



**BOND
UNIVERSITY**

Bond University: Reflect Reconciliation Action Plan

July 2019 - July 2020



**RECONCILIATION
ACTION PLAN**

REFLECT

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Foreword

by Professor Tim Brailsford,
Vice Chancellor and President,
Bond University



Bond University's Vision for Reconciliation

Bond University embraces Aboriginal and Torres Strait Islander peoples and their culture at every level of study, research activity and work engagement. We aim to provide a culturally inclusive environment with equitable educational access and employment opportunities for Aboriginal and Torres Strait Islander people, distinguished by superior student retention and progression, and superior graduate outcomes compared to the national average. As a result, we strive to create a strong, vibrant and visible Aboriginal and Torres Strait Islander community on our campus.

TIM BRAILSFORD

Vice Chancellor and President,
Bond University

Message

from Aunty Joyce,
Bond University Fellow



"I believe that through this Reflect RAP we will build better relationships between First Nations people and the wider Bond community. My hope is that through this engagement that we will action the change needed to end the disparity that lies between Indigenous and non-Indigenous people. Education has always been front and centre for me, I strongly believe it is the best place to create an equal playing field. Working closely with Bond University strengthens this ideal and shows the responsibility that we all hold in this long walk that is reconciliation."

AUNTY JOYCE SUMMERS

Bond University Fellow

Message

from Reconciliation Australia



Reconciliation Australia is delighted to welcome Bond University to the Reconciliation Action Plan (RAP) program and to formally endorse its inaugural Reflect RAP.

As a member of the RAP community, Bond University joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community - governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities - have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Reflect RAP provides Bond University a roadmap to begin its reconciliation journey. Through implementing a Reflect RAP, Bond University will lay the foundations for future RAPs and reconciliation initiatives.

We wish Bond University well as it takes these first critical steps in its reconciliation journey. We encourage the organisation to embrace this journey with open hearts and minds, to grow from the challenges, and to build on the successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

“Reconciliation is hard work - it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

On behalf of Reconciliation Australia, I commend Bond University on its first RAP, and look forward to following its ongoing reconciliation journey.

KAREN MUNDINE

Chief Executive Officer
Reconciliation Australia

Art Overview and Artist Bio

Narelle Urquhart born in 1971 is a Wiradjuri woman from New South Wales. Narelle is an accomplished artist who has been painting since the age of 17. Her pieces show the beauty that lies deep within her culture both past and present. Narelle's art has been highly recognised with two government illustrations, launched in Parliament House Canberra; children's book illustrations; numerous awards; a short film for ABC Open; as well as running a successful art business. Narelle has lived on the Gold Coast and Northern Rivers for 19 years, has four children and loves to be involved in her community.

Narelle currently works at Bond University as the Indigenous Engagement Advisor. She has held this position for seven years and helped to establish the Nyombil Indigenous Support Centre. The Centre has some of the highest statistics for Aboriginal and Torres Strait student outcomes including their retention rates, which sit above the non-Indigenous cohort.

Narelle is a strong advocate for education, equality and self-determination. She believes that all Australians hold the social responsibility of the country in which we live and the outcome that we desire, not only for her people but for all marginalised groups and that cultural differences is something to be celebrated.

Artwork - Our Place

This artwork depicts the Gold Coast and the natural beauty of our golden beaches. This traditional land has always been a paradise in which communities have gathered on for thousands of years. There is a real sense of belonging and peace that comes from the ocean, the land and its people.



NARELLE URQUHART

Indigenous Engagement Advisor
Bond University

Our Business

Bond University acknowledges the people of the Yugambeh language, upon whose ancestral lands our University now stands.

Bond University is Australia's first private non-profit university and is located at Robina on the Gold Coast. Bond University seeks to be recognised internationally as a leading independent university, imbued with a spirit to innovate, a commitment to influence and a dedication to inspire tomorrow's professionals who share a personalised and transformational student experience.

Bond University is founded on a distinctive ethos that places our students at the centre. We provide an environment of academic excellence, discovery and development for the next generation of global professionals and leaders. We have always thrived on the investment that our students make in their own futures, the commitment of our staff and the support from a strongly engaged community.

