



# Reconciliation Action Plan

March 2022 – March 2024



Woolyungah  
Indigenous  
Centre



UNIVERSITY  
OF WOLLONGONG  
AUSTRALIA

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## Acknowledgement

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.

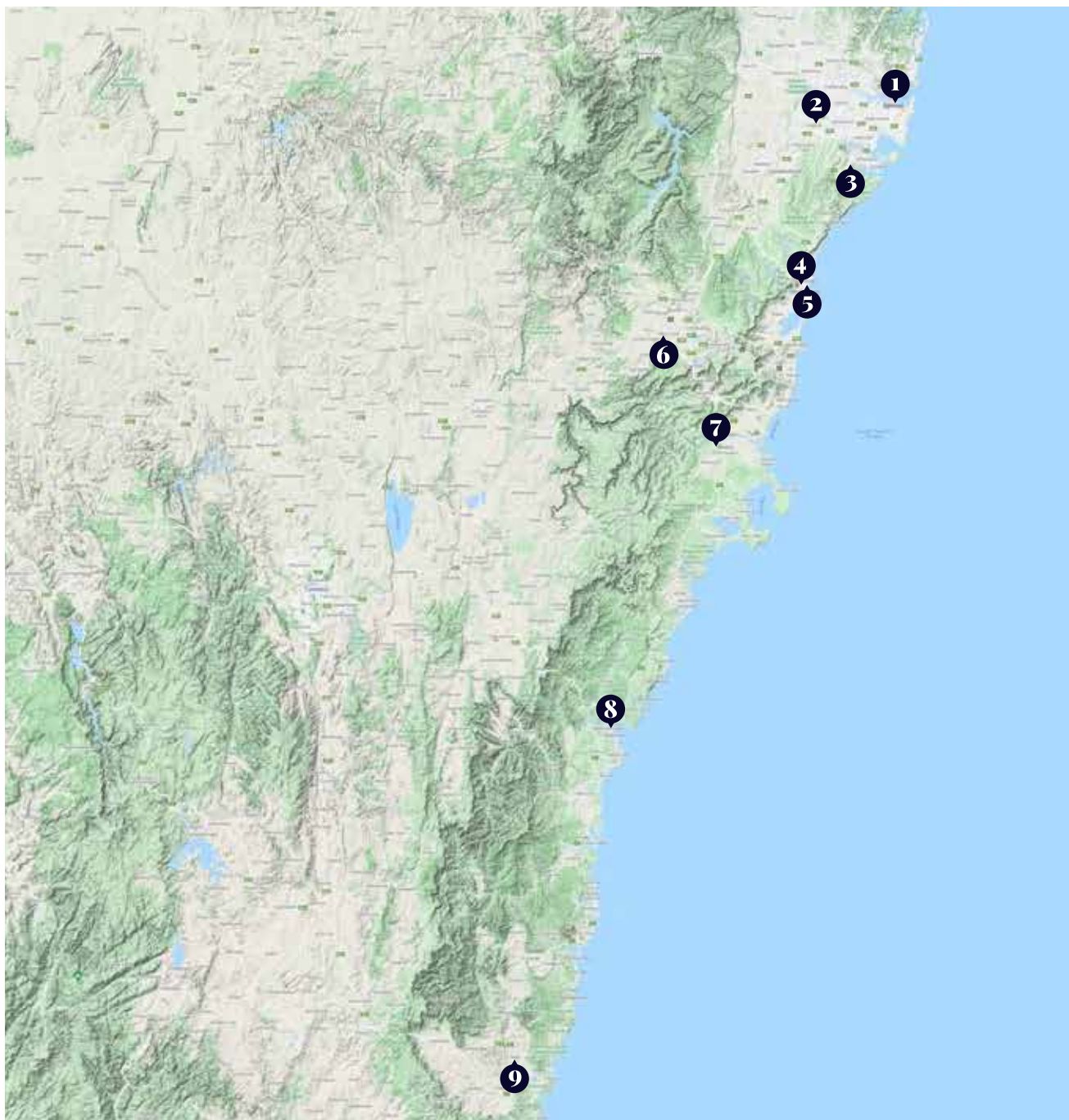
The University Acknowledges the devastating impact of colonisation on our campuses' footprint and commit ourselves to truth-telling, healing and education.



*Disclaimer:*

*For the purposes of this document the term 'Indigenous' is also respectfully used interchangeably with the term Aboriginal and Torres Strait Islander peoples.*

*Artwork by Samantha Hill, Dharawal/ Wandandian woman*



## Our Locations

We acknowledge and embrace that our University's very foundation is grounded by Country, with our name "Wollongong" originating from a local Aboriginal word!

1. Sydney CBD
2. South Western Sydney
3. Southern Sydney
4. Wollongong
5. Innovation
6. Southern Highlands
7. Shoalhaven
8. Batemans Bay
9. Bega

*1. [wollongong.nsw.gov.au/library/explore-our-past/your-suburb/suburbs/wollongong](http://wollongong.nsw.gov.au/library/explore-our-past/your-suburb/suburbs/wollongong)  
There have been varying accounts of the meaning of Wollongong; including "the sound of the sea", "song of the sea", and "hard ground near water".*





## Our Vision for Reconciliation

Our vision is a reconciled, united Australia where Aboriginal and Torres Strait Islander peoples are positioned as the knowledge holders of history, Country and culture. We will create teaching, learning and working spaces that are based on trust and respect; are free from bias and discrimination; and value our Aboriginal and Torres Strait Islander staff and students.



## Our Mission

To create a movement of Aboriginal and Torres Strait Islander allyship at UOW that will hold a shared vision for the future: to foster authentic, meaningful, and reciprocal relationships; decolonise our curriculum and learning frameworks; and work towards eliminating social inequalities for our communities. UOW will be an institution that champions Aboriginal and Torres Strait Islander contribution, and that celebrates, instils, and advances Aboriginal and Torres Strait Islander culture.

*Shared responsibility  
'Everybody's business'*

*Aboriginal and Torres Strait  
Islander standpoints and  
principles of co-design*

*Shared realities at UOW*

*Aboriginal ontologies  
and epistemologies hold  
parity of esteem*

*Empowering our students,  
staff and communities*





*Jaymee Beveridge & Patricia Davidson. East  
Corrimal Beach, Wollongong.*

*Photo by Mark Newsham*



## Message from University of Wollongong Executive Director, Indigenous Strategy Jaymee Beveridge

The University of Wollongong's Innovate Reconciliation Action Plan (RAP) incorporates deliverables from our inaugural RAP, as it was heavily impacted by COVID-19. The pandemic has disrupted the globe, and our University did not evade the disruption. Several considerable leadership changes have also taken place during the last 18 months, which provided us with opportunities to reassess our position, recognise our shortfalls, and prioritise our values. Our extensive consultation journey has shifted the notion of a RAP being a siloed plan and moved towards an all-encompassing approach of acknowledging it as everybody's business.

A dramatic and significant shift has occurred at UOW that shines a light on our institution's evolving commitment to addressing the plight of all Aboriginal and Torres Strait Islander peoples through truth-telling, cultural safety, and healing. Our new RAP embeds change into every faculty, school,

and business unit and is driven by the entire Senior Executive team.

Our RAP provides us with the tools and coordinates to advance with integrity and transparency in our teaching, community engagement, and research endeavours. Our RAP aims to build stronger relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples that benefit all Australians.

I am deeply driven and committed to walking the reconciliation journey here at UOW – a journey that aims to eliminate prejudices and improve race relations with a steady educational plan that shares the responsibilities broadly. I am excited that our RAP 2022-2024 has incorporated an accountability framework that will guide and motivate action. UOW has a long-standing and genuine community-centred foundation, and weaving in change that has the ability to lead to positive outcomes for Indigenous Australia is exhilarating for me.

## Message from University of Wollongong Vice-Chancellor Patricia Davidson

COVID-19 has turned our world upside down and underscored the fragility and importance of our people and our planet. The pandemic has forced a spotlight on the factors contributing to disparities. Racism, alienation, and marginalisation have contributed just as much to the suffering from the pandemic as the virus itself.

Reconciliation is about strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples for the benefit of our society. The University of Wollongong's Innovate Reconciliation Action Plan comes at a critical time in the history of our institution, the lives of Aboriginal and Torres Strait Islander peoples, and our planet.

The voices in this document speak truth to power, yet provide a widespread and coordinated resolve to truth-telling, cultural safety, and healing. The University of Wollongong approaches this next phase of our reconciliation journey

as partners and with our hearts. We want to cast off the narrative of deficit to speak to opportunity, strength, and resilience. We want to shift from patriarchy to partnerships and acknowledgement of our past.

The UOW leadership team are committed to walking the reconciliation journey as allies with our Aboriginal and Torres Strait Islander colleagues and community. We are committed to the tough conversations and changes needed ahead.

The 2022-2024 Reconciliation Action Plan has an embedded accountability framework and will be an important focus of our University leadership and Council. As Vice-Chancellor and President of the University of Wollongong, I give my firm commitment to building a better future for Aboriginal and Torres Strait Islander peoples. I share the vision for a more equitable and just Australia committed to reconciliation and building a stronger future for our people and planet.

