



UNIVERSITY
OF WOLLONGONG
AUSTRALIA

Healing and Recognition Track Plan

2024 – 2027



Acknowledgement of Country

We acknowledge that Country for Aboriginal peoples is an interconnected set of ancient and sophisticated relationships.

The University of Wollongong spreads across many interrelated Aboriginal Countries that are bound by this sacred landscape, and intimate relationship with that landscape since creation.

From Sydney to the Southern Highlands, to the South Coast.

From fresh water to bitter water to salt.

From city to urban to rural.

The University of Wollongong acknowledges the Custodianship of the Aboriginal peoples of this place and space that has kept alive the relationships between all living things. The University acknowledges the devastating impact of colonisation on our campuses' footprint and commit ourselves to truth-telling, healing and education.



Artwork by **Samantha Hill**,
Dharawal/Wandandian woman

Contents

Message from the Vice-President of Indigenous Strategy & Engagement	1
Message from Reconciliation Australia	3
Artwork and Story	4
UOW's transitions from RAP's to a HART	5
Getting to the HART	5
Defining Healing and Recognition	5
Opportunities and Outcomes of the HART	5
Navigating the HART framework	5
The HART plan and UOW	6
Priority area:	
Business	7
Cultural safety	9
Campuses and Country	11
Community and industry engagement	13
Education	15
Teaching and learning	17
Research	19

Terminology statement

A note on the use of terminology and identifiers: UOW recognises that meaningful consultation and respectful engagement with First Nations people requires honouring the diversity of ways First Nations peoples identify themselves, their cultures and Country. This includes the use of terms such as Aboriginal and Torres Strait Islander, Indigenous and First Nations. UOW recognises that these terms are externally imposed and commits to embracing the self-determination of First Nations people and the right to determine appropriate identifiers. This includes honouring the diversity of terminology within and between UOW documents and publications. UOW recognises that standardisation of identifiers further denies the diversity of experience and undermines the self-determination of First Nations peoples.

Healing and truth telling: A new path forward after the referendum

In the aftermath of the Voice to Parliament referendum, UOW is prioritising healing and truth telling on our journey to reconciliation.

By **Jaymee Beveridge**, Vice-President (Indigenous Strategy & Engagement), University of Wollongong

For the majority of Australians, the Referendum on an Aboriginal and Torres Strait Islander Voice to Parliament was just a blip in the events of 2023. For many others though, it was a devastating outcome that illuminated a dire need for Australia to do and be better.

The aftermath of the referendum saw individuals, community and our local allies hurting, feeling disbelief.

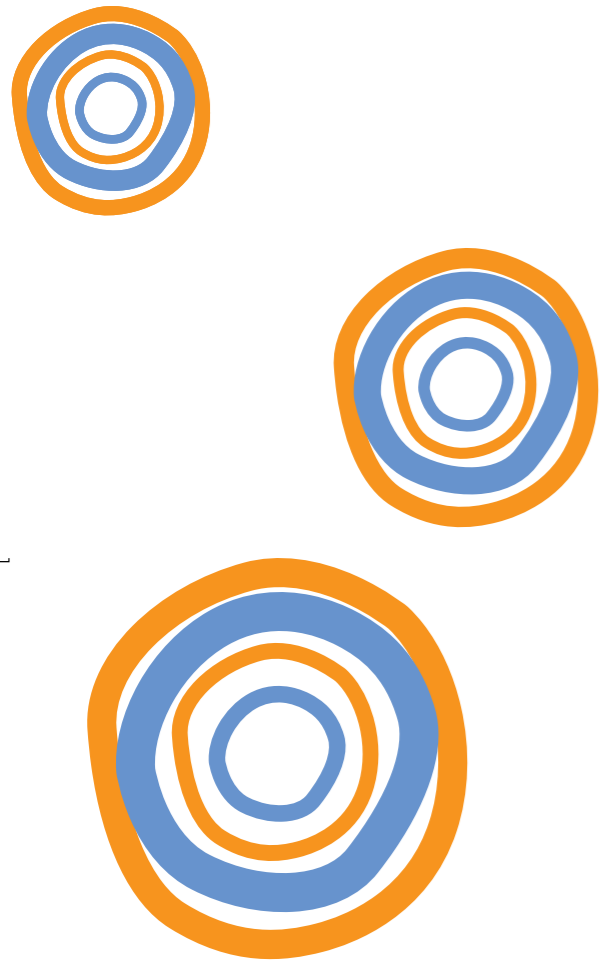
In the University of Wollongong's Indigenous Strategy Unit, we saw this as a responsibility and an opportunity to heal through education. With that said, we are pushing pause and taking a hiatus on developing another Reconciliation Action Plan. To reach the goals of those who have championed reconciliation for decades, we need to focus healing and truth telling.

We have worked with and shared our path forward with Reconciliation Australia. They have recognised that fundamentally our values still align and have offered a willingness to be flexible and walk together to test the effectiveness of this approach to reach our shared goals.

As we assessed the outcome for Constitutional reform and a Voice to Parliament, it was clear that the action of making one view or belief compatible with another (the definition of reconciliation) was no longer our immediate priority – we knew as an educational institution we had more work to do within our sphere of influence. Our priority is our commitment to educate.

Through education new knowledge is acquired. As a higher education institution, it's our ethical responsibility to share and produce evidence-based knowledge. Truth sharing, truth discovery and truth telling is our core business. Our new Healing and Recognition Track (HART) plan aims to present a fit-for-purpose way forward that makes relevant change in all spaces and places within our sphere of influence.

When the facts are shared freely, recognised wholeheartedly and truly understood about Australia's Black history and the current systemic challenges, we will have more opportunity to influence hearts and minds. Our culture is beautiful. It's about the collective, the community beyond the individual. Country is central to everything we do. Country kept us focused on the 'us' not the 'me' - selfless, caring and considered.

