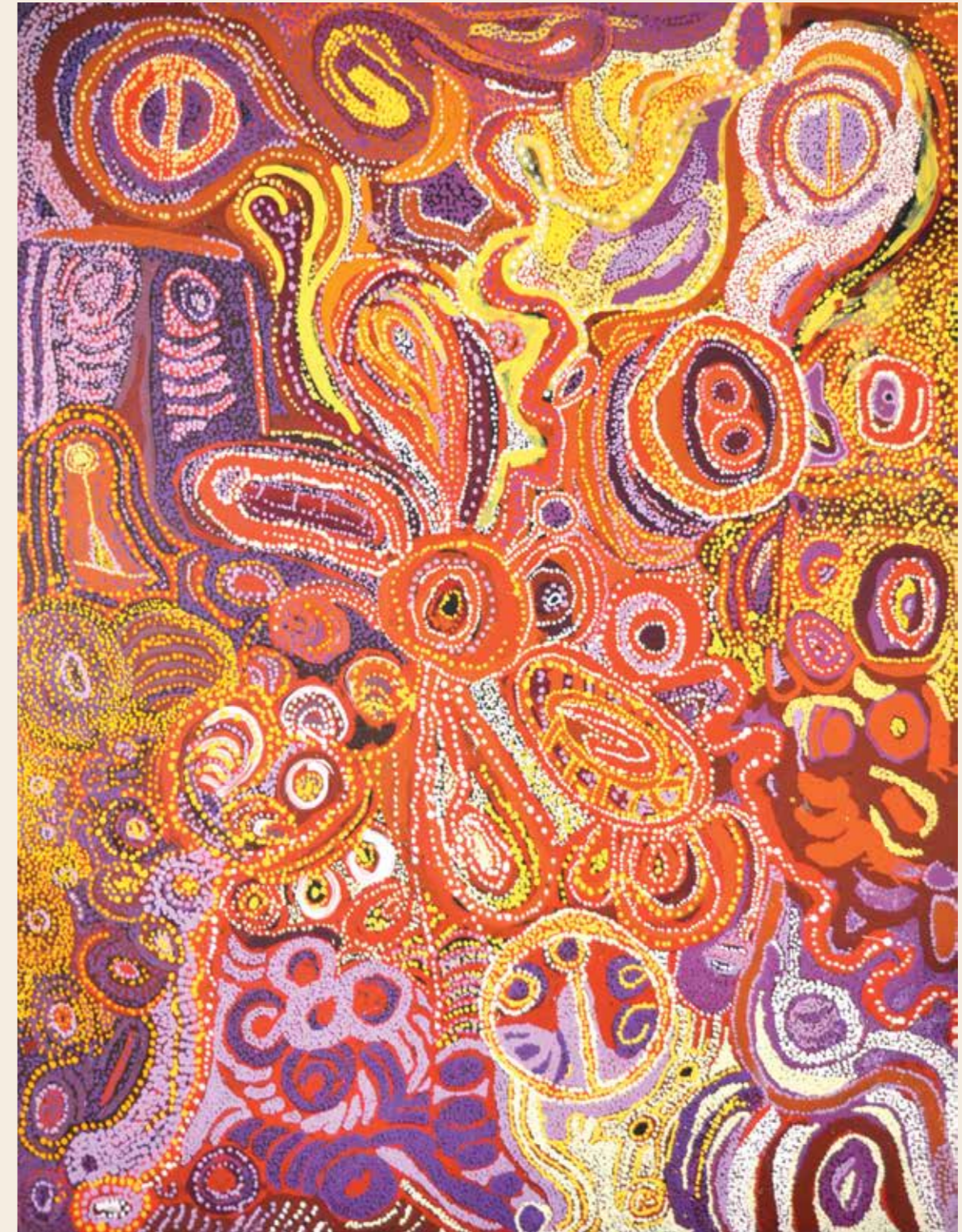
"Once you learn to know and love your country, you can then speak for Country. By knowing Country, you will learn to love and nurture what you have and not be envious of others. We must travel the Country, we get knowledge of the Country, and then we can speak for Country, and we tell our young ones all about Country." - Dr Uncle Lewis Yarlupurka O'Brien, Senior Kurna Elder and Elder on-campus, Bedford Park.

"Our Country is recognised as our motherland. This is where our attachment has been for thousands of years and knowledge has been passed down to us from our immediate family, our Elders, and our family." - Dr Aunty Pat Miller, Arrernte Elder on-campus, Alice Springs.

A shared understanding means we can walk side by side.

"There is an old saying that happiness is not a destination but a way of life. Reconciliation is the same, we need to think about reconciliation in the same way. Reconciliation needs to become our way."

Dr Uncle Richard Fejo, Senior Larrakia Elder and Senior Elder on-campus, Darwin.