## Our RAP Sponsors

*RAP Statements from Senior  
Executive: Moving into 2022–2024*

To help drive reconciliation at UOW, the Faculty of Science Medicine and Health will build through dedicated recruitment, and expansion, a new discipline of Indigenous Health within the School of Medical, Indigenous and Health Sciences to lead the embedding of Indigenous knowledge and teaching within the Health and Medical curricula. In partnership with Ngarruwan Ngadju First Peoples Health and Wellbeing Research Centre, we commit to strengthening Indigenous health research that benefits Indigenous communities in our region and growing the Aboriginal and Torres Strait Islander health workforce across all professional areas. In the School of Nursing, the academic staff will continue to embrace the commitment to centre Indigenous knowledge within the wider student and staff community throughout teaching and research in partnership with Aboriginal and Torres Strait Islander communities. Across the portfolio of metro and regional campuses, schools and research institutes, and involving both the professional and academic staff of the Science schools, we commit to building acknowledgment and maintaining cultural understanding of the Aboriginal lands on which we study through participation in the Jindaola program, inclusion in teaching materials, overt statements, and re-thinking our approaches to research taking place on Country. We commit to enabling and encouraging all staff to undertake cultural awareness training, ensuring our staff gain a deep understanding and respect of the land, plants, animals and peoples on which we undertake our work, placing this at the forefront of our recruitment, support and success of all Aboriginal and Torres Strait Islander students and staff in the Faculty.

*Executive Dean of the Faculty of Science,  
Medicine and Health Professor  
Eileen McLaughlin*

Over the next few years, the Faculty of Business and Law will both continue to develop current RAP-related initiatives and endeavour to launch new ones. Among the current ones that will continue and acquire renewed emphasis and focus are: continuing participation in the Jindaola program; identification of current and development of further Aboriginal and Torres Strait Islander content in subjects; and, in collaboration with the Woolyungah Centre, developing and providing appropriate support for our Aboriginal and Torres Strait Islander students. In addition, we will be cultivating cultural safety through ongoing reflection and learning to foster respectful and trust-based reciprocal relationships with Aboriginal and Torres Strait Islander staff, students, and community. We will proactively seek and nurture community-based partnerships with Aboriginal Elders, knowledge holders, and organisations to enhance a care-based approach to developing the Aboriginal and Torres Strait Islander talent pool.

*Executive Dean of the Faculty of Business and Law Professor Colin Picker*

UOW's Research and Innovation Division reaffirms its genuine and ongoing commitment to Aboriginal and Torres Strait Islander peoples, communities, knowledge, and experience. We walk with Aboriginal and Torres Strait Islander peoples in the spirit of cooperation, reconciliation, and mutual respect. We strive to build a research environment that is culturally safe, and that provides authentic opportunities for the growth and development of Aboriginal and Torres Strait Islander researchers and communities. Together with the UOW Aboriginal and Torres Strait Islander Research Strategy Committee, we will develop and implement a UOW Indigenous Research Strategy that supports UOW's Reconciliation Action Plan. We commit to growing UOW's capacity for Indigenous-led research excellence, and to ensuring appropriate ethical and beneficial research of Aboriginal and Torres Strait Islander issues, which embraces cultural protocols.

*Deputy Vice-Chancellor and Vice President, Research and Innovation Professor Jennifer Martin*


# Our RAP Sponsors

The Faculty of the Arts, Social Science and Humanities (ASSH) embraces reconciliation as everybody's business. We commit to action on reconciliation becoming more embedded within our everyday practices of learning, teaching, researching, and connecting. We recommit ourselves to our existing goals of embedding Indigenous knowledges across our curriculum, acknowledging and connecting to Country, strengthening our relationships with Aboriginal and Torres Strait Islander peoples, and challenging ourselves to deepen our cultural understandings. Over the period of this RAP, we will bring new energy to motivate and move ahead with action to achieve more of the outcomes we aspire to - where there is still much to do. We will focus on furthering pathways for study and employment for Aboriginal and Torres Strait Islander students and staff, developing partnerships with traditional knowledge holders, empowering Indigenous businesses and communities, and sharing our reconciliation actions within the ASSH community.

*Executive Dean of the Faculty of the Arts,  
Social Sciences and Humanities  
Professor Sue Bennet*

Over the coming years all divisions and units within the profile of the Chief Operating Officer will be supported and guided to advance reconciliation. We are committed to acknowledging the intricate and sophisticated knowledge systems of the Traditional Owners of this land by ensuring that we authentically acknowledge Country during our meetings and continue to use our sphere of influence to increase visibility, knowledge, and understanding across our multi-campus through dedicated communication plans and ongoing support from our Information Management and Technology services. Our Facilities Management team will work collaboratively with the Indigenous Strategy Unit and Aboriginal and Torres Strait Islander staff and community to create opportunities of co-design in the construction of physical infrastructure, and will look to increase the visibility of respect towards Indigenous ways of knowing and being across our spaces. We will continue to review and refresh policy and practice in Human Resources to improve outcomes from the Aboriginal Employment Enabling Strategy and deliver an Indigenous Procurement Strategic Action Plan with the vision of empowering Indigenous businesses and communities.

*Chief Operating Officer  
Damien Israel*



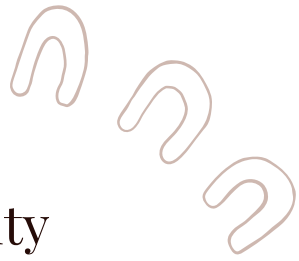
In the coming years, reconciliation is central to the life of the University of Wollongong. Bringing together the efforts of the University to engage Aboriginal and Torres Strait Islander peoples more effectively is core to the work of the Deputy Vice-Chancellor (Health and Sustainable Futures). Through co-design, curricula for teaching all students who have contact with the University must include a knowledge of relevant Aboriginal and Torres Strait Islander peoples. In research, ensuring that research questions are relevant to the wellbeing of Aboriginal and Torres Strait Islander peoples will be a focus for relevant research groups across the University. Embracing the knowledge and wisdom that Aboriginal and Torres Strait Islander peoples bring to addressing key problems that all of society faces will strengthen the ability of the community to respond: climate change and its impact on land and sea; chronic health problems; and the wellbeing of families. This can only be achieved through developing and fostering active and mutually respectful relationships with people throughout the places where the University has a presence.

*Deputy Vice-Chancellor and Vice-President,  
Health and Sustainable Futures  
Professor David Currow*

Moving into 2022-2024, within the Faculty of Engineering and Information Sciences (EIS), reconciliation at UOW will be about recognising the impact of our actions and contributing to all dimensions of reconciliation; everything that we do requires authentically engaging with, acknowledging, and maintaining cultural understanding of the Aboriginal lands on which we study and live. Reconciliation is an opportunity for all to come together to celebrate, respect, and accept the diverse cultures and beliefs represented at UOW, and enhance the connection, relationship, respect, and understanding between Indigenous and non-Indigenous peoples. EIS is committed to widening our partnerships with Aboriginal and Torres Strait Islander peoples and communities. We value the contributions that our Indigenous staff and students bring to EIS and celebrate their complex knowledge systems and lived experiences. We will continue to take every opportunity to increase our meaningful engagement by educating our staff and students in cultural learning and by embedding traditional knowledges' and values and participating in the Jindaola program. EIS has been and will continue to be a place where all staff and students have the opportunity and ability to achieve their full potential.

*Executive Dean of the Faculty of Engineering  
and Information Sciences Senior  
Professor Gursel Alici*





# Our University

We exist to be fearless in the pursuit of our purpose. A part of our core business at the University of Wollongong is to inspire a better future through education, research, and partnership. We are brave and grounded by our intellectual openness; excellence and dedication; empowerment and academic freedom; mutual respect and diversity; and recognition and performance.

These are our values that have guided us through our first 40 years and will strengthen us as we create our future. We are always looking to serve our communities and share our knowledge and expertise for mutual betterment. UOW is a global leader in discovery and learning, working to transform people and the world we live in.

Originally established as a provider of technical education required for the region's steel industry, the University now offers a wide range of courses across four faculties. We aspire to set the standard for inclusiveness, diversity, and equity. We welcome and benefit from the diversity of our communities within Australia and internationally. We continue to advance reconciliation and use our sphere of influence to spread greater awareness and recognition of respect for Aboriginal and Torres Strait peoples, cultures, and histories.

### All UOW staff

Date	Total Staff (not incl. casual staff)
2021	2238

### Aboriginal and Torres Strait Islander staff

Date	Total
2021	50

## Snapshot of UOW

The University will strive to be recognised as an employer of choice for Aboriginal and Torres Strait Islander peoples in the Illawarra area and will continue to co-develop initiatives to increase the economic potential of our regions. We believe our RAP will equip us to build and implement organisational agility to respond to new and emerging realities of employment and aim to increase our overall staffing numbers and meet our 3% target across the board.

We are proud of our record in Aboriginal and Torres Strait Islander student enrolments and retention, which continue to increase each year. The University acknowledges that our successes can be attributed to the hard work and dedication of the staff at the Woolyungah Indigenous Centre. We recognise that the Indigenous Strategy Unit and the Woolyungah Indigenous Centre are the heart our university, guiding us to form relationships based on reciprocity, accountability, and respect

# 2.5%

of our students identify as Aboriginal and/or Torres Strait Islander

# 30%

of our students are from regional and remote areas

## 359 degrees offered

- Onshore from:**
- University of Wollongong Innovation Campus,
  - UOW Shoalhaven,
  - UOW South Western Sydney,
  - UOW Batemans Bay,
  - UOW Southern Highlands,
  - UOW Sydney CBD.
  - UOW Bega,
  - UOW Southern Sydney,
  - UOW Wollongong,

- Offshore from**
- Central China Normal University (CCNU)
  - University of Wollongong in Dubai (UOWD),
  - UOW College Hong Kong.
  - Wollongong Joint Institute,
  - UOW Malaysia KDU,

**Online**

# Embedded Change

UOW is a safe and welcoming space that celebrates and embraces culture

UOW respects and embeds Indigenous protocols in all core business

## Impact Made

Greater recognition of and respect for Indigenous sovereignty in Australia

Indigenous cultures and heritage is valued as a part of our shared national identity

## A Reconciled UOW

UOW is positioned as a university of truth-telling

The rights of Indigenous peoples are acknowledged and upheld

Greater professional development opportunities

A culturally responsive environment with community at our core

Exceeding the 3% national Indigenous employment target

Strengthened relationships with local communities and organisations

Greater trust and respect between Indigenous and non-Indigenous Australians

Indirect employment opportunities created for Indigenous peoples

Graduates who uphold the collective values and responsibilities of our shared history

Increased attraction and retention of Aboriginal and Torres Strait Islander Staff

Increased shared celebration of significant cultural events

Trust

Truth Telling

Deep Understanding

Healing

Recognition

Unity



## Our RAP Artwork- Kulcha and the Wider Community

This is a story about the importance of Aboriginal and Torres Strait Islander 'Kulcha'.

