

Bond University

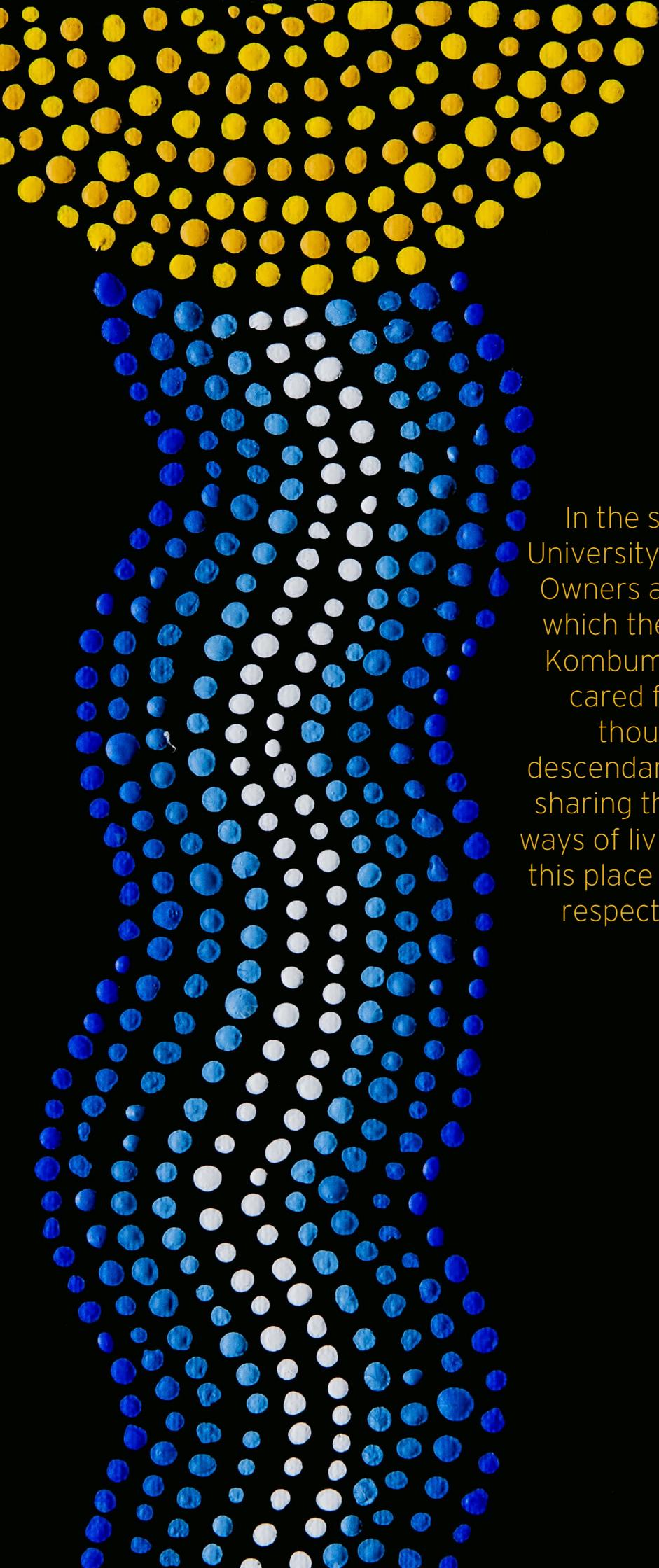
Innovate Reconciliation Action Plan

June 2023 - June 2025



**RECONCILIATION
ACTION PLAN**

INNOVATE



In the spirit of reconciliation, Bond University acknowledges the Traditional Owners and Custodians of the land on which the University now stands. The Kombumerri people have walked and cared for this land and wildlife for thousands of years, and their descendants maintain spiritual them for sharing their cultures, spiritualities and ways of living with the land and wildlife in this place we all now call home. We pay respect to Elders past, present and emerging.

Bond University's Vision for Reconciliation



I am proud to present the Bond University Innovate Reconciliation Action Plan covering 2023-25. Our plan seeks to foster education that leads to employment opportunities for Indigenous Australians at every level of study, in addition to generating related research activity and work engagement at the University. We are committed to providing a culturally inclusive environment with equitable educational access and employment opportunities for Aboriginal and Torres Strait Islander people. Our achievements will be distinguished by superior student retention and progression, and superior graduate outcomes for Indigenous students. Together, we look forward to a more equitable and inclusive future where genuine reconciliation with First Nations people benefits all Australians.