The exceptional quality of our students' experience has always been a hallmark of Bond University. We are committed to teaching excellence, deep engagement between academics and their students, and the personal and transformative development of Bond people. We have built a vibrant, supportive and dynamic culture that welcomes every student and gives them the opportunity to join a connected, passionate and close-knit cohort.

The 2018 - 2022 Bond University Strategic Plan provides a map to guide our collective action and signal our priorities for new investment: bond.edu.au/strategic-plan

Bond University is a member of Universities Australia and recognised as an accredited Australian university by the Tertiary Education Quality and Standards Agency (TEQSA). Bond currently employs around 1,200 professional and academic staff including 25 Aboriginal and Torres Strait Islander staff. Aboriginal and Torres Strait Islander student enrolments continue to increase and fluctuate between 55 - 70 students. The benefits for both figures that showcase Aboriginal and Torres Strait Islander staff and student growth benefit Bond University in a variety of ways. Within the classroom environment more immediately, having Aboriginal and Torres Strait Islander perspectives from students and staff encourage respect, acknowledgement and cultural progression amongst students of all cultural backgrounds in their tertiary learning experiences. Aboriginal and Torres Strait Islander perspectives also encourage a more diversified and open forum to exist within classroom discussions that teach students how to be aware of Australia's Aboriginal and Torres Strait Islander experiences and perspectives.

Understanding Aboriginal and Torres Strait Islander experiences directly from Aboriginal and Torres Strait Islander staff and students better equips the Bond community. As a result, the continued increase of Aboriginal and Torres Strait Islander students and staff benefits all Bond University students in learning about and respecting cultural differences that exist between non-Indigenous Australians and Aboriginal and Torres Strait Islander people. In addition, Aboriginal and Torres Strait Islander staff and student perspectives and experiences positively contribute to better equipping graduates in meeting future potential workplace capabilities present within most Australian workplaces that have an established Reconciliation Action Plan that is respected and engaged with.



Our Partnerships and Current Activities

Bond University will work towards implementing goals set out in the Bond Indigenous Education and Workforce Strategies embedding Indigenous knowledge within subject offerings where appropriate.

Please refer to Appendix A for further information.

Bond University will continue to support and build partnerships with Aboriginal and Torres Strait Islander organisations through active participation and providing opportunities for all members of the Bond community to support where possible.

Indigenous Consultative Committee (ICC)

A Standing Committee of Academic Senate and an Advisory Committee to the Vice Chancellor, the ICC provides oversight of all Indigenous programs and initiatives at Bond University. Membership includes a Community Elder and Indigenous staff and students. A majority of Indigenous members and an Indigenous Student Representative is required for a quorum at each meeting.

Elder in Residence

We recently awarded a Fellowship to local Elder, Aunty Joyce Summers. Aunty Joyce has been an important part of our journey thus far, providing support and guidance. Aunty Joyce also sits on our ICC and has advocated for Indigenous people for over 50 years.

Nyombil Indigenous Support Centre

The Bond University Nyombil Indigenous Support Centre is the central focus for the University's Indigenous community and provides supportive learning environment for our Indigenous students.

Scholarships and Bursaries

Bond University offers a range of full and part scholarships, bursaries and grants to support Aboriginal and Torres Strait Islander students. Scholarships and bursaries are funded by the generous support of corporate partners, funds raised at the annual Indigenous Gala and through a significant contribution by the University.

Cultural Immersion Program

This program has run for six years and involves our first-year medical students and students from other allied health programs being taken off campus to participate in a two-day program. It is a compulsory part of the Indigenous health curriculum which is embedded through Years 1 - 5 of the Medical Program. The camp is facilitated by Indigenous and non-Indigenous facilitators that share and teach around cultural heritage, identity and health.

Aboriginal and Torres Strait Islander Student Moot

The Faculty of Law trains and supports an Indigenous mooting team to compete in the annual Aboriginal and Torres Strait Islander Moot.

Karulbo

The Karulbo Partnership is a place where information is shared about local services and programs that effect our community. Meetings are held four times a year, Bond University are active members and believe this is an important part of our connection to current event sharing and relationship building.



Lockhart River Arts Indigenous Corporation from left to right; Irene Namok, Evelyn Omeenyo, Elizabeth "Queenie" Giblet, Narelle Urquhart, Geoffrey Warradoo, Silas Hobson and Evelyn Sandy.