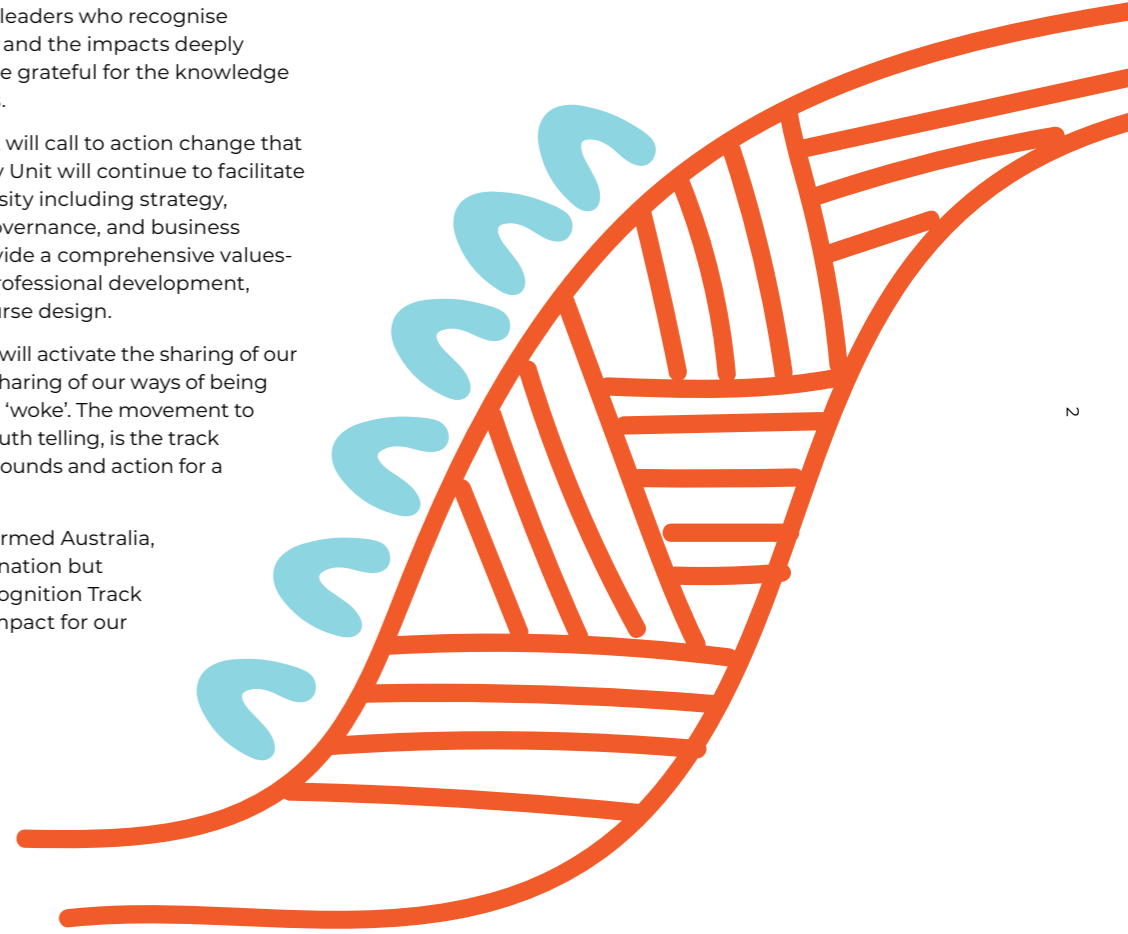


The Healing and Recognition Track will allow us to equip our students with a knowledge set that will make safe our workplaces for the future. Our students will be leaders who recognise the history of Australia was horrific and the impacts deeply wounding, and we hope they will be grateful for the knowledge so they will not repeat such failings.

The Healing and Recognition Track will call to action change that is needed. The Indigenous Strategy Unit will continue to facilitate systemic change across the University including strategy, research, teaching and learning, governance, and business practices. We will develop and provide a comprehensive values-based suite of services including professional development, curriculum transformation and course design.

The Healing and Recognition Track will activate the sharing of our 65,000-year-old practices and the sharing of our ways of being and knowing. This isn't about being 'woke'. The movement to healing and recognition and thus truth telling, is the track we see to opening minds, closing wounds and action for a better tomorrow.

Ultimately, in an ideal and well-informed Australia, reconciliation is still a desired destination but pragmatically the Healing and Recognition Track holds the coordinates for greater impact for our immediate journey.



Message from Reconciliation Australia

The defeat of the Voice referendum was cause for deep reflection generally and at the University of Wollongong (UOW), this reflection started with a clear-eyed evaluation of its own place in the reconciliation landscape. This led it to adjust its scope and approach to meet the aspirations of First Nations stakeholders. To do this UOW is focussing its attention and efforts on truth-telling and healing.

This focus led it to develop this Healing and Recognition Track (HART) plan.

UOW has engaged closely with Reconciliation Australia through its past two Innovate RAPs and is a key member of the RAP network. We share a desire to ensure that reconciliation delivers meaningful results that benefit First Nations peoples and all Australians and is inextricably tied to healing and recognition.

The Reconciliation Australia RAP framework enables organisations to sustainably and strategically take meaningful action to advance reconciliation. Its core pillars of relationships, respect and opportunities aim to provide tangible and substantive benefits for Aboriginal and Torres Strait Islander peoples, increasing economic equity and supporting First Nations self-determination.

We see these core pillars reflected in UOW's exploratory approach. We also know that reconciliation is about innovation – finding creative ways to address thorny issues. It is for both these reasons that we are intrigued to journey with UOW as they test this emphasis on healing and recognition within the existing RAP framework while remaining engaged as an endorsed Innovate RAP partner.

At the centre of UOW's HART plan is a fit-for-purpose strategy to push past barriers that inhibit real and long-lasting reciprocal relationships. Most prominent is its extensive consultation process, particularly with First Nations stakeholders. Aboriginal and Torres Strait Islander participation is visible in the development of key university strategies, plans, policies and processes with particular focus on self-determination and Indigenous decision making.

We are eager to work with UOW through the standard cadence of RAP reporting as they put this thoughtful approach in motion.

Its commitments span from developing resources and frameworks that take Acknowledgement of Country practices beyond business-as-usual to a deeper understanding of connection to land and one's relationship and responsibility to it; to future proofing its Indigenous academic workforce by ensuring its Academic Performance Framework effectively facilitates progression of First Nations academics.

This approach keeps one eye on impactful everyday practices of truth-telling, healing and reconciliation, while focussing the other squarely on long term strategies that will ensure meaningful change into the future, giving both the care and attention they deserve.