Professor Tim Brailsford
Vice Chancellor and President
Bond University

I am a Traditional Custodian of the Gold Coast region, a Kombumerri man, a saltwater man of the Gold Coast part of the wider Yugambeh Language Group and an Elder within the community. I understand the value of working together to realise goals and respect that people often have a commonality of expected outcomes and yet diverse ideas on how to achieve them. The next phase of reconciliation at Bond is our Innovate RAP which brings to life the University's commitment to engagement and community collaboration for Reconciliation, with the consequence of a cohesive organisation that overcomes differences. The RAP calls upon us to form relationships, build respect and create opportunities. As the Bond University Elder I am proud to have the opportunity to support the university in this important reconciliation journey, and to celebrate our common reconciliation ideas.



Uncle John Graham
Bond University Elder



Message

From Reconciliation Australia

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

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

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

This Innovate RAP is both an opportunity and an invitation for Bond University to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Bond University will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of *relationships*, *respect*, and *opportunities* emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

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. Bond University is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Bond University's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

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

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Artist overview

Imogen Clarence

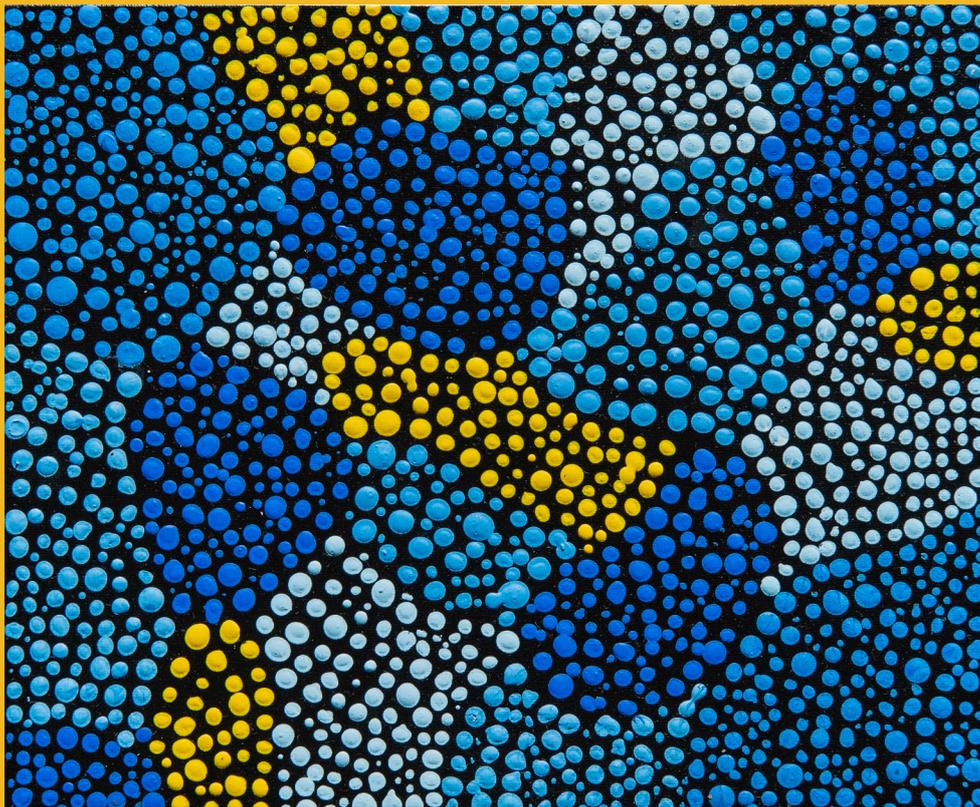
Imogen Clarence, a proud Kamilaroi woman raised on Bigambul Country in Goondiwindi, had limited connection with her culture while growing up. However, after moving to the Gold Coast on Kombumerri Land, where she now resides and works, she had the opportunity to spend time with local Elders at Bond University's Nymobil Indigenous Support Centre, which helped her discover the beauty and significance of her culture.

Studying full-time to complete her Bachelor of Business and Social Science degree as well as working two jobs, Imogen felt overwhelmed and sought an escape. Her breakthrough came in 2021 when she won an art competition organised by the University's Office of Engagement, igniting her passion for Indigenous art and culture, and leading to the establishment of her website, Maruma-Li Aboriginal Art.