Yartiji Young
born c1955, Pitjantjatjara people
Ngayuku ngura (my country) 2013
synthetic polymer paint on linen
198.0 x 151.5 cm
Collection of Flinders University Museum of Art 5119
© the artist / Copyright Agency 2023

Our vision for reconciliation

Reconciliation Australia commends Flinders University on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Flinders University continues to be part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Flinders University will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Flinders University using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Flinders University to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Flinders University will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Flinders University's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Flinders University on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Photo: Joseph Mayers



President and Vice-Chancellor message

We've started our unique journey towards reconciliation, but recognise it is a journey that will be ongoing as we work to ensure Indigenous strategies and cultural perspectives are embedded within our University.

Crucial support, guidance, and wisdom to set our path came from respected Elder and leader Professor Tom Calma AO, Co-Chair of Reconciliation Australia, and Co-Chair of the Aboriginal and Torres Strait Islander Voice to Parliament initiative. His input has helped us develop an exceptionally strong plan, one which aims to embed cultural learning across all Flinders University campuses, while acknowledging the long-held philosophies, knowledges, research strengths and contributions of Aboriginal and Torres Strait Islander peoples, together with a determination to detect and address unconscious bias and structural discrimination.

Reflecting our resolve to build a new inclusiveness for Aboriginal and Torres Strait Islander people at Flinders University – grounded in the concepts of togetherness, reciprocity, and respect – our second Innovate RAP will further embed Indigenous perspectives across our activities and deepen our commitment to First Nations people's knowledges and cultures in a spirit of equity, integrity, and unity.

Professor Colin Stirling
President and Vice-Chancellor



RAP Co-Chairs message

The community of Flinders University acknowledges that our first Innovate RAP has provided vision and direction, along with actions to support authentic reconciliation. As a result, we have made meaningful progress towards delivering on actions and achieving outcomes that are fundamental to embedding reconciliation as part of our ways of being.

This is evident through our institutional and cultural shift, as well as Aboriginal and Torres Strait Islander engagement more broadly. Such is the importance of this work we want to further fortify our advances, so we have committed to a second Innovate Reconciliation Action Plan. This decision recognises that the path to reconciliation requires embedded and long-term change and that relationality grounds and fosters reconciliation.

Flinders University takes responsibility for building reconciliation into our institution's fabric, which takes leadership, critical reflexivity, and shared understanding. As Co-Chairs of the RAP Oversight Committee, we acknowledge the significant achievements of the University and recognise members of our University community who have championed the key concepts of togetherness, reciprocity and respect through their initiatives and actions.

We applaud and are thankful for the fearless tenacity of our leaders and RAP champions in their approach to reconciliation.

Professor Simone Ulalka Tur (Yankunytjatjara), Co-Chair
Professor Jonathan Craig, Co-Chair



Our University

Established in 1966, Flinders University is a mid-size comprehensive higher education institution offering undergraduate, postgraduate, and higher degree by research courses. Comprising of six colleges and aligned professional services, our research strengths include culture, policy and society, health and human behaviour, biomedical and clinical sciences, molecular science and technology, defence, engineering, and water and environment.

Flinders University operates on the Traditional Lands and Waters 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 Yolju peoples. We honour Elders past, present, and emerging.

We are committed to education, health and wellbeing in the Northern Territory, and other regional, rural, and remote communities, in line with our strategic plan *Making a Difference - The 2025 Agenda* priority to “engage with Indigenous Australians, students, staff and the community to respect Indigenous knowledge systems and perspectives, and to progress Indigenous advancement in education, research, employment and wellbeing”.

In addition to three Adelaide campuses at Bedford Park, Tonsley and the Adelaide CBD, our South Australian regional footprint spans Mount Gambier, Murray Bridge, Nuriootpa, Renmark, and Victor Harbor in South Australia. Our Northern Territory locations span Alice Springs, Darwin, Katherine, Nhulunbuy, and Tennant Creek. The University also delivers programs online to students residing throughout Australia. Our international reach includes the joint provision of courses with leading universities in China, including Hong Kong SAR, Malaysia, and Singapore. Onshore and offshore, we teach approximately 5000 international students from almost 100 countries.

In 2022, Flinders University enrolled 21,716 students, 418 of whom identified as Aboriginal and Torres Strait Islander, constituting 1.6% of total domestic student enrolments and an increase of 0.1% on the previous year.

Flinders University employed 958 Academic staff and 1,328 Professional staff in 2022, 49 of whom identified as Aboriginal and Torres Strait Islander, comprising 1.6% of our workforce. Aboriginal and Torres Strait Islander staff are predominantly in the College of Medicine and Public Health (including Poche SA+NT), the Office of Indigenous Strategy and Engagement, and the College of Humanities, Arts and Social Sciences.

Sphere of Influence

As a globally connected public institution of higher learning, Flinders University recognises its role to lead by example and commits to communicating and championing the vision and actions of this Innovate RAP through our many and varied networks. This responsibility is vested in our leadership in the University Council and Senior Executive Team, as well as our Academic and Professional staff.

Embedding reconciliation across our constantly evolving student cohort is also a means of producing graduates who are equipped with awareness and understanding. We actively promote reconciliation across our network of more than 120,000 Alumni in more than 100 countries.