On behalf of Reconciliation Australia, I commend UOW's thoughtful commitment to truth-telling, healing and reconciliation through its HART plan and ongoing participation in the RAP program. I look forward to following its journey and progress as it charts new paths in this space.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Artwork and story Keeping spirit strong for UOW

This artwork reflects the heart of UOW's Indigenous community, with Country at its core. The heart symbolises connection and healing.

The journey lines leading to the centre symbolise “healing through culture,” showing the collective path toward healing by staying connected with traditions and each other. People are depicted alongside these pathways representing the action of walking alongside each other in solidarity, echoing the theme of community and shared healing.

The hands, marked “Healing” and “Recognition,” form a heart that symbolises unity in stopping trauma and creating space for growth. They stand for the collective effort needed to heal and move forward together.

Around the meeting places—each circular symbol within the artwork—communities come together to make decisions, marking the space where healing is shared and guided. Each circle inside these meeting places embodies the four pillars of healing: safety, identity, trauma awareness, and reconnection. These circles remind us of the collective strength needed to support the healing journey.

“Truth Telling for a Better Tomorrow,” is an invitation to “Tell the truth” — a key element in addressing past harms and forging a way forward. By embracing culture and walking together, we build a future rooted in truth and collective strength.

Together, this artwork encapsulates the journey of healing for Indigenous communities within UOW. It stands as a powerful reminder that by embracing cultural wisdom, telling our stories, and standing united, we can build a future rooted in truth, healing, and shared strength.



Artwork by
Brittney Angus
Wiradjuri and
Ngunnawal woman
UOW graduate

UOW's journey to the HART

We present this plan to the University as an expression of self-determination and as a guide to reset our tracks to embody truth-telling, healing and recognition within the sector. Our plan has the ability to cause a ripple effect for real transformative change where we can reimagine ourselves as an education institution that is genuinely committed to meaningful action.

We call on the University to acknowledge and accept the Calls to Action identified within this HART plan with the hopes of creating an environment where Indigenous ways of knowing, being and doing are woven into the daily life of our university.

For Indigenous peoples, this plan embodies a spirit of recognition, empowerment and hope that change is possible.

UOW's HART plan

Truth-telling for a better tomorrow

Following the 2023 referendum, feedback from our Aboriginal and Torres Strait Islander (Indigenous) staff was that the word 'reconciliation' feels profoundly empty and extractive for our people. The impacts of the result itself, the process, and the lies propagated along the way speak to a need to focus on healing and truth telling on our journey to reconciliation.

The Indigenous Strategy Unit have reflected deeply upon what this means for our journey at UOW. Moving forward our new focus from 2024 sees us moving aside from the notion of reconciliation and committing to truth-telling and healing. This focus is reflected in the development of our Healing and Recognition Track (HART) plan. Stepping away from the confines of a Reconciliation Action Plan (RAP) structure, our HART plan will empower UOW to determine a strategic approach and framework that is fit for purpose for the Higher Education sector.

UOW will maintain our strong connection and relationship with Reconciliation Australia who will continue to walk alongside us and endorse our HART plan as a pilot approach to an adapted framework. Moving forward, UOW's framework has a potential scope to be adopted by other universities. This new journey will enable us to break boundaries and push past barriers that inhibit real and long-lasting reciprocal relationships, allowing us to create ones that inspire authentic collaborations and lead to systemic change. Our plan reflects the commitment and drive within UOW to focus on solutions, strengths, positive narratives and celebrate success.

Getting to the HART

UOW's HART plan is not an attempt to recover something Indigenous peoples have lost. It is an affirmation of the history, rights, sovereignty, strength, voice, and resilience of Aboriginal and Torres Strait Islander peoples and cultures. It is simply an act of self-determination.

Leading with the truth, recognition and respect, the University has ensured that this HART plan reflects the many voices of Indigenous peoples. The HART plan was written by and with Indigenous peoples. The Indigenous Strategy Unit were committed to actively engaging with Indigenous staff, students, and community members throughout the planning process, seeking input, feedback, and guidance every step of the way. Through centering Indigenous perspectives and priorities in this HART plan, the University aims to create a more inclusive, equitable, and sustainable future for all individuals and communities.

One of our core objectives for the HART plan is to create broader accountability and responsibility across the wider University. To achieve this, additional to the all-Indigenous HART Sub-Committee, UOW has established a HART Steering Committee. The Sub-Committee was formed to provide advice and guidance in the development of the HART. This committee will continue to walk alongside UOW and the Indigenous Strategy Unit during our journey with the HART. The HART Sub-committee plays a crucial role in guiding the implementation of the HART plan and ensuring that it truly reflects and respects Indigenous culture, values, and aspirations.

Our HART Steering Committee hold accountability as paramount and key to our overall successes, they are a committed team who are excited about our HART plan providing an effective institutional vehicle for the articulation and implementation of a whole of university approach to Indigenous advancement.

Defining healing and recognition

The term *healing* in the context of this plan is a process that occurs through integrating forces that restore, transform, sustain, and rebuild with the ultimate aim of improving every dimension. Healing is a lifelong journey of growth, self-discovery, and connection that leads to a more fulfilling and meaningful life. It is a process of becoming whole, integrated, and balanced in all aspects of our being, and of cultivating a deeper sense of connection and purpose in our lives.

The term recognition in the context of this plan is a twofold process where we encourage our staff, students and community to recognise the strengths of Aboriginal and Torres Strait Islander peoples, cultures and knowledges', and to challenge their pre-dispositions and assumptions, to unpack the social norms that may be influencing their perspectives. By engaging in this process of unlearning, we have the ability to create a more inclusive, responsible and supportive environment, ultimately promoting healing and transformative change.

More than just a title, The University's HART plan symbolises growth, journey and relational teachings that guide and strengthen our lives, work, and communities. True healing comes from recognition of our own perceptions, experiences, emotions, and perspectives, and from embracing them with compassion and understanding. Together, we can embark on a journey of growth, self-discovery, and transformation; where truth-telling, recognition and belonging function as a healing practice and the notion of 'nothing about Indigenous peoples without Indigenous peoples' acts as our antidote to exclusion.

Opportunities and outcomes of the HART

We hope that the HART plan will awaken understanding, build relationships, and inspire collaborative and respectful action driven by intent. Everyone at UOW has a responsibility both individually and collectively to redress past wrongs, to mend and heal fractured relationships for a better tomorrow.