Imogen finds art to be a powerful outlet for stress, using it as a medium to tell stories inspired by her culture. Through painting, she has experienced healing and transformation in her life. Grateful for the opportunities her art journey has brought, Imogen now designs merchandise, collaborates with students on mural projects in schools, raises funds for Indigenous mental health, and exhibits her artwork at the Gold Coast Private Hospital.

Artwork - Together

This artwork represents the different communities coming together at Bond University. It is a diverse University and when we all come together, we shine.



Our Statement

Bond respects Aboriginal and Torres Strait Islander, cultures, histories, knowledge and rights which is rooted in Bond's commitment to being an influential innovator in the university and the wider community. Bond values the expression of culture and knowledge from Australia's First Nations peoples, and the understanding of Country and place which have been passed through generations since time immemorial. All of which is consistent with Bond's values. Bond views our reconciliation journey as an incredible opportunity to learn from the knowledge of our First Nations communities through shared communication and strong relationships.

Our Vision

Bond University is committed to contributing to reconciliation with Australia's First Peoples and we seek to engage within our sphere of influence to assist the First Nations peoples of our nation to improve their economic and social outcomes. As a university, we seek to learn from the heritage and knowledge of our First Nations peoples to enhance the education and research outcomes for our staff and students. We action this by **Building Relationships, Showing Respect** and **Providing Opportunity** for Australia's Aboriginal and Torres Strait Islander peoples and cultures. We are determined to pursue this vision through institutional commitment to our Innovate Reconciliation Action Plan and strong governance over the implementation of our plan.

As Australia's first private non-profit university, Bond University strives 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.

Our Business

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. As a private, non-profit university, we thrive 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 and research 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. A brief history of Bond University can be found on our website.

Our People

Bond currently employs approximately 1,200 professional and academic staff including 29 Aboriginal and Torres Strait Islander staff as of June 2023.

Employment Type	Count
Casual	294
Continuing	321
Fixed Term	591
Total	1206

Bond staff represent around 50 countries (Country of Birth recorded in HR System) as of 23 March 2023.

As the world is becoming more complex and uncertain, our ability to prosper and progress within it will be determined by the quality and commitment of our people - our staff, students, alumni, partners, and the wider Bond Community.

A sense of community and belonging is central to the ethos of Bond. Our people are essential to how we maintain our relevance, innovate in our teaching, advance our research, connect, and collaborate, and preserve our distinctive sense of belonging to an inspirational and aspirational learning community. We will achieve our mission by maintaining and building an inclusive culture that thrives on the collective efforts of our people.



Our Journey

The Bond University mission is set out in the 2023-2027 Bond University Strategic plan.

The University recognises that we operate in a diverse local, national, and global community and we value the diversity of our staff and student community. Embracing this diversity enables us to fully advance the innovative, creative, and intellectual achievements of the University.

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 and working environments for our Aboriginal and Torres Strait Islander staff and students. Understanding Aboriginal and Torres Strait Islander ways of knowing, being and doing, will benefit all Bond University students and staff, and promote respect for the cultural heritage of Australia's First Nations peoples. Aboriginal and Torres Strait Islander staff and student perspectives and experiences will positively contribute to better equipping graduates in meeting future potential workplace capabilities present within most Australian workplaces.

Our whole-of-university commitment is overseen by the University's Vice-Chancellor and Senior Executive and is underpinned by formal governance structures and a substantial commitment of University resources. The Bond University Indigenous Consultative Committee (ICC) was formed in 2017 as an Advisory Committee to the Vice Chancellor providing oversight of the Bond University Indigenous Strategy 2023. Its membership includes a Community Elder, and Aboriginal and Torres Strait Islander staff and students, and its quorum requires a majority of Aboriginal and Torres Strait Islander members at each meeting. The Bond Reflect and Innovate RAPs are a standing item on the agenda of each ICC meeting. The Indigenous Consultative Committee is chaired by the Provost who is a proud descendant of the Mandandanji people of South-West Queensland.