NAIDOC

Bond University holds a NAIDOC Flag Raising event each year. It is an inclusive event where students, staff and community are invited. Bond continues its support to successfully highlight the value of Indigenous Australians' contribution to our institution.

Banaam

Bannam is a cultural awareness program that is run by a respected Traditional Custodian family throughout the Yugambeh / Bundjalung Language regions. Banaam uses applications, based on Indigenous frameworks and cultural principles, to equip and empower individuals, teams and organisations. The program is offered to our new and current Indigenous students annually, as well as staff who work with our Indigenous students. The Bannam team also work with several faculties across the university and host a session available to all undergraduate students enrolled.

SSIA

The Student Society for Indigenous Awareness (SSIA) is a student-led club that promotes the culture of Aboriginal and Torres Strait Islanders on campus. They hold a BBQ (Jingeri) once a semester along with events that reflect key dates and work collaboratively with the Nyombil Centre and Bond Library.

BUSHFIRE

The Bond University Society of Health for Indigenous and Rural Experience (BUSHFIRE) is a student-run club founded by Bond University medical students. The club aims to create a strong interest in rural and indigenous health within the Bond University allied health community.

Library

The Bond University Library's main charity is The Indigenous Literacy Foundation. Every year the Nyombil Centre partners with the Library to fundraise. This is achieved through selling donated books, guest speakers and public poetry reading which includes Indigenous and non-Indigenous students and staff.

Indigenous Gala

Bond University holds its Indigenous Gala annually to raise funds to support Indigenous scholarships and bursaries. This event attracts over 550 people and is the University's premier event bringing together corporate sponsors, community members and students to highlight the needs and to celebrate our successes.

Yarning Up

Bond University holds its Yarning Up trip annually. It is a unique opportunity for people (corporates and principals) to be immersed into remote communities. The five-day program currently rotates between Lockhart River and the Torres Strait Islands. It is hosted by Indigenous staff and Fellows, along with Senior Management from Bond University. In 2016 Bond University won the Queensland Premier's Reconciliation Award for this initiative. This unique personal and professional development experience is designed in the spirit of true collaboration and connection, forging vital links between Australia's leading educators, corporate achievers and remote communities.

Abergowrie

The Abergowrie Social Justice Trip is a regular student-led trip to North Queensland organised by SSIA. Indigenous and non-Indigenous Bond University students visit the remote school of St Teresa's College, north of Townsville for 7 - 14 days. St Teresa's is an all-boys boarding school with predominately Indigenous students from over 50 Indigenous communities across Australia. Bond University students volunteer as teacher aides as well as engage in the sports program. At the end of their time the Bond University students host a Career Planning session to assist the Year 11 and 12 students with pathways into training programs, employment and tertiary education.

Kununurra

The Kununurra project is a Bond University student-led initiative. Students volunteer their time to run a holiday program through the charity, Save The Children Fund. It is run over two weeks and is a great way for Bond students to experience firsthand some of the challenges that are faced by young Indigenous people living in remote communities. The students that participate in this trip are given a cultural awareness briefing before they leave for Kununurra.

Corrigan Walk Art Tour

The Corrigan Walk is a guided tour of Australia's largest private collection on public display anywhere in Australia. All commencing Bond University staff members are offered a tour as part of their staff induction program. The tour has a public booking once a semester and personal bookings are also taken. The tour is conducted by trained staff and students, both Indigenous and non-Indigenous. The collection is an excellent medium to share Indigenous cultural stories and practices.

Jeremy Donovan

Indigenous leader and advocate, Jeremy Donovan is an Ambassador for the University. His role includes co-hosting the Yarning Up trip, co-hosting the Indigenous Gala and connecting the University to corporates for potential partnerships.

HOTA Indigenous Program

Bond University is the presenting partner for the Home of The Arts Gold Coast Indigenous Program. This initiative promotes Aboriginal and Torres Strait Islander art and culture through a range of events.

Pathways

Providing opportunities for young Indigenous high school students to feel comfortable in a university environment by working with local schools and Indigenous organisations such as AIME, Yalari, QATSIF and AFL House.



RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
Establish a RAP Working Group	<ul style="list-style-type: none"> Form a RAP Working Group that is operational to support the implementation of our RAP, comprising of Aboriginal and Torres Strait Islander peoples and decision-making staff from across our organisation. 	July 2019	Chair, Bond University Indigenous Consultative Committee (ICC)
Build internal and external relationships	<ul style="list-style-type: none"> Establish the Bond University Indigenous Staff Network to create opportunities for effective engagement with Aboriginal and Torres Strait Islander peoples, communities and organisations within our local area or sphere of influence that we could approach to connect with on our reconciliation journey. 	July 2019	Deputy Vice Chancellor (Students & Support Services) / Deputy Vice Chancellor (Academic)
	<ul style="list-style-type: none"> Develop a list of Aboriginal and Torres Strait Islander peoples, communities and organisations within our local area or sphere of influence that we could approach to connect with on our reconciliation journey. 	July 2019, Review January 2020	Indigenous Engagement Advisor
	<ul style="list-style-type: none"> Develop a list of RAP organisations and other like-minded organisations that we could approach to connect with on our reconciliation journey. 	August 2019, Review January 2020	Manager, Nyombil Centre
Participate in and celebrate National Reconciliation Week (NRW)	<ul style="list-style-type: none"> Host an annual NRW event for Bond University staff and students. 	27 May - 3 June 2019	Partnerships Manager
	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to Bond staff. 		Director of Human Resources
	<ul style="list-style-type: none"> Encourage our RAP working group participates in an external event to recognise and celebrate NRW. 		Chair, Bond University ICC
Raise internal awareness of our RAP	<ul style="list-style-type: none"> Develop and implement a plan to raise awareness and cultural capability amongst all staff across the organisation about Bond University's RAP commitments. 	August 2019, Review January 2020	Deputy Vice Chancellor (Students & Support Services) / Deputy Vice Chancellor (Academic) / Director of Human Resources
	<ul style="list-style-type: none"> Develop and implement a plan to engage and inform key internal stakeholders of their responsibilities within the Bond University RAP. 		Chair, Bond University ICC / University Management Committee
	<ul style="list-style-type: none"> Ensure RAP is publicly available on the Bond University website. 	July 2019	Director, Information Technology Services
Enhance engagement and relationship building	<ul style="list-style-type: none"> Raise awareness about Reconciliation Australia's Narragunnawali: Reconciliation in Education program and online platform. 	August 2019, Review January 2020	Deputy Vice Chancellor (Students & Support Services) / Deputy Vice Chancellor (Academic) / Director, Information Technology Services
	<ul style="list-style-type: none"> Engage Senior Management in the delivery of RAP outcomes. 		Vice Chancellor & President
	<ul style="list-style-type: none"> Raise external awareness of our RAP. 		Executive Director, Future Students / Corporate Communications Manager
	<ul style="list-style-type: none"> Support the reconciliation movement by becoming a member with Reconciliation Queensland (RQI membership). 		Executive Director, Strategy, Systems & People
	<ul style="list-style-type: none"> Continue ongoing support of the Indigenous Literacy Foundation in through the Bond Library and Nyombil Centre initiatives. 	September 2019	University Librarian
	<ul style="list-style-type: none"> Run the annual Yarning Up trip to remote communities. 	8 - 12 August 2019	Vice President Engagement / Manager Nyombil Centre
	<ul style="list-style-type: none"> Host the annual Bond University Indigenous Gala Ball. 	8 November 2019	Vice President Engagement / Manager Nyombil Centre / Partnerships Manager