Our collective goal must be to move beyond surface level engagements and lay a foundation for long term success by embedding Indigenous standpoints into UOW policies, procedures and guidelines.

The plan, while will have significant and far-reaching impact on successful implementation, the 57 tracks have been spread across the lifecycle of the plan. The focus is on achieving the tracks in the short-term, medium-term and long-term, this has been categorised given the current financial challenges the Australian Higher Education sector is experiencing. It is critical to note that a high proportion of the deliverables from this plan form key functions and work tasks of the Indigenous Strategy unit staff's work plan.

Navigating the HART framework

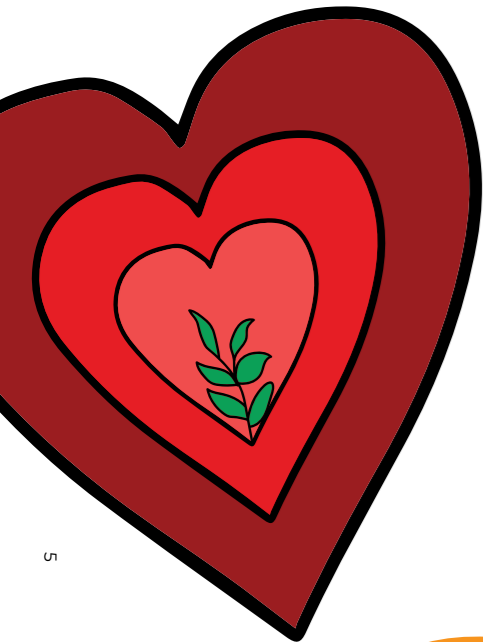
UOW's HART plan is grounded by seven fundamental **Priority Areas** of commitment that reflect the core functions of our University.

The **Calls to Action** are our guiding principles that reflect the beliefs and values that underpin each of our Priority Areas.

The University is empowered to deliver on its commitment to healing and recognition through clear and tangible **Tracks** that reflect the voices of our Indigenous and non-Indigenous students, staff, and members of broader Indigenous communities.

The incorporation of a series of **Results** provides a guide for the University in measuring our success and operationalising actions.

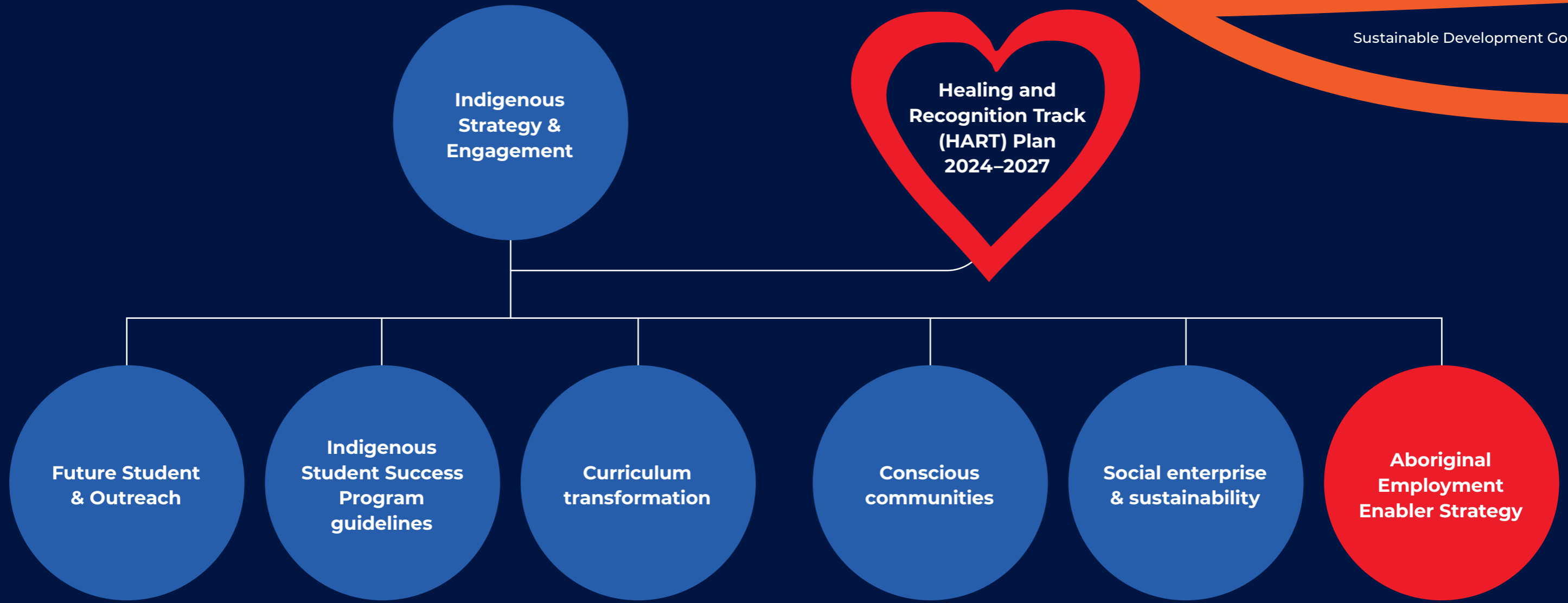
UOW's new HART plan also aligns with the wider University's accountability approach through the inclusion of **Responsibility Holders, Leads** and **Executive Sponsors**.



The HART plan and UOW

This section of the HART plan was designed to further guide and enable all areas of UOW to gain deeper insight around the nexuses to UOW's strategic objectives. Pursuing healing and recognition is a collective University responsibility, it flows through all of the areas of the University. The HART plan will coexist with University Strategic objectives and allow us to walk parallel journeys towards a common future.

The HART plans aligns with our goals relating to:



Priority area: Business

We are committed to listening, learning, and engaging in partnership with Indigenous communities to create a more just and sustainable future for all. We acknowledge and recognise the significance of expertise from within our communities and the value of embedding Indigenous ways of knowing, doing and being into our business practices.

Calls to action

We call on the University of Wollongong to:

- Build accountability and transparency through reporting HART achievements and challenges.
- Inclusion of Indigenous voices on matters that relate to Indigenous peoples.
- Develop protocols and procedures according to Indigenous standpoints and principles of co-design.
- Strengthen the bonds of respect, trust, and shared benefit.