The University has fully implemented its Reflect Reconciliation Action Plan 2019-2020. Outcomes from the implementation of the Reflect RAP are:

- Over 100 professional and academic staff completed the first stage of a cultural awareness program delivered by Banaam Cultural Intelligence program.
- Bond University Cultural Awareness Microcredential 'Becoming Culturally Aware' is available for all Bond University Staff and Students as of May 2023. This microcredential has been created by the Yugambeh Region Aboriginal Corporation Alliance (YRACA) in collaboration with the Bond University Microcredential Unit. Bond University is committed to being a more inclusive and respectful organisation that values diversity. Providing this training will ensure that our staff and students have knowledge and understanding of the Indigenous People of this land, their history, their perspectives, and their culture, is a critical part of this commitment.
- Creating the Indigenous Staff Network and Jimbelung Room: <https://bond.edu.au/about-bond/careers-bond/working-bond>
- Becoming a member of Reconciliation Queensland and participating in their Reconciliation Industry Network Group
- Adding an inclusive approach to all job advertisements encouraging Aboriginal and Torres Strait Islander peoples to apply.
- Creating a digital timeline celebrating our Aboriginal and Torres Strait Islander community engagement.

Our progress since 2019 has focused on the development of an Indigenous Strategy for the University and the delivery of the actions within our Reflect RAP. Our approach has evolved over time as we gained experience with implementing our initiatives. We have learned that we needed to:

- Have a RAP Working Group with a good coverage of stakeholders that is not too big.
- Establish genuine high level organisational commitment and appoint a RAP Champion from higher management.
- Adequately resource our initiatives.
- Be realistic about KPI and deliverables.
- It doesn't have to be a sprint - true cultural change takes time. Keep expectations realistic.
- Most importantly we have learned that true cultural change takes time and that we need to bring all of our people with us on the journey.

Our Graduates

Bond University is committed to ensuring that our graduates have the knowledge, skills and capabilities that prepare them to succeed in the world of future work as ethical leaders and responsible contributors to global sustainability. Changing workforce demands mean that while our graduates still require deep content knowledge in their chosen discipline, they also need to develop broader skills to meet the challenges of the future. The University has identified the attributes that our graduates will need to be outstanding global leaders of the future. These Bond University Graduate Attributes are embedded in the Core subjects and in all undergraduate programs of the University.

These graduate attributes are conceptualised to cluster at three different levels. At the centre are the graduate attributes that relate to the Bond Graduate as a Capable Individual. These individual attributes underpin the development of the Bond Graduate as a member of a collective, as an Effective Collaborator, and then as a member of society, a Global Citizen.

Bond University graduates embrace inclusiveness whilst valuing the rich diversity of others from different backgrounds within changing environments. They demonstrate appreciation and respect for the unique historic, social, cultural, and ethical values and traditions of populations such as the First Peoples of Australia and other groups throughout the world.

Our boundaries extend beyond the physical campus. The impact and achievements of our students, alumni and staff are global. We strive to create an environment that is always connected, impactful and engaged with a culture that embraces opportunities with students, alumni, industry, and the broader community.



Our Partnerships and Current Activities

Nyombil Centre

Established in 2012, the Nyombil Centre is a dedicated resource for Aboriginal and Torres Strait Islander students that enables them to access academic support, find community, and engage with Indigenous staff members. This culturally safe and encouraging environment sets the tone for the University's approach to supporting Indigenous students and staff.

Indigenous Scholarships

Student support is at the heart of everything that we do at Bond, and this attitude is reflected by our generous and comprehensive scholarship program. By providing full-fee and part-fee scholarships to Indigenous applicants, we aim to create equitable educational opportunities and to support Aboriginal and Torres Strait Islander students from their first encounter with tertiary study, through to graduation, their career and beyond.

Every year, Bond University offers a range of scholarships to outstanding school-leavers, mature-aged students and postgraduate Higher Degree Research (HDR) and Graduate Diploma in Legal Practice (GDLP) applicants who have excelled academically or have had extensive involvement with community engagement and extracurricular efforts.

Since 2012, we have awarded 97 Indigenous scholarships to exceptional students from across Australia.

Indigenous Gala

The Indigenous Gala is a signature event on the University's calendar. It serves as both a major fundraiser and an opportunity to promote Indigenous culture to the wider community. The event attracts over 500 corporate and community attendees from all over Australia and, since 2010, has succeeded in raising almost \$3.2 million for scholarships, grants and bursaries.