Our wider engagement with industry, government, NGOs, community organisations and peak higher education bodies such as Universities Australia, the Innovative Research Universities network, Engagement Australia, and the International Network of Universities is informed by reconciliation and preferences relationships with like-minded entities.

Examples include our partnerships with Reconciliation SA, and the Port Adelaide Football Club which promote pathways to tertiary education, our Fearless Conversations public roundtable series which actively presents Indigenous speakers and perspectives, and involvement in Reconciliation Industry Networks.

Advancing Our Path to Reconciliation

In the spirit of our namesake Matthew Flinders and Kuringgai man Bungaree, who together circumnavigated Australia, we constantly strive to fearlessly exemplify our core values of innovation, courage, excellence, and integrity.

Our path to reconciliation began when John Kundereri Moriarty AM became the first Aboriginal person to graduate from Flinders University in 1971. The important relationship that was forged remains significant today. Mr Moriarty’s internationally recognised consulting company Balarinji led the development of cultural guiding principles for future campus developments.

Flinders University’s Strategic Plan *Making a Difference - The 2025 Agenda* commits to “Championing diversity and equality of opportunity, respecting people from all nations, cultures, and backgrounds”. The appointment of the University’s first Pro Vice-Chancellor (Indigenous) was made in 2020. This position is responsible for providing strategic leadership and influence across Flinders University and the Indigenous higher education sector. This was an important strategic and symbolic appointment aligning the University nationally in advancing senior Indigenous leadership across the sector.

In 2020, the University established its first Indigenous Advisory Council, tasked with providing advice to the Vice-Chancellor. Additionally, three Senior Elders-on-campus were appointed: Dr Uncle Lewis Yarlupurka O’Brien, a Kurna Elder based at Bedford Park; Dr Uncle Richard ‘Balang/Japaljarri’ Fejo, a Larrakia Elder based at Darwin; and Dr Aunty Pat Miller, an Arrernte Elder based at Alice Springs. These distinguished Elders collectively contribute their knowledges and wisdom to guide us towards reconciliation. Furthermore, in 2022, Uncle Richard Fejo was bestowed with an Honorary Doctorate in recognition of his cultural knowledge, authority, leadership, and community engagement at Flinders University. To drive activities of the first Innovate RAP (2020-2022), RAP working groups were established across colleges and portfolios. The Vice Chancellor’s RAP Awards were developed in 2021 recognising the outstanding efforts of individuals and teams in leading activities or projects that promote reconciliation.

Kevin Namatjira
born 1958, died 2018, Western Arrernte people
Untitled (landscape) c1980s
pencil and watercolour on board
22.3 x 35.4 cm (image)
Collection of Flinders University Museum of Art 2593
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Advancing Our Path to Reconciliation (continued)

Flinders University has implemented Indigenous governance mechanisms, comprising several committees to oversee various aspects of the University's Reconciliation Action Plan (RAP) and Aboriginal and Torres Strait Islander student success. The Reconciliation Action Plan Oversight Committee (RAPOC) oversees the implementation, monitoring, and reporting of the RAP. The Tarrkarri-ana Committee is responsible for monitoring Aboriginal and Torres Strait Islander student success, while the Indigenous Workforce Strategy Committee monitors the implementation of the Indigenous Workforce Strategy. Additionally, the Elders Network provides cultural leadership on University initiatives.

Since the launch of the inaugural Innovate RAP in 2020, there has been a significant increase in Indigenous student enrolments at the University, growing from 1.4% to 1.57% in 2022, marking an overall increase of 0.2%. The Indigenous Higher Degree Research student intake also increased by 27%. To further improve Aboriginal and Torres Strait Islander enrolments, the University has established Indigenous Student Success Targets (2022-2025) which aim to increase rates of commencement (by 3%), completion (by 1.6%), and progression (by 80%). Additionally, the University is working towards a cumulative increase in the overall participation rate to 1.9%.

Flinders University's Indigenous Workforce Strategy (2022-2025) was endorsed in April 2022, followed by the appointment of an Indigenous Employment Coordinator, a key deliverable from the inaugural RAP. Following this, Aboriginal and Torres Strait Islander staff numbers increased from 37 to 71 which was an impressive 92% increase on pre-RAP employment numbers. The new Indigenous Workforce Strategy commits Flinders University to increasing Indigenous employment to 3% (full time equivalent) by 2025. Four strategic priorities underpin this target – Attraction and Recruitment, Culture and Retention, Development and Advancement, and Governance and Leadership.

In 2021, three Aboriginal and Torres Strait Islander staff members received academic promotions, including a Level E (Professor) and two Level D (Associate Professor) positions. As of the end of that year, the University employed 11 senior academic staff who identified as Aboriginal and Torres Strait Islander: Five at Level C, four at Level D, one at Level E, and one as Pro Vice Chancellor. By the end of 2022, this momentum continued with an increase to 13 senior academic staff, including four at Level C, five at Level D, and four at Level E, as a result of internal promotions and new appointments.