Kulcha being a part of the wider community. Acceptance and knowledge help all to understand what Kulcha means to us: what we are a part of and how it's connected to us as a people of an ancient heritage. Reconciliation is acceptance of each other, where we belong in society, and how respect can bring understanding and creating one nation. No prejudice only open mindedness and acceptance.





## Meet the Artists of our RAP artwork

### *About the Artists*

Lorraine Brown is the premier artist of the Coomaditchie United Aboriginal Corporation. Lorraine is a Yuin/Gunai Kurnai woman born in Bega, one of 7 children. Lorraine views her ability to paint as a gift. She uses bold colours that reflect her coastal upbringing. "We're East Coast Saltwater People", Lorraine says. "My colours symbolise my life. I had a great childhood, great parents and family and extended family".

Narelle Thomas is one of Lorraine's sisters and they paint together. Lorraine does the fine work and Narelle fills in the details. Lorraine and Narelle work like professional dancers, one leads and the other follows and no-one steps on any toes. It is clear they have been working together for many, many years.



Photography by Mark Newsham



## Our RAP Journey

UOW commenced our Reconciliation Action Plan journey in 2019 with the launch of our first Innovate RAP. Through the implementation of our inaugural RAP we have been able to extend upon our solid foundation that will enable us to drive reconciliation.

We aim to equip our staff and students with educational armour around Aboriginal and Torres Strait Islander matters that help create a shift in the movement from being 'safe' to being 'courageous'. We hope that our staff and students will embody their new found awareness and hold a voice around inclusivity, collaboration and connectedness in places and spaces where Aboriginal and Torres Strait Islander people's voices may be limited. We will aim to provide learning, teaching and working environments free from racism and discrimination and embrace and united approach to equality and inclusiveness.

Our practises will be consistent with the United Nations Declaration on the Rights of Indigenous Peoples and the United Nations Sustainable Development Goals. Here at UOW we are cognisant of our institutional integrity as a leading voice for reconciliation in our regions.

### *Milestones of our journey towards advancing Aboriginal and Torres Strait Islander peoples*

## 1991

UOW TV commercial promoting admission through Alternative Entry for Indigenous students

## 2016

Review of Woolyungah Indigenous Centre; UNIQue Experience Days



## 2017

Jindaola educational development grants program is born

## 2015

Established and nurtured the Illawarra Flame Trees; local dance troupe, community engagement initiative; Supported a series of Community Engagement Grant Schemes

## 2018

UOW Hosts reconciliation guest lecture presented by Terri Janke; Creation of Director Position at Woolyungah

## 2019

**Inaugural RAP launched;**  
Ngarruwan Ngadju: First Peoples Health and Wellbeing Research Centre established

## 2021

Aboriginal Advancement & Advisory Committee created Acknowledgement of Country endorsed by new Vice Chancellor recognising the devastating impact of Colonisation; Baseline cultural capacity building modules embed into all new staff on boarding; Indigenous Procurement Strategic Action planned, drafted and ready for launch in 2022; Top up funds for HDR students initiated; Vice-Chancellor's Reconciliation Award introduced; Kid's Uni launch inaugural RAP, creation of Acknowledgment to Country video; Indigenous Strategy Unit developed.

## 2020

Jindaola's reach extends beyond UOW- sharing good practice; Funding awarded to iAccelerate to work with 10 community groups, including 4 Indigenous Land Councils

## 2022

Innovate RAP launched at UOW



# Our Reconciliation Governance

The second time around, we recognise and comprehend that in order for RAP programs to be successful they must include:

- Clear objectives; think big, start small and move progressively;
- Support from Senior Executive; progressively;
- Strong accountability; Solid structures for reporting.
- Support to

With our previous RAP journey in mind, we have operationalised our governance structures through deliverables in our new RAP. Our governance structure ensures that we develop and implement RAP actions and deliverables that are, achievable, relevant and contribute towards an equitable and reconciled Australia.

Hold accountability over all RAP actions and deliverables and are committed to providing annual progress updates.

Safeguarded Aboriginal and Torres Strait Islander knowledges, cultures and histories at UOW.

In collaboration with Aboriginal and Torres Strait Islander staff, students and community will ensure the effective implementation of RAP actions and deliverables including: overseeing RAP implementation plans (faculty, division, entity or campus); developing annual communication plans and planning and organising events.

<i>Vice-Chancellor</i>	Key sponsor for our Reconciliation Action Plan and walks alongside us throughout our journey towards advancing reconciliation.
<i>Senior Executive Team</i>	RAP sponsors that are committed to a reconciled UOW and will drive all RAP initiatives within their profiles.
<i>Aboriginal Advancement and Advisory Group (AAAG)</i>	Peak consultation body for UOW on all matters pertaining to Aboriginal and Torres Strait Islander affairs at UOW. Consisting of Aboriginal academic and professional members of staff.
<i>Aboriginal Advancement and Advisory Committee (AAAC)</i>	A formally constituted committee which is advisory to the University and the Vice-Chancellor with particular responsibility for providing detailed reviews and recommendations pertaining to Aboriginal and Torres Strait Islander matters. Members are elected from the AAAG.
<i>RAP Steering Committee</i>	A formally constituted committee who provide guidance and oversight around the development, implementation and monitoring of our RAP. Membership formed from across the University and our local Aboriginal community.
<i>RAP Working Groups</i>	There will be multiple Working Groups specific to key deliverables. Faculty, Divisions, Entity, Campus location specific Working Groups; staff and student events and staff, students and community communication.
<i>RAP Champions</i>	Are built from within our UOW staff community, they are members of our staff who promote greater awareness of and support all RAP activities and initiatives.

## Overview of RAP Champions

Our RAP has been through a series of phases of consultation and guided by our RAP Steering Committee and Senior Leadership Team. We have used terms and wording collated through collaborative conversations with our staff, students and community to create our values and mission statements in order to strengthen connection, relationships and advocacy of voice.

Our RAP Steering Committee hold accountability as paramount and key to our overall RAP successes, they are a committed team who are excited about our RAP providing an effective institutional vehicle for the articulation and implementation of a Whole of University approach to advance reconciliation.

Our Committee is co-chaired by UOW's RAP Champions, Deputy Vice-Chancellor and Vice-President, Heath and Sustainable Futures Professor David Currow and Executive Director, Indigenous Strategy Jaymee Beveridge.

## RAP Steering Committee Members

<i>Name</i>	<i>Position</i>
<i>David Currow</i>	DVC - Heath and Sustainable Futures
<i>Jaymee Beveridge</i>	Executive Director- Indigenous Strategy, Woolyungah
<i>Lorraine Denny</i>	Manager, Professional and Organisational Services
<i>Nancy Huggett</i>	Director, Safe and Respectful Communities
<i>Julia Coyle</i>	Pro Vice Chancellor- Students
<i>Melissa Thompson</i>	Director, Graduate Research School
<i>Jenny Fisher</i>	A/ Prof & Associate Dean for Equity, Diversity and Inclusion, Faculty of Science, Medicine and Health
<i>Richard Cook</i>	Director, Strategic Planning
<i>Matt Wright</i>	Director, Financial Operations
<i>Michael Doran</i>	Director, Human Resources
<i>Tammy Small</i>	Manager Projects, Indigenous Advancement
<i>Ethan Graham</i>	Undergraduate Student Representative
<i>Emma Arnold</i>	Undergraduate Student Representative
<i>Eric Winch</i>	Indigenous Employment Strategy Advisor
<i>James Mullholland</i>	Illawarra Koori Men's Group (Community)
<i>Andrew Sulter</i>	Manager, Aboriginal Workforce & Culture Illawarra Local Health District (Community)
<i>Jo Goulding</i>	NSW Director, THRYVE NSW, SNAICC -National Voice for our Children (Community)



## Reconciliation Australia CEO Statement

Reconciliation Australia commends the University of Wollongong 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. The University of Wollongong continues to be part of a strong network of more than 1,100 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 the University of Wollongong will continuously draw upon to create RAP commitments rooted in experience and maturity. These learnings extend to the University of Wollongong 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 the University of Wollongong 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, the University of Wollongong will ensure shared and cooperative success in the long-term. Gaining experience and reflecting on pertinent learnings will ensure the sustainability of the University of Wollongong's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

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

*Karen Mundine*

Chief Executive Officer  
Reconciliation Australia

## Driving Change



*Members of the RAP Steering Committee and UOW's key sponsor. Woolyungah Indigenous Centre, Wollongong.*

*Photo by Stephanie Liegh*



Photo by Mark Newsham

## Relationships

Our relationships at the University of Wollongong are structured by the recognition of and respect for Aboriginal and Torres Strait Islander sovereignty. We will work together as a collective community to develop new and innovative approaches in areas of curriculum, research, student success, community partnerships, and consultation.

### *Focus Area:*

Relationships within our University setting are based on the notion of trust, respect, and reciprocity where consultation with Aboriginal and Torres Strait Islander communities are at the forefront and students are supported to experience holistic success and enhanced, valuable community partnerships.