Ngullina (Our) Wellness Initiative

Ngullina is an Indigenous Wellness Initiative designed to support the social and emotional wellbeing of all students at Bond University. The four programs include Cooking Classes, a Walking Group, a Visual Arts Program, and Community Alliance Groups. Each program hopes to support students with strengthening their identity, connection to culture, social, emotional, and physical wellbeing.

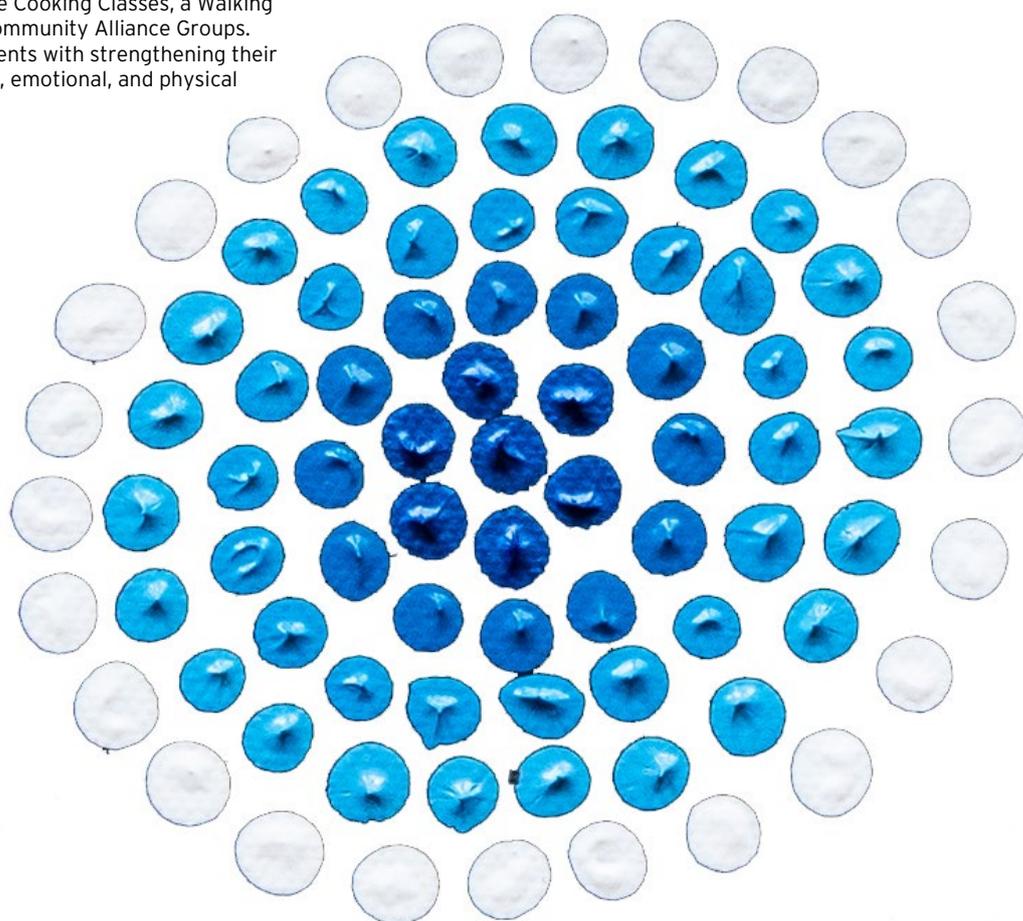
Corrigan Walk Art Tour

Bond University is home to Australia's largest private collection of Indigenous art on public display. Tracing the evolution of Indigenous art from the traditional Western Desert Movement to the colourful contemporary styles, the Corrigan Walk is now attracting international acclaim. The unique collection features the works of our most celebrated and revered Indigenous artists including Gloria Petyarre, Naata Nungurrayi, Walangkura Napanangka and Tommy Watson.

The collection is named in honour of art patron and collector, Dr Patrick Corrigan AM, who has very generously helped create the Bond University Indigenous and non-Indigenous Art Collection through personal donations, long term loans and facilitating donations from the art community.

Bubbera Garden

Bond University has engaged with local community members to establish initiatives that further enhance our connection with the land on which the University was built, including Bond University's Bubbera Garden that is home to over 200 local native plants. Bond staff and students have worked together to regenerate soil and establish our Indigenous garden that is intended to be a place to reflect, learn and Yarn as we experience Indigenous ways of knowing, being and doing.