Tracks	Results	Timeframe
1. Ensure the inclusion of advice, and guidance from Indigenous Advisory mechanisms at UOW and ensure continuous collaboration with: <ul style="list-style-type: none"> – Community Engagement Reference Group (CERG) – Aboriginal Advisory Group (AAG) – Aboriginal Advancement and Advisory Committee (AAAC) 	Number of meetings meeting held per annum. Increased University engagement with avenues of Indigenous Advisory.	Short term
2. Ensure promotion for utilisation of Indigenous Strategy Units' Cultural Facilitation Protocol.	Increased number of engagements/webforms. Protocol promoted and embedded into UOW's systems.	Short term
3. Adapt UOW's Strategy reporting templates and systems to align with and support the implementation of the HART plan.	Transparent dashboard reflects HART priorities. Demonstrated reporting frameworks embedded into BAU.	Short term
4. Ensure all Faculties (Schools), Divisions, Institutes and business units develop and resource internal Healing and Recognition action plans which include specific milestone timelines.	Internal plans developed and key accountabilities including timeframe, leads etc. have been identified. Internal plans align to strategy reporting and accountability framework.	Short term
5. Increase Indigenous representation on the Council and/or its sub-committees.	Indigenous representation in all meetings. Gender balanced representation. Indigenous specific representation targets established in Council Nominations Committee's Terms of Reference.	Short term
6. Identify Caring for Country and Cultural Safety as core values in job advertisements and position descriptions.	Statement embedded into job descriptions. Statement embedded in all Position Descriptions.	Medium term
7. Create and implement an accountability framework to measure UOW's performance and implementation of the HART plan.	Reporting framework developed. Regular reporting embedded as business as usual for Senior Executive.	Medium term

Tracks	Results	Timeframe
8. Engage Indigenous Strategy (ISU) to co-facilitate policy review processes at UOW.	Engagement with ISU embedded into the policy review process. Percentage of policies that addressed feedback from 2023 audit. Addressed and implemented.	Medium term
9. Optimise opportunities and the sustainability of the Indigenous workforce by prioritising continuing positions for the recruitment of Indigenous staff.	Percentage of new positions created. Defined targets set.	Long term

Markers of success

- 🎯 Indigenous participation is visible in the development of key university strategies, plans, policies and processes.
- 🎯 Increased number of policies and practices that are congruent with Indigenous advancement priorities.
- 🎯 Governance mechanisms reflect the principles of self-determination and Indigenous decision making.
- 🎯 Increased representation of Indigenous staff in key governance roles across the institution.

Priority area: Cultural safety

We are committed to moving away from tokenistic endeavours and working towards creating culturally safe and inclusive learning and working environments. We acknowledge that creating a culturally safe UOW encompasses all our domestic campuses, all subject content, policies, practices and procedures.

Calls to action

We call on the University of Wollongong to:

- Ensure the responsibility of cultural safety is vested in all parts of the organisational chart.
- Continue to develop and maintain culturally safe and supportive approaches to reporting and responding to racism.
- Ensure protocols are carefully and mindfully practiced with humility and respect.
- Increase understanding, value and recognition of Indigenous histories, knowledges' and rights through ongoing cultural learning.
- Uplifting Indigenous peoples in university spaces and places.

Tracks	Results	Timeframe
10. Provide continuing support with the growth of UOW's Forging United and Safe Environments (FUSE) Network.	Increase in FUSE membership. Number of events/seminars/meetings. Adequately resourced education resources.	Short term
11. Ongoing support and allegiance to the 'Racism It Stops with Me' (HREOC) and other national Anti-Racism campaigns.	Increased number of communications. Increased visibility / use of branding in university communications and facilities etc.	Short term
12. Effective implementation, management and socialisation of UOW's Anti-Racism and Cultural Safety policy.	Increase in number of UOW policies, guidelines and protocols that refer to this Policy. Increased visibility of the policy measured in number of communication and education. Increased reporting of and response to incidents. Improved outcomes for targeted individuals. Reduced occurrence of subsequent incidents.	Medium term
13. Identify cultural safety learning gaps through audit of staff professional development opportunities offered at UOW.	Audit completed. Opportunities identified. Barriers to participation identified. Coordinated next steps plan established and resourced.	Medium term
14. Review and refresh staff probation, performance, progression, and promotion procedures to ensure the inclusion of cultural safety elements.	Reviews conducted on all promotion and probation procedures (staff intranet page). Communications of new adjustments to UOW Executive and Managers.	Medium term
15. Develop resources to provide further education for managers, supervisors and leaders around managing expectation regarding around the colonial versus cultural load.	Educational resources created. Resources included in on-boarding of new Manager, Supervisors and Executives.	Medium term
16. Develop and implement a suite of visibility and recognition tools for adoption into UOW's templates, toolkit and resources.	Conduct a gap analysis of the entire toolkit. Develop a plan to address identified gaps. Creation of new resources	Medium term

Tracks	Results	Timeframe
17. Embed Indigenous leadership attributes into UOW's leadership framework.	Framework developed. Framework implemented.	Long term
18. Develop and implement a Cultural Safety plan that provides opportunities for staff and students to engage in ongoing cultural learnings. <i>The plan will include but not be limited to:</i> – On-boarding processes for casual staff. – Cultural learning plan for staff and students. – Specific plans and guidelines for UOW Council and Executive.	Establishment of a Cultural Safety plan. Effective communication and uptake of plan. Plan embedded in UOW's Performance Planning and Development framework. Plan embedded into workload/governance frameworks.	Long term
19. Investigate the opportunity for the University to design and implement a cultural safety assessment tool.	Creation of an inaugural assessment tool. Implementation of the assessment tool. Procedure in place to review and respond to assessment tool.	Long term

Markers of success

- 🎯 Increased reports incidents of racism and oppressions against Indigenous peoples.
- 🎯 Increased engagements to address reports.
- 🎯 Increased changes to curriculum.
- 🎯 Indigenous culture and heritage is understood and valued at UOW.
- 🎯 Increased access to developed and implemented resources that build staff and students knowledge and understanding of Indigenous histories and experiences.

Priority area: Campuses and Country

We acknowledge the role that educational institutions have played in the exclusion of Indigenous peoples, cultures, and knowledges' nationally and internationally. We recognise our responsibility in addressing educational and other social inequalities that exist as a result. We acknowledge Country as a teacher and understand the responsibility to connect and take care to sustain for future generations.