### *Strategic Alignments:*

- 2020-2025 UOW's Strategic Plan
- 2020-2025 Civic Strategy



<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Continue to collaborate with local Aboriginal and Torres Strait Islander stakeholders and organisations to further develop guiding principles for future engagement by operationalising the following bodies as consultative groups for UOW: <ul style="list-style-type: none"> <li>- UOW Aboriginal Advancement &amp; Advisory Committee (Aboriginal and Torres Strait Islander UOW professional and academic elected employees); and</li> <li>- UOW Traditional Custodians Reference Group (Aboriginal and Torres Strait Islander community representatives).</li> </ul>	April, 2022, 2023	Deputy Vice-Chancellor, Health and Sustainable Future
	1.2 Monitor, refresh and complete annual reviews around the effectiveness of UOW's Aboriginal and Torres Strait Islander Engagement Framework to strengthen collaborations with stakeholders and organisations.	October, 2022, 2023	Deputy Vice-Chancellor, Health and Sustainable Future
2. Build relationships through advancing celebrations during National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff and students to advance knowledge and understanding around our journey towards Reconciliation through: <ul style="list-style-type: none"> <li>- Featuring all NRW activities on the Indigenous Strategy Webpage annually;</li> <li>- Increasing the number of articles in 'Universe';</li> <li>- Faculties and Divisions reporting annually on their engagement in NRW and other events that commemorate and celebrate Aboriginal and Torres Strait Islander cultures for staff communication;</li> <li>- Strategic Marketing and Communications Unit producing internal and external media content; and</li> <li>- Pulse vendors promoting and communicating Reconciliation Australia resources, posters etc.</li> </ul>	1-27 May, 2022, 2023 27 May- 3 June, 2022, 2023	Senior Deputy Vice-Chancellor, Innovation, Enterprise and External Relations Deputy Vice-Chancellor, Health and Sustainable Future
	2.2 RAP Working Group members will work collaboratively with the Indigenous Strategy Unit to plan, organise, run and participate in a minimum of one internal NRW event each year; for example: <ul style="list-style-type: none"> <li>- The creation of staff and student podcasts;</li> <li>- Short student video/s around what Reconciliation means at UOW;</li> <li>- Collaborating with UOW vendors to create traditionally inspired menus; and</li> <li>- Inviting local Indigenous suppliers to attend events at UOW to showcase their goods and product.</li> </ul>	March, 2022 March, May, August, 2022, 2023	Deputy Vice-Chancellor Health and Sustainable Futures Chief Executive Officer, PULSE Senior Deputy Vice-Chancellor Innovation, Enterprise and External Relation

<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
	2.3 RAP Steering Committee and RAP Working Groups to participate in a minimum of one external NAIDOC Week event.	May, 2022, 2023	Deputy Vice-Chancellor Health and Sustainable Futures
	2.4 Establish a process that encourages and supports staff and senior leaders to participate in a minimum of one external event that recognises and celebrates NRW. This process will be inclusive of: <ul style="list-style-type: none"> <li>- A yearly staff communication plan that highlights and promotes internal and external events, dates of significance etc; and</li> <li>- Invitations sent to key stakeholders around events, initiatives, areas of opportunities that advance and empower Aboriginal and Torres Strait Islander staff, students and communities.</li> </ul>	April, 2022, 2023	Deputy Vice-Chancellor Academic  Deputy Vice-Chancellor Health and Sustainable Futures
	2.5 Co-design with UOW staff and students a minimum of one NRW event per annum on each campus, targeting engagement and education activities for staff, students and student accommodation precincts.	March, 2022, 2023  February, 2024	Deputy Vice-Chancellor Academic and Student Life  Deputy Vice-Chancellor Health and Sustainable Futures
	2.6 Register all of our NRW events on Reconciliation Australia's NRW website.	May, 2022, 2023	Deputy Vice-Chancellor Health and Sustainable Futures
3. Promote reconciliation through the University of Wollongong's sphere of influence.	3.1 Review, refresh and monitor our RAP implementation plan annually to ensure that UOW staff and students have opportunities to engage in and with the process of reconciliation (for example, hosting a virtual workshop for staff on our Supply Nation partnership). Our plan will be inclusive of: <ul style="list-style-type: none"> <li>- Multi-modal opportunities for our multi-campus; and</li> <li>- Strategies co-designed for specific target; audiences at UOW for example hosting a virtual workshop for staff on our Supply Nation partnership.</li> </ul>	April, 2022  December, 2023	Deputy Vice-Chancellor Health and Sustainable Futures  Faculty Executive Deans: Faculty of the Arts, Social Sciences and Humanities; Faculty of Science, Medicine and Health; Faculty of Engineering and Information Sciences; Faculty of Business and Law

<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
	<p>3.2 Develop a sustainable action plan that raises public awareness and further communicates UOW's commitment to reconciliation.</p> <p>The action plan will include:</p> <ul style="list-style-type: none"> <li>- Maintaining UOW's Reconciliation web page;</li> <li>- The development of statements of intent from faculties and divisions;</li> <li>- Annual Statement of Reconciliation from the Vice-Chancellor with invitations extended to the Senior Executive and University Council;</li> <li>- Strategic Marketing and Communications Division-specific strategic approach to publicly showcase reconciliation for internal and external media release (annually); and</li> <li>- Collaborations with UOW Pulse partners such as stores/cafes to encourage these partners to engage in the reconciliation journey. Includes "Pulse Partners Reflections", where collating and showcasing the partners' designed reflections and commitment to reconciliation occurs (e.g. short videos, posters, statements of intent, reflective pieces).</li> </ul>	<p>March, 2022</p> <p>February, 2023, 2024</p>	<p>Senior Deputy Vice-Chancellor Innovation, Enterprise and External Relations</p> <p>Deputy Vice-Chancellor Health and Sustainable Futures</p> <p>Deputy Vice-Chancellor Academic and Student Life</p> <p>Chief Executive Officer, PULSE</p> <p>Faculty Executive Deans: Faculty of the Arts, Social Sciences and Humanities; Faculty of Science, Medicine and Health; Faculty of Engineering and Information Sciences; Faculty of Business and Law</p>
	<p>3.3 Work in collaboration with UOW's Traditional Custodian reference group and Aboriginal and Torres Strait Islander staff, students, and community partners to design a UOW bi-annual plan that continues to explore opportunities to positively influence our external stakeholders in order to drive reconciliation outcomes.</p> <p>With specific reference to:</p> <ul style="list-style-type: none"> <li>- UOW's Indigenous Procurement Strategic Action Plan;</li> <li>- UOW's Aboriginal Employment Strategy;</li> <li>- UOW's Indigenous Research Strategy; and</li> <li>- UOW's Outreach Activities.</li> </ul>	<p>May, 2022, 2023</p> <p>September, 2022, 2023</p>	<p>Deputy Vice-Chancellor Health and Sustainable Futures</p> <p>Chief Operating Officer</p>

<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
	<p>3.4 Maintain relationships and continue to collaborate with RAP partners and like-minded organisations to develop transformative approaches to advance reconciliation through our ongoing commitment to:</p> <ul style="list-style-type: none"> <li>- Actively participating in the University Partners Reconciliation Industry Network Group (University RING); and</li> <li>- Continuing to solidify partnerships with St George Illawarra Dragons, businesses, and members of Supply Nation, AIATSIS etc.</li> </ul>	<p>May, August, December, 2022,2023</p> <p>September, 2022, 2023</p>	<p>Deputy Vice-Chancellor Health and Sustainable Futures</p>
4. Encourage and promote positive race relations at the University of Wollongong through the development anti-discrimination strategies.	4.1 Undertake a governance audit and compile a report on of all the policies, procedures, and guidelines at UOW that intersect with Aboriginal and Torres Strait Islander outcomes and include anti-discrimination provisions. The report will include proposed additions to current policy documents.	February, 2023	Chief Operating Officer
	4.2 Collaborate with internal stakeholders to develop a UOW Indigenous Policy that specifically references anti-discrimination and intersects with student outcomes, staffing and HR, intellectual property, curriculum, engagement, Indigenous governance, protocols, cultural safety, partnerships, and other strategic plans, strategies, and actions plans at UOW.	December, 2022	Deputy Vice-Chancellor Health and Sustainable Futures Chief Operating Officer
	4.3 Work in collaboration with Aboriginal and Torres Strait Islander staff to monitor, review, and, if necessary, refresh anti-discrimination policies at UOW. Including: - Equity, Diversity and Inclusion Policy; and - Respect for Diversity Policy.	November, 2022 May, 2023	Chief Operating Officer Deputy Vice-Chancellor Health and Sustainable Futures
	4.4 Invite senior leaders at UOW to participate in professional-development opportunities on the effects of racism.	March, 2023	Deputy Vice-Chancellor Health and Sustainable Futures Chief Operating Officer

<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
	4.5 Advertise, promote, and communicate the Forging United Safe Environments network to increase knowledge of and commitment to celebrating diversity and addressing racism.	September, 2022, 2023	Chief Operating Officer



Photo by Adam Phelan

## Respect

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. Our students and staff at UOW will become transformational in intent, endeavour, and achievements towards creating equal opportunities for Aboriginal and Torres Strait Islander communities.

### *Focus Area:*

Respect within our university focuses on providing our staff and students with ongoing learnings to increase their cultural capacity through deeper acknowledgement of shared realities and spaces.