Our Innovate RAP

The development of this 'Innovate' Reconciliation Action Plan is the next step in our journey and has been developed by staff members from all areas of the University and student representatives, in consultation with our Indigenous Staff Network and Reconciliation Australia. The RAP Working Group reports to the Bond University Indigenous Consultative Committee which in turn reports directly to the Vice Chancellor.

RAP Working Group

The RAP Working Group is leading the Innovate RAP developments. It was established to provide support to the University's reconciliation journey. The RAP Working Group advises on the best approach for advancing reconciliation, supporting implementation of reconciliation strategies that develop, strengthening relationships with Aboriginal and Torres Strait Islander people, and engaging the Bond community in reconciliation.

Membership is focused on harnessing a level of expertise, suitability, creative thinking skills and intrinsic motivation of participants representing all areas of the University:

- Provost - Chair (ex officio)
- Bond University Elder (ex officio)
- General Manager, Learning Services (ex officio)
- Nyombil Centre Coordinator (ex officio)
- General Manager, Career Development Centre, or nominee (ex officio)
- Director of Human Resources, or nominee (ex officio)
- Director of Finance, or nominee (ex officio)
- Vice President of Engagement, or nominee (ex officio)
- Vice President Future Students, or nominee (ex officio)
- Director of the Office of Learning and Teaching, or nominee (ex officio)
- University Librarian (ex officio)
- Six Academic and six Professional Staff Representatives
- Indigenous UG and PG Student nominated by Bond University Students Association

The RAP Working Group has seven members that identify as First Nations peoples. The Quorum for the Committee requires that no fewer than two Indigenous Members be present for all decisions.

Indigenous Consultative Committee

The Innovate RAP is overseen by the ICC, which is chaired by Bond University's Provost Professor Keitha Dunstan, a Mandandanji woman, who also serves as Bond University's RAP Champion.

The Indigenous Consultative Committee is a Committee within the Office of the Provost and provides oversight of all Indigenous programs and initiatives within Bond University.

Membership:

- Provost - Chair (ex officio)
- Indigenous Community Member
- Bond University Elder (ex officio)
- Manager, First Nations Cultural Engagement (ex officio)
- General Manager, Learning Services (ex officio)
- Nyombil Centre Coordinator (ex officio)
- Two Indigenous academic or professional staff members nominated by the Chair
- University Registrar or nominee (ex officio)
- Chair of Academic Senate or nominee (ex officio)
- Vice President, Operations or nominee (ex officio)
- One Indigenous student nominated by the President of the Bond University Students Association
- One Indigenous student nominated by the General Manager, Learning Services

The Indigenous Consultative Committee has eight members that identify as First Nations peoples. The quorum for the Committee is five, which must include at least three Indigenous members, including one Indigenous student.



Relationships



Bond University recognises that strong, collaborative relationships are critical to creating greater levels of understanding, recognition, and reconciliation. Open and respectful dialogue, within the University and with the broader community, is central to the academic endeavour and transformative education goals which lie at the heart of our institutions mission.

At Bond, our focus will be on connection and engagement that builds a deeper understanding amongst our staff and student communities about Aboriginal and Torres Strait Islander cultures, societies, and the issues that impact on reconciliation. We will develop partnership opportunities and exert our influence in the broader community.

For example, our Provost Professor Keitha Dunstan actively supports our external stakeholders on their journeys of reconciliation. CPA Australia has appointed our Provost to be the Chair of their Indigenous Advisory Group, and the Queensland Premier has appointed our Provost to Chair the Board of Advice of the Queensland Aboriginal and Torres Strait Islander Foundation.

Focus area: The Bond University Indigenous Strategy includes a pillar 'Collaboration and Relationships' which focuses on Connection and Engagement, Partnership Opportunities, and Influence.