Calls to action

We call on the University of Wollongong to:

- Engage in Country centred approaches when responding to the new and emerging realities of Indigenous peoples.
- Support UOW staff, students, and communities to understand and explore their relationship and responsibility to care for Country.
- Acknowledge belonging as a healing practice and build Country centred relationships that are restorative and reciprocal.
- Enrich all domestic UOW campus landscapes with a stronger Indigenous presence.

Tracks	Results	Timeframe
20. Advance experiential learning opportunities and practical application of Caring for Country by establishing a living classroom and outdoor laboratory.	Identification and recognition of physical space. Utilisation of space in teaching, learning, and research applications. Creation of resources to encourage deeper engagement.	Medium term
21. Review and enhance UOW's Sustainability plans, processes, and procedures to reflect Aboriginal cultural values and caring for Country.	Plans written and developed from a Country centred approach.	Medium term
22. Develop a Country and Campuses framework that supports all domestic campus locations. <i>Including but not limited to:</i> <ul style="list-style-type: none"> - Understanding Country; - History of people, place and space; flora and fauna; - Integrated Indigenous design guide and principles; - Operational procedures guides. 	Plan established and utilised across all domestic campuses. Development of a resource about each campus location.	Long term
23. Provide opportunities for our staff, students, and Community to gain a deeper sense of belonging through the creation and maintenance of site/campus specific self-guided educative experiences.	Establishment of storyboards. Maintenance procedures developed for each space.	Long term

Markers of success

- Increased development and implementation of educational resources.
- Increased visual educational resources placed on campuses.
- Increased opportunities for Indigenous community to engage with UOW's campuses beyond significant days of celebration.



Priority area: Community and industry engagement

We are committed to building relationships that are based on trust, respect, and reciprocity where consultation with Indigenous communities is at the forefront. We acknowledge that protecting the cultural integrity and sovereignty of Indigenous communities, Elders, industries, and individuals is central to developing and preserving respectful and meaningful relationships.

Calls to action

We call on the University of Wollongong to:

- Build and establish structures to strengthen collaborations with Indigenous Community and Industry partners.
- Establish true partnerships and collaborations with Indigenous communities with particular focus to UOW’s teaching, learning and research partnerships.
- Invest in relationships with Indigenous communities, individuals, and industries based on the key values of respect, responsibility, and reciprocity.
- Engage in meaningful consultation and collaboration with Indigenous communities.
- Support the self-determination of Indigenous communities in identifying local priorities and driving initiatives.
- Increase understanding of and support for Indigenous Cultural and Intellectual Property (ICIP) Rights.

Tracks	Results	Timeframe
24. Advance supplier diversity through creating, maintaining, and showcasing Indigenous suppliers working with UOW via the 'preferred suppliers' site on the staff intranet.	Inclusion of Indigenous suppliers in the toolkit. Increased uptake of Indigenous suppliers and services. Maintenance of staff intranet page and information.	Short term
25. Annually review UOW’s Indigenous Capability Statement 'Advancing Opportunities for First Nation Australians' to continue to grow our philanthropic scope and funding opportunities.	New Capability Statement released annually. Increased funding.	Short term
26. Strengthen and expand inclusive spaces to ensure Indigenous cultures and heritage is valued as part of our shared history.	Growth of Friends of Woolyungah Ally (FoW) network. Communications plans established and implemented. Establish relationship with Allies for Uluru. Annual event in collaboration in Allies for Uluru and the FoW.	Short term
27. Work locally, nationally, and internationally with Indigenous organisations to inventory challenges and identify 'action research' and opportunities for students and faculties.	National, regional, international challenge inventory created, and research opportunities identified. Increased number of MOU's. Development of plan to address the opportunities and challenges as identified in the inventory.	Medium term
28. Establish a UOW "Elders & Significant Community" to acknowledge and honour our past in the present for a better future.	Bi-annual event held.	Medium term

Tracks	Results	Timeframe
29. Develop an Indigenous Community Engagement model and protocols to ensure our engagement with Indigenous community, organisations, and stakeholders is based on the values of respect, responsibility, and reciprocity.	Model and protocol established. Dedicated communications plan in place.	Long term
30. Empower our staff, students, and Community to engage in best practice approaches through the development and communication of a UOW commitment to Indigenous Cultural and Intellectual Property and Indigenous Data Sovereignty.	Work collaboratively with Terri Janke and Co to develop statement of commitment. Annual case studies on ICIP and IDSov. Review of HREC policies and procedures to recognise ICIP. Training program, communication plan, and implementation plan established.	Long term

Markers of success

- 🎯 Indigenous community engagement is expanded and normalised as business as usual.
- 🎯 Increased number of partnerships and agreements with Indigenous communities.
- 🎯 Increased developed and implemented resource to protect and manage Indigenous cultural information and data.
- 🎯 Increased philanthropic opportunities and partnerships.

Priority area: Education

We are committed to creating a supportive community for our staff and students to further develop their skills, knowledge, and capacity to engage with reflexive and culturally responsive learnings. We aim to prepare students for success as leaders, change agents and global citizens, and understand that recognition and respect requires action.

Calls to action

We call on the University of Wollongong to:

- Facilitate open dialogue, truth-telling, and recognition.
- Recognise and acknowledge the complexity of Australian history.
- Continue to establish coordinated and tailored approaches to engage university staff in the appreciation of Aboriginal knowledges'.
- Commit to the journey of learning, unlearning and re learning.
- Develop and promote opportunities to increase participation and enrolment for Indigenous students.
- Develop resources that share good practice approaches.