### *Strategic Alignments:*

- 2020-2025 Aboriginal Employment Enabling Strategy
- 2020-2025 UOW's Research and Innovation Strategy
- 2020-2025 Civic Strategy

<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	5.1 Review all professional-development opportunities offered at UOW and collect qualitative and quantitative data from staff and students to build further knowledge on the cultural learning needs of UOW.	August, 2022	Chief Operating Officer  Deputy Vice-Chancellor Health and Sustainable Futures
	5.2 Work in collaboration with UOW's Traditional Custodians reference group to develop and implement a Cultural Safety Strategy that provides opportunities for staff and students to engage in ongoing cultural learning. The plan will include: - Good practice concerning Indigenisation of curriculum content; - On-boarding processes; - Cultural learning plan for staff and students; - Specific plans and guidelines for UOW council and Executive; and - Cultural protocols document.	February, 2023	Deputy Vice-Chancellor, Health and Sustainable Future
	5.3 Investigate opportunities to work collaboratively with community, academics, alumni, and consultants to develop/and or participate in an Aboriginal and Torres Strait Islander cultural learning package that increases cultural competency, cultural safety, and understanding and capacity.	February, 2024	Deputy Vice-Chancellor Health and Sustainable Futures
	5.4 Continue to increase engagement in the cultural-competency modules by: - Reviewing, monitoring, and tracking staff and student engagement; - Providing additional resources to faculties that help drive and promote this module to staff and students; and - Embedding the module as a mandatory component during orientation for all staff.	March, 2022, 2023	Deputy Vice-Chancellor Health and Sustainable Futures  Chief Operating Officer  Faculty Executive Deans: Faculty of the Arts, Social Sciences and Humanities; Faculty of Science, Medicine and Health; Faculty of Engineering and Information Sciences; Faculty of Business and Law

<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
	<p>5.5 Create opportunities for RAP Working Group members, HR managers, and other key leadership staff to participate in formal and structured cultural learning through the creation and additional offerings of Aboriginal and Torres Strait Islander-specific modules available through UOW's professional and development organisation services:</p> <ul style="list-style-type: none"> <li>• Source and/or develop a baseline training package that provides access for a minimum of 1,500 licences per year for staff, students, and partners, with content including: <ul style="list-style-type: none"> <li>- Community-controlled organisations;</li> <li>- Self-determination and autonomy;</li> <li>- Effective and appropriate engagement with Aboriginal and Torres Strait Islander communities; and</li> <li>- Ethical conduct and considerations when researching with and for Aboriginal and Torres Strait Islander communities.</li> </ul> </li> </ul>	<p>March, 2022</p> <p>December, 2023</p>	<p>Chief Operating Officer</p> <p>Deputy Vice-Chancellor Health and Sustainable Futures</p>
	<p>5.6 Further explore innovative ways to create learning opportunities for staff and students through the use of digital technologies, such as:</p> <ul style="list-style-type: none"> <li>- Pilot of augmented reality (AR) cultural learning tour at our multi-campus locations;</li> <li>- Quick response (QR) codes with relevant learnings placed in areas of significance in all campus locations; and</li> <li>- Aboriginal and Torres Strait Islander student led cultural activities for our international students to engage in both face to face and online experiences.</li> </ul>	<p>April, 2022</p>	<p>Deputy Vice-Chancellor Health and Sustainable Futures</p> <p>Senior Deputy Vice-Chancellor Innovation, Enterprise and External Relations</p> <p>Chief Operating Officer</p>



<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
6. Demonstrate respect towards Aboriginal and Torres Strait Islander peoples by continuing to incorporate, build capacity for and promote active engagement towards the use of cultural protocols.	<p>6.1 Continue to increase staff members' understanding of the purpose and significance of cultural protocols, including Acknowledgement of Country and Welcome to Country protocols through the creation of additional staff resources.</p> <ul style="list-style-type: none"> <li>- Acknowledgement of Country videos available on UOW's templates and materials web page;</li> <li>- Acknowledgement of Country PowerPoint slides available on UOW's templates and materials web page;</li> <li>- Adapting UOW's Acknowledgement of Country to develop a suite of signature templates. For example, the staff email signature template used by RAP Steering Committee members that acknowledges their contribution towards advancing reconciliation at UOW is available on UOW's templates and materials web page;</li> <li>- Incorporating protocols and formalised processes in UOW's virtual events toolkit;</li> <li>- Creation and addition of UOW's Acknowledgement of Country background tiles for virtual meetings;</li> <li>- Communication of our Cultural Safety Strategy, which provides further information about Aboriginal and Torres Strait Islander protocols through a lens of cultural safety; and</li> <li>- Links and additional information on the purpose, significance, importance, and diversity of Aboriginal and Torres Islander protocols.</li> </ul>	<p>December, 2022</p> <p>February, 2023, 2024</p>	<p>Deputy Vice-Chancellor, Health and Sustainable Futures</p> <p>Senior Deputy Vice-Chancellor Innovation, Enterprise and External Relations</p> <p>Senior Deputy Vice-Chancellor Innovation, Enterprise and External Relations</p> <p>Vice-Chancellor</p>
	<p>6.2 Further promote and highlight respectful relationships at UOW by embedding good practices in the strategy concerning Aboriginal and Torres Strait Islander cultural protocols across UOW's digital media by:</p> <ul style="list-style-type: none"> <li>- Embedding our UOW Acknowledgement of Country to display on the start-up page of all UOW computers;</li> <li>- Prominently displaying UOW's Acknowledgement of Country on the home page; and</li> <li>- Exploring the use of our procured RAP artwork included across all UOW web pages (a minimum of a banner created for the home page and other areas of the university with strong strategic alignment to the RAP).</li> </ul>	<p>March, 2022</p> <p>February, 2023, 2024</p>	<p>Chief Operating Officer</p> <p>Senior Deputy Vice-Chancellor, Innovation, Enterprise and External Relations</p> <p>Deputy Vice-Chancellor, Health and Sustainable Futures</p> <p>General Manger, UOW College</p>
	6.3 Ensure ongoing and reciprocal relationships with our local community by extending an invitation to a local Traditional Owner or Custodian to provide a Welcome to Country during events.		March, 2022, 2023

<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
	6.4 Provide staff at UOW with additional resources, sessions, and workshops that work towards developing individualised faculty and division Statements of Intent that expresses their commitment and dedication to reconciling Australia.	April, 2022  January, 2023	Deputy Vice-Chancellor, Health and Sustainable Futures  Vice-Chancellor
	6.5 Display a minimum of five appropriate Acknowledgement of Country plaques across all campus locations.	May, 2022  November, 2022  June, 2023	Deputy Vice-Chancellor, Health and Sustainable Futures  Chief Operating Officer
	6.6 Further communicate, develop, and promote multi-modal resources for: - UOW's Guidelines for Aboriginal Cultural Protocols for Welcome to Country, Acknowledgment of People and Country and Aboriginal cultural performances; and - Protocol and processes for engagement and consultation in the use of Aboriginal language, symbols, and terminology within plaques, building names, and artwork across all UOW campuses and entities. Documents to ensure respectful practices are developed.	December, 2022  April, 2023	Deputy Vice-Chancellor Health and Sustainable Futures  Faculty Executive Deans: Faculty of the Arts, Social Sciences and Humanities; Faculty of Science, Medicine and Health; Faculty of Engineering and Information Sciences; Faculty of Business and Law

<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
7. Provide opportunities that continue to build respect and reciprocity for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	7.1 RAP Steering Committee and Working Group members will work collaboratively with the Indigenous Strategy Unit to participate in at least one external NAIDOC event each year.	July, 2022, 2023	Deputy Vice-Chancellor, Health and Sustainable Futures
	7.2 Monitor, review, and, if necessary, refresh HR policies and procedures at UOW to minimise barriers for staff participating in NAIDOC Week.	March, 2022, 2023	Chief Operating Officer
	7.3 Increase staff engagement and participation in community events during NAIDOC Week.	July, 2022, 2023	Deputy Vice-Chancellor, Health and Sustainable Futures Vice-Chancellor
8. Expand welcoming and inclusive spaces at all UOW campuses that celebrate Aboriginal and Torres Strait Islander cultures and Country.	8.1 Implement UOW's Protocol and Processes for Engagement and Consultation for the use of Aboriginal language, symbols, and terminology within plaques, building names and artwork across all UOW campuses and entities by ensuring that all areas of the University adopt and adhere to the policy and procedure.	October, 2022	Chief Operating Officer Deputy Vice-Chancellor, Health and Sustainable Futures
	8.2 Investigate opportunities to incorporate Aboriginal and Torres Strait Islander histories and cultures into the design and construction of UOW's physical environment through reviewing and refreshing tender processes to: <ul style="list-style-type: none"> <li>- Include processes for engaging with Aboriginal and Torres Strait Islander peoples during the initial consultation stages of all new building developments across all UOW campuses; and</li> <li>- Include processes for increasing Aboriginal and Torres Strait Islander tender engagement.</li> </ul>	November, 2022  February, 2023	Chief Operating Officer

<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
	<p>8.3 Redesign UOW's RAP web page to ensure that staff, students, and the wider community have access to updated information and resources for ongoing learning. The redesign will include:</p> <ul style="list-style-type: none"> <li>- A section that links staff to policies, strategic priorities, procedures, and templates;</li> <li>- A section, titled Celebrating Success, that highlights Aboriginal and Torres Strait Islander peoples from a range of fields e.g. medicine, environment, academic areas, and our community partners; and</li> <li>- A redesign of our online Indigenous Knowledges' hub to ensure that co-design, resource sharing, and updates are completed in collaboration with academics and schools.</li> </ul>	<p>December, 2022</p> <p>January, 2023, 2024</p>	<p>Deputy Vice-Chancellor, Health and Sustainable Futures</p> <p>Senior Deputy Vice-Chancellor Innovation, Enterprise and External Relations</p>
	<p>8.4 Continue to create spaces around our university campuses that are culturally safe and reflective, and increase the visibility of respect towards Aboriginal and Torres Strait Islander cultures. These projects will encompass:</p> <ul style="list-style-type: none"> <li>- Staff communications of projects/works;</li> <li>- Resources to support staff and students to engage in space; and</li> <li>- Public communication of people, place, and space.</li> </ul>	<p>August, 2022</p> <p>April, 2023</p>	<p>Chief Operating Officer</p> <p>Deputy Vice-Chancellor, Health and Sustainable Futures</p>