RESPECT

Action	Deliverable	Timeline	Responsibility
Investigate Aboriginal and Torres Strait Islander cultural learning and development	<ul style="list-style-type: none"> • Capture data to measure our staff's current level of engagement with the knowledge of Aboriginal and Torres Strait Islander cultures, histories and achievements. • Review cultural awareness training needs within our organisation and investigate resources which will support staff increase their knowledge and cultural awareness. • Investigate Aboriginal and Torres Strait Islander cultural learning and development programs. 	August 2019, Review January 2020	<p>Executive Director, Strategy, Systems & People</p> <p>Director of Human Resources Executive Director, Strategy, Systems & People / Director of Human Resources</p>
Participate in and celebrate NAIDOC Week	<ul style="list-style-type: none"> • Raise awareness and share information amongst our staff of the meaning of NAIDOC Week which includes information about the local Aboriginal and Torres Strait Islander peoples and communities. • Continue to host events during NAIDOC week for the whole Bond University community. • Introduce our staff to NAIDOC Week by promoting community events in our local area. • Ensure our RAP Working Group participates in NAIDOC Week events. 	7 - 14 July 2019	<p>Manager, Nyombil Centre / Indigenous Engagement Advisor</p> <p>Chair, Bond University ICC / Manager, Nyombil Centre / Indigenous Engagement Advisor / President SSIA</p> <p>Chair, Bond University ICC</p>
Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols	<ul style="list-style-type: none"> • Develop a knowledge hub portal through our intranet / website to share content about the Traditional Owners and best cultural practices for staff such as raising awareness and understanding of the meaning and significance behind Acknowledgement of Country and Welcome to Country protocols. • Explore the Traditional Owners of the lands and waters in our local area. • Scope and develop a list of Traditional Owners of the lands and waters within our organisations sphere of influence. 	September - October 2019, Review January 2020	<p>Director, Information Technology Services / Indigenous Engagement Advisor</p> <p>Manager, Nyombil Centre / Indigenous Engagement Advisor / Traditional Custodian</p> <p>Manager, Nyombil Centre / Traditional Custodian</p>
Promote respect and share our vision for reconciliation	<ul style="list-style-type: none"> • Celebrate / recognise Aboriginal and Torres Strait Islander dates of significance and importance to Australia's reconciliation movement. • Communicate and encourage staff to use Reconciliation Australia's Share Our Pride online tool to all staff. 	July 2019 - July 2020	<p>Indigenous Engagement Advisor</p> <p>Director, Information Technology Services / Manager, Nyombil Centre / Indigenous Engagement / Corporate Communications Manager</p>



OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
Aboriginal and Torres Strait Islander employment	<ul style="list-style-type: none"> Promote employment opportunities at Bond University to Aboriginal and Torres Strait Islander people. Identify current Aboriginal and Torres Strait Islander staff to inform future employment and development opportunities. Promote leadership opportunities, professional development and career opportunities to Aboriginal and Torres Strait Islander staff employed by Bond University. 	July 2019, Review January 2020	<p>Executive Director, Strategy, Systems & People / Director of Human Resources</p> <p>Executive Director, Strategy, Systems & People / Director of Human Resources</p> <p>Faculty Executive Deans / Vice President Engagement / Deputy Vice Chancellor (Students & Support Services) / Deputy Vice Chancellor (Academic)</p>
Investigate Supply Nation membership	<ul style="list-style-type: none"> Develop an understanding of the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses. Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. 	July 2019, Review January 2020	<p>Vice President Operations</p> <p>Vice President Operations</p>
Promote Bond University as a viable option for Aboriginal and Torres Strait Islander students	<ul style="list-style-type: none"> Continue to support Aboriginal and Torres Strait Islander students access Bond University by providing financial support through scholarships, bursaries and funding services specifically to support the academic progression of our Aboriginal and Torres Strait Islander cohort. Celebrate the success of our Aboriginal and Torres Strait Islander students and their contributions with their families prior to graduation. Explore the possibility of establishing a Higher Degree Research pathway for Aboriginal and Torres Strait Islander Higher Degree Research students to become academics and contribute cultural knowledge to all students and other staff members of Bond. 	<p>July 2019 - 2020, Review January 2020</p> <p>October 2019, February and June 2020</p> <p>July 2019, Review January 2020</p>	<p>Deputy Vice Chancellor (Students & Support Services)</p> <p>Deputy Vice Chancellor (Academic)</p> <p>Deputy Vice Chancellor (Academic)</p>
Core business and vision for reconciliation	<ul style="list-style-type: none"> Develop on-campus and off-campus experiences in partnership with local communities for Bond University staff and students. Continue to provide a high level of personalised, ongoing suite of support services which assist Aboriginal and Torres Strait Islander students to achieve equitable graduate outcomes and the opportunity to assume leadership roles in communities and workplaces. Implementing cultural awareness as an important graduate attribute. 	<p>July 2019 - 2020,</p> <p>Review January 2020</p> <p>September 2019</p>	<p>Chair, Bond University ICC / Indigenous Engagement Advisor</p> <p>Director, Career Development Centre / Manager, Nyombil Centre</p> <p>Deputy Vice Chancellor (Academic)</p>