The University proudly demonstrates the prominence and contribution of Indigenous leadership with a total of four Professors and five Associate Professors. Additionally, the development of an Indigenous Research Strategy (IRS) in collaboration with the Deputy Vice-Chancellor (Research) marks a significant achievement. This initiative represents the first of its kind at the University and serves as a unique commitment to redressing social transformation and reconciliation through a robust, ethical, and sustainable Indigenous research agenda.

The strategy is built on four key priorities. These include Priority 1: Research Excellence; Priority 2: Research Reciprocity and Impact; Priority 3: Indigenous Research Capacity and Leadership; and Priority 4: Research Responsibility. Moreover, the College of Medicine and Public Health has created a specific Aboriginal and Torres Strait Islander Strategy (2022-2025) which outlines a framework for research, teaching, and impact within the college.

Acknowledging the importance of learning from and with Country, Flinders University has constructed an outdoor cultural gathering space called Yungkurrinthe Inparrila. This space has been created to promote cultural belonging, community, ceremony, celebration, and the incorporation of Indigenous ways of knowing, being, and doing. The name Yungkurrinthe refers to the act of "imparting knowledge, communication, and information," while Inparrila translates to "meeting place" in the Kurna language.

Yungkurrinthe Inparrila holds significant importance to the Flinders University community, as it serves as a place of healing and well-being, where people can come to grieve, and a space that brings together Aboriginal and Torres Strait Islander communities with the broader community to honour and recognise Country, cultural knowledge, and learning. The space is unique in that, unlike a building or office, it is directly connected to Country.

In recognising that genuine institutional and social transformation requires sustained efforts to authentically integrate reconciliation into everyday activities, Flinders University has chosen to embark on a second Innovate RAP. The university recognises that fostering a community of critical thinkers who share this vision is vital to progress. As part of this process, Flinders University acknowledges the need to promote understanding of decolonisation (reversing the impacts of colonisation), anti-racism strategies, and power relations that stem from ongoing colonisation.

Flinders University acknowledges that as a nation we are at a pivotal time in the call for constitutional reform and the campaign to enshrine an Aboriginal and Torres Strait Islander Voice in the Australian Constitution. The foundation of truth telling ought not retraumatise and add to the emotional labour of First Peoples, and therefore the shared weightbearing of colonial Australia must involve genuine critical reflection of race relations within this Country.

As a site of knowledge production through research, teaching and learning we recognise we have influence in shaping current and future citizens and leaders. The student community are important influencers of Flinders University to enact the pillars of reconciliation and contribute to dynamic, transformative social change.

Flinders University seeks to create an environment that is culturally inclusive across all aspects of its business, and to increase respectful recognition, knowledge and awareness of Aboriginal and Torres Strait Islander cultures, histories, and contributions. We recognise Indigenous peoples as self-determining who can lead change for the benefit of Aboriginal and Torres Strait Islander communities, and more broadly, society.



Uncle Mickey Kumatpi Marrutya O'Brien during a smoking ceremony at Yungkurrinthe Inparrila

Our RAP Champions are:
President and Vice-Chancellor, Professor Colin Stirling
Chancellor, Mr Stephen Gerlach AM

University Council members for 2023

Stephen Gerlach AM (Chancellor)
Professor Colin Stirling (Vice-Chancellor)
Professor Christopher Kee
Elizabeth Perry AM
Douglas Gautier AM
Professor Brenda Wilson AM
John Hood
Sharon Wilson
George Freney
Dr Amanda Muller
Kate Walsh
Sean Henschke
Emily Williams
Kim Cheater
Leanne Liddle

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, oversee the monitoring and implementation of the University's RAP.

RAP Oversight Committee (RAPOC)

Pro Vice-Chancellor (Indigenous), Professor Simone Ulalka Tur (Co-Chair) - Yankunytjatjara
Vice-President and Executive Dean College of Medicine and Public Health, Professor Jonathan Craig (Co-Chair)
Senior Elder-on-campus Poche SA+NT, Dr Uncle Richard Fejo - Larrakia
Director, Media and Communications, Karen Ashford
Flinders University Student Association Student President, Billy Greet
Vice-President Corporate Services, Mark Gregory
Deputy Vice-Chancellor (Students), Professor Romy Lawson
Senior Manager, Office of Indigenous Strategy and Engagement, Kelly Maxwell (Executive Officer, RAPOC) Kokatha, Mirning
Flinders University Student Association First Nations Officer, Nadia Metzger – Larrakia, Tiwi
Vice-President and Executive Dean, College of Humanities Arts and Social Sciences, Professor Peter Monteath
Pro Vice-Chancellor (Learning and Teaching Innovation), Professor Michelle Picard
Deputy Vice-Chancellor (Research), Professor Robert Saint
RAP Project Officer, Anna Schkabaryn - Kokatha, Arabana, Yankunytjatjara
Director, People and Culture, Mark Schultz