<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
	<p>8.5 Establish a sustainable strategic action plan that highlights the commitment of UOW's Accommodation Services to ensuring culturally safe and respectful spaces across their precincts.</p> <p>The framework will include:</p> <ul style="list-style-type: none"> <li>- Committing to ongoing staff professional development;</li> <li>- Co-ordinated yearly calendar of events beyond days of significance, hosting events each year;</li> <li>- Plans to embed and implement UOW's Protocols and Procedures for engagement and consultation;</li> <li>- Committed plans to increase visible demonstration of recognition and respect for Aboriginal and Torres Strait Islander cultures, including placing of Acknowledgement of Country plaques;</li> <li>- Student communication plan to increase awareness and engagement;</li> <li>- Collaborative approaches with Woolyungah to hold cultural engagement activities led by Aboriginal and Torres Strait Islander scholarship students; and</li> <li>- Robust reporting mechanisms that capture qualitative and quantitative data for annual reporting.</li> </ul>	<p>December, 2022</p> <p>January, 2023, 2024</p>	<p>Deputy Vice-Chancellor Academic and Student Life</p> <p>Deputy Vice-Chancellor, Health and Sustainable Futures</p>



Photo by Mark Newsham

## Opportunities

Aboriginal and Torres Strait Islander peoples aspirations transcend the realisation of equity standards to instead benchmark high attainment. We will continue to advance and expand research opportunities and experiences where Aboriginal and Torres Strait Islander and non-Indigenous staff at UOW can share their expertise, exchange ideas, and further support our concept of truth-telling. We will continue within our best endeavours to incorporate Aboriginal and Torres Strait Islander 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. UOW strives to create and enhance exemplary teaching, learning, and research environments that allow students and staff to respectfully engage with Aboriginal and Torres Strait Islander peoples through the provision of outstanding and innovative degree programs and excellence in teaching.

### *Focus Area:*

Opportunities within our university setting focus on truth-telling in curriculum, research integrity and appropriateness, increased economic empowerment, and the resilience of Aboriginal and Torres Strait Islander peoples.

### *Strategic Alignments:*

- 2020-2025 Civic University Strategy
- 2020-2025 UOW's Research and Innovation Strategy
- 2020-2025 Aboriginal Employment Enabling Strategy
- 2020-2025 UOW's Strategic Plan

<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
9. Engage in a whole-of-university approach and ensure that objectives are systematically embedded within all UOW plans to improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	9.1 Review, monitor and continue to build respect and understanding of our current Aboriginal Employment Enabling Strategy 2020-2025, which includes, but is not limited to: <ul style="list-style-type: none"> <li>- Developing a tailored communication plan to promote UOW as an “Employer of Choice” for Aboriginal and Torres Strait Islander peoples;</li> <li>- Launching an Early Career Aboriginal and Torres Strait Islander Academic Employment Program;</li> <li>- Establishing funding models to support sustainable employment opportunities in faculties, schools, divisions, and units, and on regional campuses; and</li> <li>- Establishing and promoting retention strategies and internal and external services to support the ongoing employment of Aboriginal and Torres Strait Islander staff.</li> </ul>	April, 2022, 2023	Chief Operating Officer  Deputy Vice-Chancellor, Health and Sustainable Futures  General Manger, UOW College
	9.2 In collaboration with UOW’s Aboriginal Workforce Development Group and Aboriginal and Torres Strait Islander staff, develop a coordinated process in gathering quality data and information on staff aspirations and experiences in the Workforce. The process will include annual plans that promote learning and development opportunities.	November, 2022  February, 2023, 2024	Chief Operating Officer  Deputy Vice-Chancellor, Health and Sustainable Futures
	9.3 Continue to engage and build relationships with Aboriginal and Torres Strait Islander stakeholders to promote and advertise job vacancies at UOW, including adopting new and innovative ways to showcase position vacancies.	June, 2022, 2023	Chief Operating Officer
	9.4 Monitor, review and refresh HR policies and procedures at UOW to minimise barriers to Aboriginal and Torres Strait Islander recruitment and participation in UOW’s workplace. Initiatives will include: <ul style="list-style-type: none"> <li>- Continuing to embed a commitment to reconciliation in the position description for senior UOW roles;</li> <li>- Providing opportunities to further investigate, develop, and disseminate criteria for inclusion in the “personal attributes” sections in senior position descriptions, in consultation with Aboriginal Advancement &amp; Advisory Committee; and</li> <li>- Providing opportunities for professional development for all UOW Recruitment Advisors to ensure that recruitment practises are culturally safe.</li> </ul>	March, 2023	Chief Operating Officer

<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
	<p>9.5 Work in partnership with businesses and organisations to further explore opportunities for UOW to create an Aboriginal and Torres Strait Islander academic talent pool.</p> <p>The talent pool will support:</p> <ul style="list-style-type: none"> <li>- Recruitment and retention of suitable academics;</li> <li>- Academic promotion opportunities;</li> <li>- Indigenisation of curriculum content;</li> <li>- Identification of emerging academics; and</li> <li>- Identification of research and project opportunities</li> </ul>	December, 2022, 2023	<p>Chief Operating Officer</p> <p>Faculty Executive Deans: Faculty of the Arts, Social Sciences and Humanities; Faculty of Science, Medicine and Health; Faculty of Engineering and Information Sciences; Faculty of Business and Law</p> <p>Deputy Vice-Chancellor Research and Innovation</p>
	<p>9.6 Develop opportunities for Aboriginal and Torres Strait Islander staff to collaborate and strengthen relationships by:</p> <ul style="list-style-type: none"> <li>- Exploring and developing a UOW Aboriginal and Torres Strait Islander academic network;</li> <li>- Making a commitment to host a biannual meeting; and</li> <li>- Facilitating engagement with Aboriginal and Torres Strait Islander scholars in other universities, in national and international contexts through consultation with the Aboriginal Advisory &amp; Advancement Committee.</li> </ul>	<p>April, 2022, 2023</p> <p>September, 2022, 2023</p>	<p>Deputy Vice-Chancellor, Health and Sustainable Futures</p> <p>Chief Operating Officer</p>
10 Raise internal and external awareness of the University of Wollongong's commitments and approach to achieving optimal outcomes to advance Aboriginal and Torres Strait Islander supplier diversity.	<p>10.1 Finalise design, implement and launch UOW's Indigenous Procurement Strategic Action Plan which includes actions and measures on:</p> <ul style="list-style-type: none"> <li>- Enabling Systems and Reporting;</li> <li>- Tendering and Contracting with UOW; and</li> <li>- Social impact and philanthropic opportunities.</li> </ul>	April, 2022	<p>Deputy Vice-Chancellor, Health and Sustainable Futures</p> <p>Chief Operating Officer</p>



<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
	<p>10.2 Monitor, refresh and complete annual reviews of UOW's procurements practises to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. The process will include:</p> <ul style="list-style-type: none"> <li>- Gathering quality data around suppliers' experience working with UOW;</li> <li>- Capturing staff knowledge, understanding and commitment to building their cultural capacity;</li> <li>- Developing commercial relationships with Aboriginal and/or Torres Strait Islander businesses; and</li> <li>- Communication of progress to wider university through annual reports.</li> </ul>	<p>August, 2022</p> <p>December, 2022, 2023</p>	<p>Chief Operating Officer</p> <p>Deputy Vice-Chancellor, Health and Sustainable Futures</p>
	<p>10.3 Continue to maintain annual memberships through:</p> <ul style="list-style-type: none"> <li>- Supply Nation; and</li> <li>- Indigenous Chamber of Commerce (local, state, national).</li> </ul>	<p>December, 2023</p>	<p>Chief Operating Officer</p> <p>Deputy Vice-Chancellor, Health and Sustainable Futures</p>
	<p>10.4 Incorporate procurement of goods and services as part of our UOW RAP web page redesign project to ensure staff and the wider community have access to updated information and resources around locating, procurement and working with Aboriginal and Torres Strait Islander businesses. The redesign will include:</p> <ul style="list-style-type: none"> <li>- RAP deliverable specific links to online resources on UOW's Finance and Indigenous Strategy web page;</li> <li>- Training resources and opportunities of professional development; and</li> <li>- Additional reference points of Aboriginal and Torres Strait Islander business and supplier (Supply Nation endorsed and non-registered businesses).</li> </ul>	<p>March, 2022, 2023</p>	<p>Deputy Vice-Chancellor, Health and Sustainable Futures</p> <p>Chief Operating Officer</p> <p>Senior Deputy Vice-Chancellor Innovation, Enterprise and External Relations</p>
	<p>10.5 Work in collaboration with key UOW stakeholders to develop and implement annual Indigenous procurement action plans. Plans will include:</p> <ul style="list-style-type: none"> <li>- Communication activities that incorporate how this will be showcased to the wider university e.g. Universe, videos; and</li> <li>- Robust mechanisms for reporting.</li> </ul>	<p>May, 2022</p> <p>December, 2022, 2023</p>	<p>Chief Executive Officer, PULSE</p> <p>Chief Operating Officer</p> <p>Deputy Vice-Chancellor, Health and Sustainable Futures</p>