GOVERNANCE AND TRACKING PROGRESS

Action	Deliverable	Timeline	Responsibility
Build support for the RAP	<ul style="list-style-type: none">• Define resource needs for RAP development and implementation.	July 2019 - 2020, Review January 2020	Deputy Vice Chancellor (Students & Support Services) / Deputy Vice Chancellor (Academic) / Executive Director, Strategy, Systems & People
	<ul style="list-style-type: none">• Define systems and capability needs to track, measure and report on RAP activities.		Executive Director, Strategy, Systems & People
	<ul style="list-style-type: none">• Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia.		Manager, Nyombil Centre
Review and Refresh RAP	<ul style="list-style-type: none">• Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	April 2020	Manager, Nyombil Centre
	<ul style="list-style-type: none">• Submit draft RAP to Reconciliation Australia for review.		Manager, Nyombil Centre
	<ul style="list-style-type: none">• Submit draft RAP to Reconciliation Australia for formal endorsement.		Manager, Nyombil Centre

For more information on the Bond University Reflect RAP: bond.edu.au/rap

For further details about the Bond University Reflect RAP please contact:

Jason Murray
Manager Nyombil Centre
Bond University
Phone: 07 5595 5617
Email: jamurray@bond.edu.au



Image by Jenaya Keats Photography



Appendix A

Bond University Indigenous Education and Workforce Strategy

Bond University acknowledges the people of the Yugambeh language, upon whose ancestral lands our University now stands, and celebrates the contribution that Aboriginal and Torres Strait Islander people make to our institution.

Bond University has a long-standing and deeply embedded commitment to building strong relationships with the Aboriginal and Torres Strait Islander communities, with the primary goal of improving educational opportunities and providing culturally safe and supportive learning environments for our Indigenous students.

Our whole-of-university commitment is overseen by the University's Vice Chancellor and Senior Executive, and underpinned by formal governance structures and a substantial commitment of University resources. The Bond University Indigenous Consultative Committee (ICC) is a Standing Committee of Academic Senate and an Advisory Committee to the Vice Chancellor and provides oversight of all Indigenous programs and initiatives within Bond University. Its membership includes a Community Elder, and Indigenous staff and students. Its quorum requires a majority of Indigenous members at each meeting.

Full terms of reference for the ICC are available on the Bond Website at: bond.edu.au/files/2985

The ICC has responsibility for the development and oversight of the Bond's Indigenous Education Strategy and Workplace Strategy. It also recommends the allocation of resources for dedicated Indigenous programs, including the University Indigenous Scholarship Program and the Indigenous Student Assistance program (ISSP) Grants.

The Bond University Nyombil Indigenous Support Centre: bond.edu.au/nyombil-centre is the central focus for the University's Indigenous community and provides concrete evidence of the University's commitment. Since its establishment in 2012, the Nyombil Centre has provided a culturally safe and supportive learning environment for Indigenous students, which is focused on providing equitable graduate outcomes, with a visible, central presence on campus.

Academically, the Centre assists students with their transition into the higher education environment, understanding University life and supporting their studies. Culturally, the Centre promotes engagement by assisting students and the University to connect with the local Indigenous community. The Centre is adept at assisting Indigenous students with those unique challenges, in particular related to cultural differences, that they may face in moving from remote communities and undertaking the new challenge of University study.

Bond University is committed to strengthening our approach to engaging Indigenous peoples at every level of study, work and research, contributing to creating a strong, vibrant and visible Indigenous community on our campus. Our Indigenous Education Strategy and Indigenous Workforce Strategy provide clear and actionable strategies for achieving our goals.

Bond University Indigenous Education Strategy 2018 - 2022

The Bond University Indigenous Education Strategy 2018 - 2022 outlines Bond University's commitment to providing an inclusive and supportive learning environment for Indigenous students where they can progress and succeed in higher education programs. The strategy aligns with the priorities of the 2018 - 2022 Bond University Strategic Plan, which includes a commitment to providing high-quality education pathways and programs, with integrated and structured offerings, that enable a broader range of students to enter and succeed in our degrees.

Our Indigenous Education Strategy recognises the value of providing a culturally safe and supportive learning environment for Indigenous students, which is focused on providing equitable graduate outcomes.