2023 Flinders University RAP Conference



2023 Flinders University RAP Conference

Senior Executive Team

President and Vice-Chancellor Professor Colin Stirling

Deputy Vice-Chancellor (Research), Professor Robert Saint

Deputy Vice-Chancellor (Students), Professor Romy Lawson

Vice-President and Pro Vice Chancellor (International), Sebastian Ranekold

Vice-President Corporate Services, Mark Gregory

Chief Financial Officer, Richard Porter

Chief of Staff, Jayne Flaherty

General Counsel and University Secretary, Marc Davies

Vice-President and Executive Dean, College of Business, Government and Law, Professor Michael Gilding

Vice-President and Executive Dean, College of Education, Psychology and Social Work, Professor Deborah West

Vice-President and Executive Dean, College of Humanities, Arts and Social Sciences, Professor Peter Monteath

Vice-President and Executive Dean, College of Nursing and Health Sciences, Professor Alison Kitson

Vice-President and Executive Dean, College of Medicine and Public Health, Professor Jonathan Craig

Vice-President and Executive Dean, College of Science and Engineering, Professor Alistair Rendell

There are six Aboriginal and Torres Strait Islander members represented on the RAP Oversight Committee (RAPOC).

Flinders University's Indigenous Advisory Council comprises predominately of external representatives from the SA/NT governments and private, non-for-profit and community-controlled organisations, providing strategic community and stakeholder advice on Indigenous engagement to the President and Vice-Chancellor Professor Colin Stirling.

Launched in June 2020, Flinders University's inaugural Innovate RAP aimed at fostering stronger relationships with Aboriginal and Torres Strait Islander communities. This strategic initiative enabled the institution to gain a deeper understanding of its impact and sphere of influence and establish the best approach to advance reconciliation. The Innovate RAP was underpinned by four principal pillars namely, Relationships, Respect, Opportunities, and Governance. The two-year period spanning May 2020 to May 2022 was marked by an ambitious undertaking that comprised of 82 deliverables. These intended outcome for these actions was to bring about the realisation of the reconciliation vision, with each college and portfolio responsible for specific deliverables as outlined in the plan.

Approximately 90% of RAP deliverables are in active progress or have been completed, with associated actions embedded as ongoing core business. This has resulted in the University being positively and proactively positioned and its strategic investment in prioritising Indigenous matters. The University can take pride in its achievements and commitment to Indigenous engagement.

To monitor the implementation of RAP deliverables and promote the RAP agenda across the institution, the RAPOC was established, comprising senior executive members and key staff. Additionally, a traffic light reporting system was developed to provide a summary of completed RAP actions and achievements across colleges and portfolios. Indigenous student representation on the RAPOC and Tarrkarri-ana Committee provide a critical avenue for student voices.

Significant Learnings

The most significant learning was our realisation that undertaking a second Innovate RAP would allow for remaining deliverables to be completed, including stronger relationships with stakeholders and a focus on embedding initiatives and programs within the University structures. The building of stronger relationships with Aboriginal and Torres Strait Islander communities and key stakeholders will provide the foundation for the submission of a Stretch RAP into the future. In addition, maintaining the momentum of our inaugural RAP with a second Innovate RAP enables the implementation and alignment to a series of Indigenous strategies, that includes Indigenous Workforce Strategy (2022-2025), Indigenous Student Success Targets (2022-2025), Indigenous Research Strategy (2022-2025) and the College of Medicine and Public Health Aboriginal and Torres Strait Islander Strategy (2022-2025), allowing more time for progress, advancement, and review.

The University's Supply Nation membership provides access to Australia's leading database of verified Indigenous businesses with options for procurement, and as a specific deliverable is considered complete. However, the priority remains on increasing the number of tenders being sought from Indigenous businesses, supported by a procurement statement.

The appointment of Professor Simone Ulalka Tur as Flinders University's inaugural Pro Vice-Chancellor (Indigenous) signalled a significant step forward in a journey towards reconciliation. A member of the Yankunytjatjara community of north-west South Australia, Professor Tur is responsible for engagement with Indigenous students, staff, and the broader community to enhance respect for Indigenous knowledge systems and perspectives, and progress Indigenous advancement in education, research, employment, and wellbeing.

Such cultural developments dovetail the importance of key research, such as Dr Annabelle Wilson's work to establish a peer-mentoring scheme for dieticians working with Aboriginal people, to refocus on improved nutrition of a post-colonial diet for Aboriginal people.

Associate Professor Courtney Ryder an injury epidemiologist (Narungga) and Senior Lecturer in Public Health, has been awarded \$650k. The project – 'Transforming Injury for Aboriginal and Torres Strait Islander Children through Innovative Knowledge Gain and Co-designed Intervention' will address the high rates of injury amongst Aboriginal and Torres Strait Islander children.

Associate Professor Tamara McKean (Waljen), College of Medicine and Public Health, was successful in being awarded a 2021 Medical Research Future Fund \$2.3 million for Indigenous Health Research Child Protection Services in Health: Fostering community led solutions to minimise trauma and change trajectories of pregnant Aboriginal women, their children, and their families and a \$5 million National Health and Medical Research Council Synergy grant in 2022.