Deliverable	Timeline	Responsibility
ACTION: Engage with Aboriginal and Torres Strait Islander staff, students, stakeholders and organisations to build positive and mutually beneficial relationships		
Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement with an annual report provided to the ICC.	June 2024, 2025	Provost, Bond University Elder
Bond University Indigenous Staff Network creates 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.	June 2023 to June 2025 Monthly Meetings	Provost, Bond University Elder
Foster our relationships with the Aboriginal and Torres Strait Islander peoples, communities and organisations within our local area or sphere of influence to enhance our reconciliation journey in accordance with the Indigenous Stakeholder and Organisations Engagement Plan.	June 2024, 2025	Provost, Bond University Elder
Foster our relationships with Aboriginal and Torres Strait Islander organisations to enhance our reconciliation journey.	June 2024, 2025	Lead: Provost; Support: Vice President Engagement
ACTION: Build relationships through celebrating National Reconciliation Week (NRW)		
Make links to Reconciliation Australia's NRW resources and reconciliation materials available on the Bond University staff intranet in accordance with the RAP Communication Plan.	May - June 2024, 2025	Lead: Provost; Support: Business Coordinator, Office of the Provost
Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May - June 2024, 2025	Provost
Ensure our RAP Working Group has the opportunity to participate in an external event to recognise and celebrate NRW.	May - June 2024, 2025	Provost
Host annual NRW events for Bond University staff and students and maintain a record of attendance numbers.	May - June 2024, 2025	Lead: Provost Support: Business Coordinator, Office of the Provost
Host annual Sorry Day event for Bond University staff and students and maintain a record of attendance numbers.	May 2024, 2025	Lead: Provost; Support: Business Coordinator, Office of the Provost
Host annual NRW event with Elders, Bond University staff and students.	May - June 2024, 2025	Lead: Provost, Bond University Elder Support: Business Coordinator, Office of the Provost
Register Bond University's NRW events on Reconciliation Australia's NRW website.	May 2024, 2025	Business Coordinator, Office of the Provost

ACTION: Promote reconciliation through our sphere of influence

Implement the plan to raise awareness and cultural capability amongst all staff across the organisation about Bond University's RAP commitments.	December 2023	Provost, Bond University Elder
Implement the plan to engage and inform key internal stakeholders of their responsibilities within the Bond University RAP.	December 2023	Provost
Ensure RAP and the Bond University Indigenous Strategy is publicly available on the Bond University website.	December 2023	Business Coordinator, Office of the Provost
Ensure engagement with and support of Reconciliation Queensland initiatives and activities.	June 2024, 2025	Business Coordinator, Office of the Provost
Engage our external stakeholders in order to drive and influence positive reconciliation outcomes with an annual report provided to the ICC.	June 2024, 2025	Lead: Provost, Bond University Elder Support: Members of University Management Committee
Collaborate with the Yugembeh Region Aboriginal Corporation Alliance (YRACA) to advance reconciliation in the Gold Coast region.	June 2024	Provost, Bond University Elder
Collaborate with organisations in the RAP network and/or other like-minded organisations to develop innovative approaches to advance reconciliation and maintain a record of collaborations with an annual report provided to the ICC.	June 2024, 2025	Provost, Bond University Elder
Participate in the Reconciliation Australia University Reconciliation Industry Network.	June 2024, 2025	Provost
Provost engaging with Aboriginal and Torres Strait Islander leaders in the university sector as a member of the Universities Australia DVC/PVC Indigenous Committee.	June 2024, 2025	Provost

ACTION: Promote positive race relations through anti-discrimination strategies

Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs, in consultation with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors through Indigenous Consultative Committee.	December 2023	Lead: Chair, UMC Policy Subcommittee Support: Director HR, Vice President Operations
Conduct a review of all other Bond University (non-HR) policies and procedures to identify existing anti-discrimination provisions and future needs, in consultation with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors through the Indigenous Consultative Committee.	December 2023	Lead: Chair, UMC Policy Subcommittee Support: Director HR, Vice President Operations
Develop, implement, and communicate an anti-discrimination policy for our organisation.	December 2023	Lead: Chair, UMC Policy Subcommittee Support: Director HR, Vice President Operations
Communicate the principles of anti-discrimination as imbedded in all policies of our organisation.	June 2024	Lead: Director HR Support: Vice President Operations
Ensure education of all staff and students on the effects of Racism and that there is zero tolerance for Racism at Bond University.	June 2024	Lead: Provost Support: Registrar, Director of HR
Review all curriculum and research practices for racially discriminatory practices/resources through an appropriate First Nations identified third party.	June 2024	Lead: Provost Support: Executive Deans, Assistant Provost, Director Bond University College
In consultation with Aboriginal and Torres Strait Islander academics, develop a plan to update required curriculum and research practices that is deemed to be racially discriminatory.	December 2023	Lead: Provost Support: Executive Deans, Assistant Provost, Director Bond University College
Continue to educate senior leaders on the effects of racism.	June 2024	Lead: Provost Support: Registrar Director of HR
Ensure all staff and students have the opportunity to complete the Becoming Culturally Aware Microcredential.	December 2024	Lead: Provost Support: Director, Microcredential Unit



Bond University understands the significance of Australia's First Nations peoples' heritage and contribution to Australia's intellectual and cultural capacity. The University ensures this contribution is embodied in the importance of ways of knowing, being and doing are embraced through all aspects of our endeavour.