Accordingly, Bond University will aim to:

- Increase the number of Aboriginal and Torres Strait Islander students and graduates;
- Include Indigenous knowledge in the curriculum, where appropriate;
- Promote the Indigenous cultural and competency of students and staff.

GOAL 1: Increase the number of Aboriginal and Torres Strait Islander students and graduates	
Timelines: Short-term < 12 months; Medium-term 1 - 3 years; Long-term 3 - 5 years	
<p>Strategies:</p> <ol style="list-style-type: none"> 1. Enhance transitional support services available for commencing Indigenous students. 2. Work towards achieving an Indigenous student population in parity with the overall population figures. 3. Ensure support to increase the number of Indigenous students enrolling in, progressing in and completing programs leading to higher education awards. 4. Continue to support Indigenous students through an active Indigenous Support Centre. 	<p>Short-term (ongoing)</p> <p>Long-term</p> <p>Medium-term (ongoing)</p> <p>Ongoing</p>
<p>Key Performance Indicators:</p> <ul style="list-style-type: none"> • Review transitional support services. • Regular review of support services via student feedback and analysis of academic performance and student retention data. • Indigenous population statistics equal to or above national average. 	

GOAL 2: Inclusion of Indigenous knowledge in curriculum

Timelines: Short-term < 12 months; Medium-term 1 - 3 years; Long-term 3 - 5 years

Strategies:

1. Work towards embedding Indigenous knowledge in Core subject offerings where appropriate.
2. Provide opportunities for students to encounter and engage with Aboriginal and Torres Strait Islander cultural content as an integral part of their studies.

Long-term

Long-term

Key Performance Indicators:

- Percentage of programs incorporating Indigenous content.
- Indigenous descriptors embedded in the University's Graduate Attributes.

GOAL 3: Activities that promote the Indigenous cultural and competency of students and staff

Timelines: Short-term < 12 months; Medium-term 1 - 3 years; Long-term 3 - 5 years

Strategies:

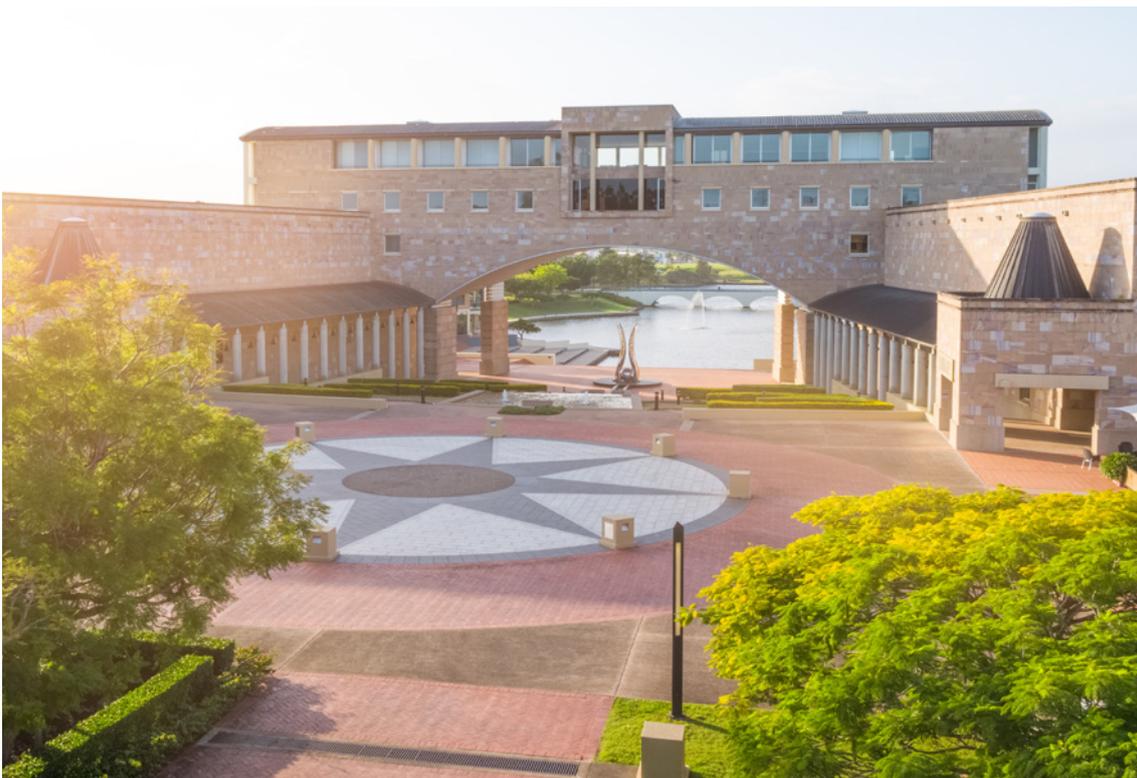
1. Develop on-campus and off-campus experiences in partnership with local communities for staff and students.
2. Develop programs to promote understanding of Indigenous knowledge among staff.