<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
11. Progress and support Aboriginal and Torres Strait Islander Research at UOW.	11.1 Develop and implement an indigenous Research Strategy at UOW.	June, 2022	Deputy Vice-Chancellor Research and Innovation
		September, 2022	
		December, 2022	
	11.2 Further develop grant-writing skills for Aboriginal and Torres Strait Islander staff by delivering at least one grant-writing workshop or seminar per quarter.	March, 2022, 2023	Deputy Vice-Chancellor Research and Innovation
		June, 2022, 2023	
		September, 2022, 2023	
		December, 2022, 2023	
	11.3 Design our annual reporting template on the implementation and progress of UOW's Aboriginal and Torres Strait Islander Research Strategy.	March, 2023	Deputy Vice-Chancellor Research and Innovation

<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
	<p>11.4 Continue to develop faculty-based plans, with the aim of fostering Indigenous research and researchers within the UOW community. Creation of faculty plans will include:</p> <ul style="list-style-type: none"> <li>- Making direct appointment into employment contracts available, supported, and the preferred process for recruitment of UOW HDR students into academic roles;</li> <li>- Developing a calendar of school-based events (offering at least one event each year);</li> <li>- Ensuring systematic early identification of, and contact with, Aboriginal and Torres Strait Islander undergraduate students showing potential as HDR students by each faculty;</li> <li>- Instituting processes to support succession planning for Aboriginal and Torres Strait Islander academic staff;</li> <li>- Implementing provisions to support Aboriginal and Torres Strait Islander academics and professional staff undertaking PhDs;</li> <li>- Investigating cadetship and traineeships placements; and</li> <li>- Developing an institutional reporting mechanism.</li> </ul>	<p>September, 2022</p> <p>April, 2022</p> <p>January, 2023, 2024</p>	<p>Faculty Executive Deans: Faculty of the Arts, Social Sciences and Humanities; Faculty of Science, Medicine and Health; Faculty of Engineering and Information Sciences; Faculty of Business and Law</p> <p>Chief Operating Officer</p> <p>Deputy Vice-Chancellor, Health and Sustainable Futures</p>
12. Review research systems and processes to ensure that UOW embeds sustainable Indigenous ethics representation and mechanisms that are committed to cultural safety.	<p>12.1 In collaboration with UOW Indigenous researchers and community, develop an Ethics Success Plan to ensure effective and appropriate guidelines on research related to Aboriginal and Torres Strait Islander peoples, or work through the research ethics committee.</p> <p>The plan will include:</p> <ul style="list-style-type: none"> <li>- Processes on connecting to people, place, and space;</li> <li>- Resources to help identify what “good” research practice looks and feels like and communicate lessons learnt to researchers and the community; and</li> <li>- An internal consultation process through the Aboriginal Advancement and Advisory Committee for any proposed grant applications and research to be carried out when research is about and for Aboriginal peoples or communities.</li> </ul>	June, 2023	Deputy Vice-Chancellor Research and Innovation
	12.2 Develop and implement Guidelines on Intellectual Property policy implementation.	February, 2023	<p>Chief Operating Officer</p> <p>Deputy Vice-Chancellor, Health and Sustainable Futures</p>

<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
13. Future proof our Aboriginal Torres Strait Islander students and staff to advance Indigenous ontologies and epistemologies in research and beyond.	13.1 Develop opportunities that target Aboriginal and Torres Strait Islander HDR students with faculties partnering to deliver the workshops and encourage interdisciplinary collaboration.	April, 2022  February, 2023, 2024	Deputy Vice-Chancellor Research and Innovation  Faculty Executive Deans: Faculty of the Arts, Social Sciences and Humanities; Faculty of Science, Medicine and Health; Faculty of Engineering and Information Sciences; Faculty of Business and Law
	13.2 Develop “start and finish” groups as sub-groups of the Aboriginal and Torres Strait Islander Research Strategy Committee that act on and deliver the outcomes: - HDR students scholarships/recruitment/top-ups; - HDR Supervisor Readiness & Cultural Safety; - Research pathways; - Research data-collection tracking; and - Promotion of Indigenous Research and Indigenous researchers.	August, 2022  February, 2023, 2024	Deputy Vice-Chancellor Research and Innovation
	13.3 Develop and deliver an annual communications plan that will: - Increase visibility of Aboriginal and Torres Strait Islander researchers by developing and submitting bi-annual media releases on good-news stories, e.g. Indigenous academic and HDR highlights/profiles/interviews/videos.	May, 2022, 2023	Deputy Vice-Chancellor Research and Innovation  Deputy Vice-Chancellor, Health and Sustainable Futures  Senior Deputy Vice-Chancellor Innovation, Enterprise and External Relations
	13.4 Continue the activities of the Aboriginal and Torres Strait Islander Research Strategy Committee and review annual memberships to ensure we have appropriate representation throughout our multi-campus.	September, 2022, 2023	Deputy Vice-Chancellor Research and Innovation

<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
	13.5 Strengthen the network of Aboriginal and Torres Strait Islander UOW employees and students engaged in research and researchers focused on Indigenous topics.	June, 2022, 2023	Deputy Vice-Chancellor Research and Innovation  Deputy Vice-Chancellor, Health and Sustainable Futures
	13.6 Establish an HDR cultural mentor network that acknowledges and remunerates the contribution of Elders/cultural mentors throughout research processes.	January, 2023	Deputy Vice-Chancellor Research and Innovation  Deputy Vice-Chancellor, Health and Sustainable Futures
	13.7 Review and implement our HDR Indigenous Supervision Strategic Action Plan, which will include: - Cultural safety in research relationships; - Mandatory Baseline Cultural Competency training; and - Competency audit tools (three stages).	December, 2022	Deputy Vice-Chancellor Research and Innovation  Deputy Vice-Chancellor, Health and Sustainable Futures
	13.8 Further explore, review, and work towards refreshing our UOW HDR handbook, policies, and guidelines to accept HDR submissions in Indigenous languages.	August, 2023	Deputy Vice-Chancellor Research and Innovation Indigenous Strategy Unit
	13.9 Further explore opportunities for the Indigenous Strategy Unit to raise funds through partnerships and annual events to create Aboriginal and Torres Strait Islander HDR Education scholarships, which will: - Be managed and governed by the Indigenous Strategy Unit; and - Include opportunities for prospective and current students.	August, 2022, 2023	Deputy Vice-Chancellor, Health and Sustainable Futures  Deputy Vice-Chancellor Research and Innovation

<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
	<p>13.10 Create an “allyship” research-based model to:</p> <ul style="list-style-type: none"> <li>- Provide a learning, support and development network that benefits both Indigenous and non-Indigenous supervisors and enhances Indigenous HDR students’ experience and capacity; and</li> <li>- Pilot the model based on the findings of the research with scope for national and international scalability.</li> </ul>	May, 2022, 2023	<p>Vice-Chancellor</p> <p>Deputy Vice-Chancellor Research and Innovation</p> <p>Deputy Vice-Chancellor, Health and Sustainable Futures</p>
	<p>13.11 Review and monitor UOW’s Aboriginal and Torres Strait Islander Student Plan with the aim of advancing all aspects of the student journey for Aboriginal and Torres Strait Islander students. This strategy is designed to identify specialist and culturally appropriate services available to all Indigenous UOW students. The six stages of a student’s engagement with higher education include:</p> <ul style="list-style-type: none"> <li>- Future student;</li> <li>- Commencing student;</li> <li>- Enrolled and active student;</li> <li>- At Risk student;</li> <li>- Co-curricular and extra-curricular engagements; and</li> <li>- Graduating student.</li> </ul>	<p>December, 2022</p> <p>May, 2023</p>	<p>Deputy Vice-Chancellor Academic and Student Life</p> <p>Deputy Vice-Chancellor, Health and Sustainable Futures</p> <p>General Manger, UOW College</p>
14. Improve support, communication, and guidance in our endeavour towards achieving parity of esteem where our curricula and pedagogies are designed to embed Indigenous ways of knowing and understanding the world (ontologies and epistemologies).	<p>14.1 Review teaching and learning systems, programs, and processes at UOW and adjust if necessary to ensure all schools and faculties position Aboriginal and Torres Strait Islander peoples as knowledge holders in the academy and not an object of study:</p> <ul style="list-style-type: none"> <li>- Institute a process to ensure all curriculum content includes or has considered the inclusion of Indigenous perspectives; and</li> <li>- Institute a process to ensure appropriateness of curriculum content.</li> </ul>	December, 2022	<p>Chief Operating Officer</p> <p>Deputy Vice-Chancellor, Health and Sustainable Futures</p> <p>General Manger, UOW College</p>

<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
	14.2 Continue to empower and support our staff to engage in the appreciation of Aboriginal knowledges' and perspectives by committing to three Jindaola cohorts each year.	March, 2022  February, 2023	Deputy Vice-Chancellor, Health and Sustainable Futures
	14.3 Investigate the opportunity of creating a "reference point" for UOW academics that further supports Indigenisation of curriculum content. The database or reference point will: - Scope Library applications for hosting and Moodle integration solutions for discovery of UOW curated Indigenous collections; and - Create opportunities for UOW academics to have their content, articles, and resources reviewed in a formalised process.	January, 2023	Deputy Vice-Chancellor, Health and Sustainable Futures  Chief Operating Officer
	14.4 Maintain and review structures and continue to strengthen collaborations through UOW's faculty implementation planning groups, which will: - Review faculty RAP implementation plans and reporting structures and provide bi-monthly reports; - Provide feedback on cultural learning opportunities for staff; - Continue to nominate and appoint "RAP Champions"; - Co-design with schools one all-staff session each year that highlights "good" practice, successful initiatives, etc.; - Provide data and feedback on initiatives and strategies to advance Indigenous knowledges' in curriculum content; and - Provide updates on initiatives to engage the community in the process of learning at UOW.	March, 2022  January, 2023, 2024	Faculty Executive Deans: Faculty of the Arts, Social Sciences and Humanities; Faculty of Science, Medicine and Health; Faculty of Engineering and Information Sciences; Faculty of Business and Law  Deputy Vice-Chancellor, Health and Sustainable Futures
	14.5 Continue to create opportunities for staff at UOW to be acknowledged for their contribution to reconciling UOW, communities, and the broader society through the addition of offerings in the new Reconciliation category of the VC's awards. At least one award offered each year.	May, 2022  March, 2023  February, 2024	Chief Operating Officer  Deputy Vice-Chancellor, Health and Sustainable Futures



*Photo by Mark Newsham*

## Governance

Whole-of-university: The responsibility for achieving reconciliation outcomes is vested with all areas of the University of Wollongong's organisational chart.