In partnership with the Southern Adelaide Local Health Network (SALHN), The University of Adelaide, and the South Australian Health and Medical Research Institute (SAHMRI) and led by Aboriginal researchers and co-designed with the Aboriginal community, the project will look to understand how pregnant Aboriginal women, their children and their families engage with child protection services in a bid to improve outcomes and minimise trauma.



2023 Flinders University RAP Conference

Associate Professor Natalie Harkin (Narungga) and DECRA Research Fellow at Flinders University is cataloguing important fresh historical perspectives, using archival-poetic methods to research and unlock colonial-era surveillance records to document Aboriginal women's domestic service and labour histories in South Australia. Associate Professor Harkin is part of acclaimed performance art group The Unbound Collective, with fellow Flinders University academics/artists Professor Simone Ulalka Tur (Yankunytjatjara), Associate Professor Ali Gumillya Baker (Mirning) and Senior Lecturer Dr Faye Rosas Blanch (Yidinji/Mbarbram), telling untold chapters of Australia's history from an Aboriginal and Torres Strait Islander standpoint.

Significant steps have been taken to increase understanding, value, and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledges, and rights through cultural learning across our University. The library continues to make great strides in progressing the sensitivity and variety of materials on and by First Nations authors, with resources available for student and academic use.

The College of Humanities Arts and Social Sciences has also made significant progress in Indigenous curriculum with the new Indigenous and Australian Studies major and embedded co-teaching practices in Education, Archaeology, Nursing and Health Science and Medicine and Public Health topics that endeavour to increase the opportunities for students to encounter Indigenous cultural content.

Deliverables to improve employment outcomes for Aboriginal and Torres Strait Islander people have been completed and is represented by increased employment across the institution in both professional and academic roles. An example of a strategy that contributes to long-term improved employment outcomes for Aboriginal and Torres Strait Islander peoples is the Portfolio of the Vice President Corporate Services work experience program for Flinders University students and casual professional roles for Aboriginal and Torres Strait Islander students enrolled at Flinders University. Opportunities to support Aboriginal and Torres Strait Islander researchers have resulted in the formation of the First Nations Researchers Collective, a collective mentoring program for academics and postgraduate students.

Relationships

Flinders University recognises Aboriginal and Torres Strait Islander peoples as the First Peoples of this Country who hold distinct relationships with the land, sky and waters that has existed for time immemorial. As a university we acknowledge this connection to Country, and that long-held philosophies of this relationship and ways of knowing, being and doing offer a shared understanding and connection to Country, place, people, and community. Our ongoing path to reconciliation is a lived and authentic enactment, grounded in relationality..

Action	Deliverable	Timeline	Responsibility
1. 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 footprint in South Australia and the Northern Territory (Arrernte, Dagoman, First Nations of the South East, First Peoples of the River Murray & Mallee region, Jawoyn, Kurna, Larrakia, Ngadjuri, Ngarrindjeri, Ramindjeri, Warumungu, Wardaman and Yolŋu people's) and organisations by co-designing guiding principles for future engagement.	June 2024, 2025	Pro Vice-Chancellor (Indigenous) and Director, Poche SA + NT
	Implement guiding principles to develop a community engagement plan for working with Aboriginal and Torres Strait Islander peoples.	January 2024	Pro Vice-Chancellor (Indigenous)
2. Build relationships through celebrating National Reconciliation Week (NRW).	RAP Oversight Committee members to participate in an external National Reconciliation Week (NRW) event.	27 May-3 June 2024, 2025	Pro Vice-Chancellor (Indigenous)
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May-3 June 2024, 2025	Vice-Chancellor
	Develop an annual program of activities to engage students in Reconciliation.	27 May-3 June 2024, 2025	Deputy Vice-Chancellor (Students)
	Organise at least one NRW event each year.	27 May-3 June 2024, 2025	Deputy Vice-Chancellor (Students)
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2024, 2025	Director, Marketing
	Circulate Reconciliation Australia's NRW resources and Reconciliation materials to our staff to assist the development of an annual program of Reconciliation events.	May 2024, 2025	Director, Marketing