Medium-term

Long-term

Key Performance Indicators:

- Staff and students engaging with local Indigenous communities.
- Number of staff completing Indigenous knowledge programs.





Bond University Indigenous Workforce Strategy 2018 - 2022

Bond values an inclusive and diverse workforce. The University Indigenous Workforce Strategy 2018 - 2022 aims to create and nurture an informed workplace where Indigenous people and cultures are included, valued and welcomed. The strategy aligns with the priorities of the 2018 - 2022 Bond University Strategic Plan, which include harnessing the abilities, commitment and cohesiveness of our workforce.

Our Indigenous Workforce Strategy recognises the value of a strong, vibrant, visible and respected Indigenous Community on our campus. In doing so, the University aims to:

- Promote learning, knowledge and cultural capabilities within our whole University community;
- Create a welcoming and respecting environment for new and current Indigenous staff; and
- Provide networks of support and mentorship for our Indigenous staff.

The Bond University Indigenous Workforce Strategy 2018 - 2022 supports employees who are descendants of and / or identify themselves as Aboriginal and / or Torres Strait Islander, and as such are accepted by the community with which they are associated.

GOAL 1: Create a welcoming and trusted environment for Indigenous Staff which will inspire collaborative relationships across the University

Timelines: Short-term < 12 months; Medium-term 1 - 3 years; Long-term 3 - 5 years

Strategies:

- | | |
|--|-------------|
| 1. Create a vibrant Indigenous staff network. | Medium-term |
| 2. Promote cultural capability and awareness within our staff community. | Short-term |
| 3. Share the stories of our Indigenous employees. | Medium-term |

Key Performance Indicators:

- Launch the Bond University Staff Indigenous Network to create opportunities for effective engagement with the broader Indigenous community.
- Increased Indigenous and non-Indigenous staff participation in cultural events and celebrations.
- Increased numbers of staff identifying as Aboriginal and Torres Strait Islander.

GOAL 2: Increase the number of Indigenous Staff employed at Bond University, prioritising increasing the number of Indigenous academic employees

Timelines: Short-term < 12 months; Medium-term 1 - 3 years; Long-term 3 - 5 years

Strategies:

1. Ensure representation of Indigenous people within the senior management structure.	Long-term
2. Establish pathways and support for Indigenous scholars to pursue academic careers.	Medium-term
3. Align our Human Resource practices and procedures with the goals of the Indigenous workforce strategy.	Short-term
4. Promote employment at Bond University to the Indigenous communities.	Medium-term
5. Network with other University and Higher Education Indigenous Employment Coordinators to understand industry best practice.	Medium-term

Key Performance Indicators:

- Employ at least one Indigenous person as a senior executive employee.
- Review recruitment and selection policies to ensure they are culturally appropriate.
- Increase total Indigenous staff (work towards a target of 3% of FTE).

GOAL 3: Create a welcoming and trusted environment for Indigenous staff which will inspire collaborative relationships across the University

Timelines: Short-term < 12 months; Medium-term 1 - 3 years; Long-term 3 - 5 years

Strategies:

1. Provide structured mentoring opportunities for Indigenous academic staff.	Medium-term
2. Promote professional development and career advancement opportunities to Indigenous staff.	Medium-term
3. Ensure newly recruited Indigenous staff are linked with existing internal networks, information and support.	Short-term

Key Performance Indicators:

- Retention rates and advancement of Indigenous staff at all levels at parity with national averages.



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The artwork displayed in this booklet was created by
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