Tracks	Results	Timeframe
31. Ensure UOW students have access to the Indigenous Strategy Unit's 'You Can't Say That' resource by incorporating as part of core readings in all programs and embedding into library workshops.	<ul style="list-style-type: none"> Access of online resource. Number of workshops offered. Attendance to workshops. Visibility in course materials. Investigate the opportunity to embed as part of student on-boarding. 	Short term
32. Develop resources that further educate staff, students, and the wider community about the history of Indigenous Advancement at UOW.	<ul style="list-style-type: none"> Embedded into UOW's history and story. Creation of faculty and school specific resources. 	Medium term
33. Faculties to conduct annual information sharing sessions around good practise approaches to elevate Indigenous knowledges'.	<ul style="list-style-type: none"> Number of sessions developed and undertaken. Number of staff and students who engage in sessions. 	Medium term
34. Incorporate an Indigenous education and advancement component as part of all staff on-boarding.	<ul style="list-style-type: none"> Embedded in UOW's online on boarding 'Stage 2 Arrival'. 	Medium term
35. Develop resources for academic staff to embed into course learnings. <ul style="list-style-type: none"> – Cultural Sensitivity statements. – PPT slides around culturally significant dates. 	<ul style="list-style-type: none"> Gap analysis conducted of the entire suite of resources. Plan developed to address identified gaps. Creation of new resources. 	Medium term
36. All Faculties to invest in developing 'taste tester' activities for WIC's My Future Matters program.	<ul style="list-style-type: none"> New taste tester sessions developed per annum. Sessions are strategically chosen in accordance with recruitment. Sessions are co-designed with Indigenous staff. 	Medium term
37. Develop and implement trauma and healing informed training programs for staff and students.	<ul style="list-style-type: none"> Number of training programs created. Number of staff and students engaging in training programs. Embedding as part of TODS offerings. 	Long term

Tracks	Results	Timeframe
38. Develop and implement a suite of Indigenous curated resources that further support Indigenous ways of knowing, being and doing in the form 'Proper way' guides: <p><i>Including but not limited to:</i></p> <ul style="list-style-type: none"> – Authentically acknowledging Country - deeper understanding around relationship and responsibility – Indigenous pedagogies. – Engaging with Indigenous Community. – Understanding and identifying Indigenous Cultural and Intellectual Property (ICIP). – Appropriate Use of Indigenous student data. – Indigenous Data Sovereignty (IDS). – Research ethics – Indigenous. 	<ul style="list-style-type: none"> Number of resources developed. Communications plans established and implemented. Visibility in course learning materials. Level of access of electronic resources. 	Long term
39. Optimise educative experiences by ensuring that all pieces in UOW's Art Collection and Gallery's Indigenous art collection are recorded, including name plates and stories, and are showcased to our Community.	<ul style="list-style-type: none"> All Indigenous pieces include story of artwork. Increased visibility of Indigenous collection on UOW's webpage. Use of QR codes. 	Long term

Markers of success

- 🎯 Increased number of educational/training resources developed and implemented.
- 🎯 Increased understanding of the experiences of Indigenous peoples.
- 🎯 Increased number of Indigenous allies at UOW.
- 🎯 Increased number of faculties and schools engaging with Indigenous High School programs.

Priority area: Teaching and learning

We will continue within our best endeavours to incorporate Indigenous ontologies and epistemologies in our teaching and learning practices, aiming to ensure that our graduates uphold the collective values and responsibilities of our shared histories in Australia. Our hope is that our students walk past us to deeper forms of understanding, allyship and support for Indigenous self-determination.

Calls to action

We call on the University of Wollongong to:

- Create teaching and learning environments that allow students and staff to engage capably and safely with Indigenous peoples, cultures, and knowledges’.
- Solidify notion of trust and commit to a united approach to equality and inclusiveness.
- Develop our teaching workforce to ensure they can design and deliver inclusive curriculum and teaching.

Tracks	Results	Timeframe
40. Develop and profile models of good practice in the design, delivery and assessment of Indigenous curriculum across the university.	Models of good practice developed and profiled. Analytics on staff access. Number of subjects that have embedded Indigenous content, methods and approaches in academic programs and courses.	Short term
41. Increase staff utilisation of ISU's webform to support the embedding of Country centred practices across the University.	Number of communications and promotions. Increase in staff engagement.	Short term
42. Develop a UOW Policy and/or procedure for embedding Indigenous content in Program and Subjects including appropriate consultation with Indigenous academics, community and/or stakeholders.	Creation of new Policy and/or procedure. Measures developed to assess the quality and impact of teaching. Policy is endorsed as an instituted UOW process.	Medium term
43. Undertake an Indigenous worldview curriculum audit to determine the breadth, reach and depth of Indigenous content, pedagogy and Country across curricula in the various disciplines offered with UOW.	Audit completed. Recommendations report presented to University Executive.	Medium term
44. Review and respond to the <i>Indigenous worldview curriculum audit</i> recommendations report. Response to include next steps around planning and developing	Coordinated next steps plan established, resourced, and evaluated / reported on.	Medium term
45. Professional development opportunities offered to all academic teaching staff to build on their knowledge of culturally appropriate pedagogical styles of teaching and learning.	Number of staff engaging with development opportunities.	Medium term
46. Create a UOW Indigenous graduate attribute.	Clear definitions and examples developed of Indigenous graduate attributes. Institutional objective established. Creation of program/s that support the development of Indigenous Graduate attribute, embedded across all learning programs.	Long term

Markers of success

- 🎯 Increased number of Academics developing their understanding of Indigenous knowledges’ and applying it to their teaching practise.
- 🎯 Increased number of Indigenous policies, programs, curricula and initiatives to strengthen the implementation of Indigenous ways of knowing, being and doing across our campuses.
- 🎯 Developed and implemented framework to assess the quality and impact of teaching.
- 🎯 All students graduate with agreed attributes that meet the recommendation of the Australian Universities Accord final report.



Priority area: Research

The University of Wollongong will continue to strive to increase awareness by fostering public understanding of Aboriginal and Torres Strait Islander issues and in stimulating action for positive change. We aim to create a culturally and community responsive research environment that is guided by Indigenous communities.

Calls to action

We call on the University of Wollongong to:

- Develop partnerships which build and sustain mutual respect, opportunity and strength.
- Build solid research governance principles which recognise and affirm Indigenous ways of knowing, being, doing and valuing.
- Embed sustainable Indigenous research ethics representation and mechanisms that are committed to cultural safety.
- Develop research capacity and leadership of our Indigenous researchers and research students.
- Engage in research that is transformative and beneficial for Indigenous peoples.