<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
15. Further establish and maintain the University of Wollongong's ability to monitor, report on, and govern our Reconciliation Action Plan.	15.1 Monitor, review and, if necessary, refresh membership of UOW's RAP committees and working groups, including the RAP Steering Committee (which is to meet at least four times each year) to ensure appropriate representation from UOW staff and membership of Aboriginal and Torres Strait Islander staff.	March, 2022  November, 2022, 2023	Deputy Vice-Chancellor, Health and Sustainable Futures
	15.2 Annually refresh the Terms of Reference for all UOW RAP committees, working groups, and planning groups, and complete a whole-of-university calendar of RAP engagements.	November, 2022, 2023	Deputy Vice-Chancellor, Health and Sustainable Futures
	15.3 Ensure Aboriginal and Torres Strait Islander representation on the Council and/or its sub-committees.	August, 2022, 2023	Vice-Chancellor  Chancellor
	15.4 Review and monitor membership of UOW's Aboriginal Advancement & Advisory Committees, with the aim of: <ul style="list-style-type: none"> <li>- Monitoring UOW's terms of reference and reviewing if necessary;</li> <li>- Reviewing and, if necessary, refreshing reporting structures; and</li> <li>- Creating opportunities for wider staff communication of good-news stories on the effectiveness of consultation and the involvement of the Aboriginal Advancement and Advisory Committee, with at least two Universe articles each year.</li> </ul>	May, 2022  December, 2022, 2023	Deputy Vice-Chancellor, Health and Sustainable Futures
16. Provide appropriate support to ensure the University of Wollongong's services and programs prioritise for effective implementation of our commitments towards our Reconciliation Action Plan.	16.1 Host a RAP planning day to further discuss and define resources and budget requirements.	March, 2022	Deputy Vice-Chancellor, Health and Sustainable Futures
		September, 2022, 2023	Vice-Chancellor

<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
	16.2 In collaboration with the Aboriginal Advancement & Advisory Group, all faculties, divisions, and UOW RAP stakeholders will commit to developing a budget plan that incorporates the correlations to UOW's Indigenous Strategy and RAP deliverables.	March, 2022  August, 2022, 2023	Faculty Executive Deans: Faculty of the Arts, Social Sciences and Humanities; Faculty of Science, Medicine and Health; Faculty of Engineering and Information Sciences; Faculty of Business and Law
	16.3 Re-engage in a whole-of-university approach to strengthen collaboration and engagement in UOW's RAP by: <ul style="list-style-type: none"> <li>- The Chancellor and Council providing an annual statement regarding the status of UOW's RAP;</li> <li>- Each Senior Executive making a public statement on a cultural date of significance or RAP achievement;</li> <li>- All Senior Executive members engaging in on-Country experience; and</li> <li>- Appointing and maintaining an internal RAP Champion from senior management.</li> </ul>	August 2022, 2023	Chancellor  Vice-Chancellor
17. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	17.1 Continue to keep senior leaders and all staff informed and engaged through the dissemination of quarterly progress reports and updates.	December, 2022, 2023	Deputy Vice-Chancellor, Health and Sustainable Futures
	17.2 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, 2022,2023	Deputy Vice-Chancellor, Health and Sustainable Futures
	17.3 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August, 2022, 2023	Deputy Vice-Chancellor, Health and Sustainable Futures
	17.4 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	March, 2024	Deputy Vice-Chancellor, Health and Sustainable Futures

<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
	17.5 Continuing to embed RAP discussions as a standing item on meeting agendas across UOW.	May, 2022, 2023	Faculty Executive Deans: Faculty of the Arts, Social Sciences and Humanities; Faculty of Science, Medicine and Health; Faculty of Engineering and Information Sciences; Faculty of Business and Law
	17.6 Host an annual public forum (on campus or virtual) that celebrates our successes and challenges, and our plans for the following year.	December, 2022, 2023	Deputy Vice-Chancellor, Health and Sustainable Futures
	17.7 Incorporate That's a WRAP section on our UOW RAP web page that publicly highlights annual successes of our RAP journey.	August, 2022, 2023  December, 2022, 2023	Deputy Vice-Chancellor, Health and Sustainable Futures  Senior Deputy Vice-Chancellor, Innovation, Enterprise and External Relations
	17.8 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30th September, 2022  30th September, 2023	Deputy Vice-Chancellor, Health and Sustainable Futures
	17.9 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May, 2022	Deputy Vice-Chancellor, Health and Sustainable Futures









































<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
18. Continue our reconciliation journey by developing our next RAP	18.1 Register via Reconciliation Australia's website to begin developing our next RAP.	March, 2023	Deputy Vice-Chancellor, Health and Sustainable Futures



## *Contact Details*

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# How our RAP Aligns to Internal and External Frameworks

RAP PILLAR	Dimension	Action	UNDRIP	Close the Gap	SDG's	Strategic Plan 2020-2025 Collective Delivery Plan KPIs	Aboriginal Employment Enabling Strategy 2020-2025	"Strategic Plan, Goal 2 Research & Innovation"	"Strategic Plan Goal 3 Civic"
 Relationship		1	3, 4, 12, 13, 18, 19, 31	5, 8		✓			
		2	11, 13, 15, 16, 31	8, 14, 15, 16					✓
		3	2, 11 15, 17, 31	5, 16					
		4	1, 2, 3, 4, 5, 17, 18, 21, 31	5, 14, 16, 17					
 Respect		5	1, 2, 8, 12, 13, 14, 15, 18, 19, 20, 31	14, 15, 16			✓	✓	
		6	1, 2, 3, 4, 5, 9, 11, 12, 13, 14, 15, 17, 18, 19, 23, 31, 33, 34	5, 15, 16, 17			✓		
		7	2, 3, 8, 9, 11, 12, 13, 15, 31	8, 14, 15, 16					✓
		8	1, 2, 8, 12, 13, 14, 15, 18, 19, 20, 31	5, 8, 14, 15, 16					✓
 Opportunity		9	3, 11, 15, 18, 19, 21, 31	8		✓	✓		✓
		10	3, 5, 15, 20, 21	8, 14					
		11	1, 2, 3, 4, 5, 14, 17, 18, 21, 31	14, 15, 16, 17		✓	✓	✓	
		12	1, 2, 3, 4, 5, 17, 18, 21, 31	14, 15, 16		✓	✓	✓	
		13	1, 2, 3, 4, 5, 17, 18, 21, 31	5, 6, 7, 8, 16, 17		✓	✓	✓	✓
		14	3, 9, 11, 14, 15, 21, 31	5, 6, 7, 14, 17					✓
 Governance		15		17		✓			
		16				✓			
		17				✓			
		18							

## United Nation Declaration on the Rights of Indigenous Peoples

UOW has mapped 21 out of the 46 Goals

These goals were set out the expectations of states and businesses to recognise Indigenous peoples individual and collective rights.

Goal 1, 2, 3, 4, 5, 6, 9, 11, 12, 13, 14, 16, 17, 18, 19, 20, 21, 23, 31, 33, 34

## RAP Dimensions



### Race Relations

Overcome racism.



### Equality & Equity

Renew focus on Closing the Gap. Recognise and respect the cultures and collective rights of First Australians.



### Institutional Integrity

Capitalise on RAP program  
Improve the governance of government.



### Unity

Achieve a process to recognise Aboriginal and Torres Strait peoples and unite all Australians.



### Historical Acceptance

Acknowledge our past through truth, justice and healing.

## Closing the Gap Targets

There are 17 national socio-economic targets across areas that have an impact on life outcomes for Aboriginal and Torres Strait Islander peoples.

### Socioeconomic Outcome Area 5

Aboriginal and Torres Strait Islander students achieve their full learning potential.

### Socioeconomic Outcome Area 6

Aboriginal and Torres Strait Islander students reach their full potential through further education pathways.

### Socioeconomic Outcome Area 7

Aboriginal and Torres Strait Islander youth are engaged in employment or education.

### Socioeconomic Outcome Area 8.

Strong economic participation and development of aboriginal and Torres Strait Islander people and communities.

### Socioeconomic Outcome Area 14

Aboriginal and Torres Strait Islander people enjoy high levels of social and emotional wellbeing.

### Socioeconomic Outcome Area 15

Aboriginal and Torres Strait Islander people maintain a distinctive cultural, spiritual, physical and economic relationship with their land and waters.

### Socioeconomic Outcome Area 16

Aboriginal and Torres Strait Islander cultures and languages are strong, supported and flourishing.

### Socioeconomic Outcome Area 17

Aboriginal and Torres Strait Islander people have access to information and services enabling participation in informed decision-making regarding their own lives.

## Sustainable Development Goals



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.



Reduce inequality within and among countries.



Ensure sustainable consumption and production patterns.



Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.



Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.

*Thank you*

The University of Wollongong would like to thank everybody who engaged in our collaborative conversations and contributed to bringing our RAP to life.

We look forward to walking alongside you throughout our reconciliation journey.