Action

3. Promote reconciliation through our sphere of influence.

Deliverable

Timeline

Responsibility

Develop and implement an annual staff and student engagement plan to raise awareness of Reconciliation across our University.	April 2024, 2025	Director, Media and Communications	
Communicate our commitment to Reconciliation publicly.	May 2024, 2025	Vice-Chancellor	
Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	May 2024, 2025	RAPOC	
Continue to collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Feb, May, Sept, Dec, 2024, 2025	RAP Project Officer	
Ensure that the University's Policy Framework incorporates a requirement to consult and consider Aboriginal and Torres Strait Islander perspectives so that these perspectives are taken into account as policies and procedures are routinely reviewed and developed.	June 2024, 2025	General Counsel and University Secretary	
Maintain membership and engagement with established industry RAP networks at the national and state levels, including current partners, sponsors, and sponsorships.	June 2024, 2025	Pro Vice-Chancellor (Indigenous)	
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of People and Culture policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2023, 2025	Director, People and Culture
	Develop, implement, and communicate an anti-racism statement.	July 2023	Vice-Chancellor
	Develop an anti-discrimination policy for our organisation.	July 2024	Vice-Chancellor
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	January 2024	Pro Vice-Chancellor (Indigenous) and Vice-President and Pro Vice-Chancellor (International)
	Investigate and plan cultural capability workshops for all staff, including senior leadership.	December 2023	Director, People and Culture
	Provide an anti-racism program to senior leaders that promotes the national 'Call it Out' Racism Register to raise awareness about the impacts of racism.	December 2024	Director, People and Culture
	Promote the national 'Call it Out' Racism Register to all University staff and students.	December 2025	Director, People and Culture

Relationships



Respect

Flinders University respects and recognises the long-held philosophies, knowledges, research strengths and contributions of Aboriginal and Torres Strait Islander communities in Australia. The University acknowledges that Aboriginal and Torres Strait Islander peoples have always been self-determining and through shared understanding of cultures, histories, and lived experiences, an appreciation of the contributions to this country and specifically to the University community are recognised and celebrated.

Through the fostering of reciprocal relationships and understanding, the University is committed to establishing productive, mutually beneficial, and ethical partnerships. The University recognises its responsibility and contribution to truth-telling with a shared purpose that informs and fosters transformation, grounded in humility, a culture of shared trust, and the bearing of the weight of colonialism in Australia.

Action	Deliverable	Timeline	Responsibility
5. 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 to analyse requirements across our cohorts to target appropriate initiatives.	December 2023	Deputy Vice-Chancellor (Students)
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform cultural learning.	June 2023, 2025	Pro Vice-Chancellor (Indigenous)
	Develop, implement, and communicate a cultural learning document/resource for our staff and students.	December 2023	Deputy Vice-Chancellor (Students)
	Promote on-Country practices, language and cultural immersion initiatives, and two-way learning exchanges.	May 2024, 2025	Pro Vice-Chancellor (Indigenous)
	Provide opportunities for RAP Working Group members, senior People and Culture staff, and other key leadership staff to participate in formal and structured cultural learning.	June 2024, 2025	Director, People and Culture
	Develop and implement guiding principles for protocols of engagement with Traditional Owners regarding future infrastructure projects.	June 2024	Vice-President Corporate Services
	Scope the appointment of a senior Aboriginal and Torres Strait Islander Academic Teaching and Learning Lead to facilitate the embedding of Aboriginal and Torres Strait Islander perspectives into the curriculum.	December 2023	Deputy Vice-Chancellor (Students)
	Undertake an internal analysis of Indigenous knowledges and perspectives within degree programs, benchmarking against best practice.	December 2023	Pro Vice-Chancellor (Learning, Teaching and Innovation)
	Develop an Indigenous Studies curriculum thread offering within degree programs.	December 2024	Pro Vice-Chancellor (Learning, Teaching and Innovation)
	Promote Cultural Learning protocols to students via online learning platform.	June 2024, 2025	Pro Vice-Chancellor (Learning, Teaching and Innovation)

Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff understanding of the purpose and significance of cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2023, 2025	Chief Of Staff
	Develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	December 2024	Pro Vice-Chancellor (Indigenous)
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	June 2023, 2025	Vice-Chancellor
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June 2023, 2025	University-wide
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Promote Elder-On-Campus program and Elders Network and consider expansion across the University's footprint.	May 2024, 2025	Pro Vice-Chancellor (Indigenous), and Vice-President and Executive Dean, College of Medicine and Public Health
	RAP Oversight Committee to participate in an external NAIDOC Week event.	July 2023, 2025	RAPOC
	Review People and Culture policies and procedures to remove barriers to staff participating in NAIDOC Week.	December 2023	Director, People and Culture
	Promote and encourage participation in external NAIDOC events to all students and staff.	June 2023, 2025	Director, Media and Communications

Respect

Opportunities

The University's strategic plan *Making a Difference – The 2025 Agenda* affirms its commitment to advancing the Aboriginal and Torres Strait Islander workforce development, community participation, retention, and success in higher education. Contributions by Aboriginal and Torres Strait Islander people both within the University and beyond are essential in creating an environment that values connection to Country, community-centred initiatives, sustainability and innovation, creativity, and future visioning. Such contributions enrich the cultural fabric of the whole University. The University recognises that its systems and structures should be culturally inclusive and address barriers which may inhibit success.