Tracks	Results	Timeframe
47. Finalise, communicate and implement UOW's First Nations Research Strategy.	Strategy is adequately funded, resourced, championed and monitored. First Nations Research Committee Working Groups established.	Short term
48. Review Higher Degree by Research (HDR) student policies, processes and services to ensure that all pathways are accessible.	Increased proportion of First Nations HDR students. Decrease in First Nations HDR student discontinuations.	Short term
49. Foster and support a Community of Practice (CoP) to advance best practice approaches when working with and maintaining relationships with Community.	Existing partnerships and networks mapped. Establish and sustain membership and meeting schedule. Establishment of CoP research guidelines.	Medium term
50. Review research systems and processes to ensure that UOW embeds culturally safe ethics practices.	Coordinated plan and approach in place. Access and engagement with ethics resource reviews and developments.	Medium term
51. Acknowledge, recognise and appropriately remunerate Indigenous community members' contributions to research collaborations, committee roles and supervision.	Develop Community research remuneration guidelines. Explore a process for awarding Honorary Doctorates to Community knowledge holders.	Medium term
52. Develop training, protocols and support for all researchers, research supervisors and research students to ensure all research is undertaken in a culturally safe manner.	Training completed by all Human Research Ethics Committee (HREC) Members. Increased number of Indigenous members on HREC.	Medium term
53. Future proof our Indigenous academic workforce by ensuring UOW's Academic Performance Framework and associated policies and processes effectively facilitate progression of First Nations academics.	Policies and processes reviewed to remove barriers. Academic workload models enhanced to include effective recognition of activities by First Nations academics.	Medium term

Tracks	Results	Timeframe
54. Engage with Indigenous communities, organisations, and businesses as equal partners to ensure UOW research is transformative and beneficial for Indigenous peoples.	All research ethics and internal grant funding applications involving First Nations research to incorporate a research impact statement. Increase formal partnerships with Community organisations and businesses	Medium term
55. Ensure governance structures underpin excellence through the development of a governance framework for Indigenous Data Sovereignty (IDSov) and Indigenous Cultural and Intellectual Property (ICIP) rights.	Development of governance framework. Socialisation, utilisation and compliance with framework.	Long term
56. Develop information management systems to provide clear and comprehensive data on all First Nations research activities.	Functionality built into grants and ethics database and reporting systems.	Long term
57. Drive systematic change through committing to an Indigenous research leadership position.	Role defined, driven by First Nations voice. Position established.	Long term

Markers of Success

- 🎯 Post graduate entry pathways are visible and accessible
- 🎯 Increased number of Indigenous leadership positions across the University.
- 🎯 Increased number of research studies respectfully conducted and published in collaboration with local knowledge keepers.
- 🎯 Increased access to information on all Indigenous research activities.

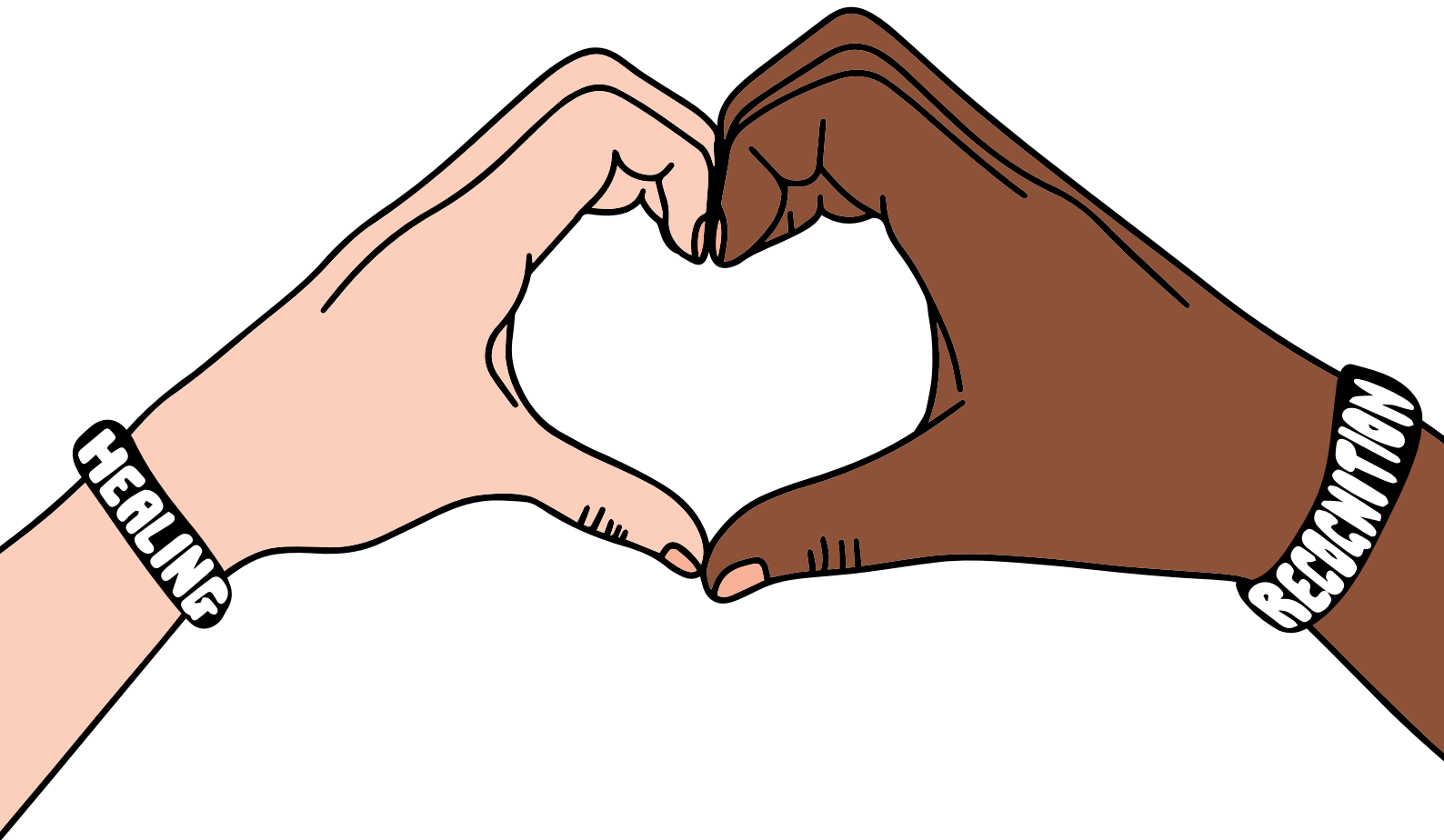




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