This Innovate RAP will further increase staff and student knowledges and cultural capabilities through the sharing of Indigenous ways of Knowing, Being and Doing, co-design research and innovations, Indigenous procurement, and Indigenous contributions to University business.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing profile to inform future employment and professional development opportunities.	December 2023, 2025	Director, People and Culture
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy.	December 2023, 2025	Director, People and Culture
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	December 2023, 2025	Director, People and Culture
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	December 2023, 2025	Director, People and Culture
	Review People and Culture recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2023, 2025	Director, People and Culture
	Review current cultural leave policy to ensure alignment with contemporary practices.	December 2023, 2025	Director, People and Culture
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Implement an Aboriginal and Torres Strait Islander procurement strategy.	June 2024	Vice-President Corporate Services
	Maintain Supply Nation membership.	December 2023, 2025	Pro Vice-Chancellor (Indigenous)
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	June 2023, 2025	Vice-President Corporate Services
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	December 2023, 2025	Vice-President Corporate Services
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	December 2024	Vice-President Corporate Services
	Increase commercial relationships with Aboriginal and Torres Strait Islander businesses with annual incremental growths based on an analysis of our current partnerships.	December 2023, 2025	Vice-President Corporate Services

Action	Deliverable	Timeline	Responsibility
10. Implement the University's Indigenous Research Strategy 2023 – 2025 to enhance research capacity, engagement and leadership of Aboriginal and Torres Strait Islander staff and students.	Increase the success rate of Aboriginal and Torres Strait Islander academics in national and international competitive processes by offering support in preparing grant applications.	December 2025	Deputy Vice-Chancellor (Research)
	Scope the appointment of a senior Aboriginal and Torres Strait Islander Academic Research Lead to progress the University's strategic agenda for Indigenous research.	December 2023	Deputy Vice-Chancellor (Research)
	Develop a business case for competitive and innovative HDR scholarships for Aboriginal and Torres Strait Islander students and make recommendations to the Deputy Vice-Chancellor (Research).	December 2023	Dean, Office of Graduate Research
	Promote University research strengths in Aboriginal and Torres Strait Islander research and in the Australian Research Council (ARC) Fields of Research, Indigenous Studies code.	December 2023, 2025	Deputy Vice-Chancellor (Research)
11. Improve Aboriginal and Torres Strait Islander student recruitment, retention, completions rates.	Support and monitor the mentoring of Indigenous researchers through the First Nations Researchers Collective.	November 2024, 2025	Deputy Vice-Chancellor (Research)
	Implement college and portfolio specific initiatives that align with Flinders University's Indigenous Student Success Targets (2022-2025).	January 2024	Deputy Vice-Chancellor (Students)
	Develop an Indigenous student recruitment strategy.	November 2023, 2025	Pro Vice-Chancellor (Indigenous)
	Improve student retention and completion rates by broadening the Flinders University Indigenous student employment scheme.	April 2025	Vice-President Corporate Services

Opportunities



Governance and Reporting



Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP Oversight Committee (RAPOC) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RAP Oversight Committee and working groups.	February 2024, 2025	RAPOC Co-Chairs
	Maintain Terms of Reference for the RAPOC to reflect position and needs of the University.	February 2024, 2025	RAPOC Co-Chairs
	Meet at least four times per year to drive and monitor RAP implementation.	March, July, September, December 2024, 2025	RAPOC Co-Chairs
	Establish a student RAP group with representation on the RAPOC to provide feedback to student areas.	December 2023	Deputy Vice-Chancellor (Students)
13. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	July 2024	Vice-Chancellor
	Engage our senior leaders and other staff in the delivery of RAP commitments.	June 2024, 2025	Vice-Chancellor
	Define and maintain appropriate systems to track, measure and report on RAP commitments by a delegated officer within each college and portfolio.	June 2023, 2025	RAPOC Co-Chairs
	Maintain internal RAP Champions from senior management.	February 2024, 2025	Vice-Chancellor

Action	Deliverable	Timeline	Responsibility
14. 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, to ensure we do not miss out on important RAP correspondence.	June 2023, 2025	RAP Project Officer
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August 2024, 2025	RAP Project Officer
	Ensure that the annual RAP Impact Measurement Questionnaire is completed and submitted to Reconciliation Australia.	30 September 2024, 2025	Pro Vice-Chancellor (Indigenous)
	Report RAP progress to all staff and senior leaders quarterly.	March, July, September, December 2024, 2025	RAPOC Co-Chairs
	Annually publish a report to publicly inform our achievements, challenges, and learnings of the RAP implementation.	June 2024, 2025	RAPOC Co-Chairs
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	Pro Vice-Chancellor (Indigenous) and Director, People and Culture
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2025	RAPOC Co-Chairs
15. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	August 2024	Pro Vice-Chancellor (Indigenous)
16. Promote leadership and accountability of senior management towards reconciliation.	Provide responsive, relevant, and fearless leadership to university staff on RAP objectives that align with Key Performance Indicators.	June 2023, 2025	Vice-Chancellor
	Report progress against the University Australia's Indigenous Strategy (2022-2025) focus areas and actions.	November 2023, 2025	Vice-Chancellor
	Consider Indigenous representation on Flinders University Council and senior governance committees.	June 2023	Vice-Chancellor



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-Larrŋgay Mulka Art Centre



Weaver: Jennadene Smith
RAP Conference 2023
Flinders University Kaurna Yarta, Bedford Park

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