At Bond, our focus is to celebrate and value Aboriginal and Torres Strait Islander cultures in all of our endeavours including our Indigenous Education and Workforce Strategy.

Focus area: The Bond University Indigenous Strategy includes a pillar 'Culture and Respect' which focuses on Self Awareness, Student Awareness, and Celebration.

The Becoming Culturally Aware Microcredential has been developed in partnership with YRACA. Modules include:

- Module 1: Welcome to Country and Acknowledgement of Country
- Module 2: Pre-colonisation
- Module 3: Post Settlement
- Module 4: Kombumerri Country

Deliverable	Timeline	Responsibility
ACTION: Engage Bond University staff and students in cultural learning to increase their understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights		
Embed the Becoming Culturally Aware Microcredential that has been developed in partnership with YRACA.	December 2023	Lead: Provost Support: Director HR, Registrar
Promote Cultural Awareness Training to all staff and students with the aim of increasing awareness and competency in engaging with and responding to Aboriginal and Torres Strait Islander imperatives and maintain a record of participation and achievement.	Dec 2023 June 2024, 2025	Lead: Provost; Support: Director HR, Registrar
Support Traditional Owners and Aboriginal and Torres Strait Islander advisors to deliver the Bond University Cultural Awareness Learning Plan.	June 2024, 2025	Provost, Bond University Elder
Assess the effectiveness of our Bond University Cultural Awareness Learning Plan in consultation with Traditional Owners and staff.	June 2024, 2025	Provost, Bond University Elder
Provide opportunities for RAP Working Group members, managers and other key leadership staff to participate in formal and structured cultural learning and maintain a record of participation.	June 2024, 2025	Lead: Provost Support: Director HR
Conduct a review of cultural learning needs within our organisation.	December 2023	Provost, Bond University Elder
ACTION Raise internal understanding and respect of Aboriginal and Torres Strait Islander cultural protocols.		
Continue to regularly communicate Acknowledgement of Country and Welcome to Country protocols to staff and students and inclusion on Bond University's Website and Staff Intranet.	June 2024, 2025	Business Coordinator, Office of the Provost
Continue to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2024, 2025	Business Coordinator, Office of the Provost
Ensure that for all significant official University events that are attended by large numbers of staff and/or students and external dignitaries, a local Traditional Owner is invited to deliver a Welcome to Country.	June 2024, 2025	Provost, Bond University Elder
Include an Acknowledgement of Country or other appropriate protocols at the commencement of all important meetings, gatherings, occasions and the first class of each subject every semester.	June 2024, 2025	Lead: Bond University Elder, Provost Support: All staff and students
ACTION: Build respect for Aboriginal and Torres Strait Islander cultures and histories by participating and celebrating NAIDOC Week.		
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.	July 2023, 2024	Lead: Provost, Bond University Elder Support: Business Coordinator, Office of Provost, Nyombil Centre Coordinator

Host events during NAIDOC Week for the Bond University community, including student hosted events, and maintain a record of attendance numbers.	July 2023, 2024	Lead: Provost Support: Bond University Elder, Business Coordinator, Office of the Provost
Encourage our staff to celebrate NAIDOC Week by promoting community events in our local area.	July 2023, 2024	Lead: Provost Support: Bond University Elder, Business Coordinator, Office of the Provost
Ensure our RAP Working Group members have an opportunity to participate in NAIDOC Week events and maintain a record of attendance numbers.	July 2023, 2024	Lead: Provost Support: Bond University Elder; Business Coordinator, Office of the Provost
ACTION: Celebrate and build respect for Aboriginal and Torres Strait Islander connections to Country and Place		
Create physical spaces within Bond University that visibly demonstrate respect for Aboriginal and Torres Strait Islander cultures and accommodate cultural protocols.	June 2024, 2025	Provost, Bond University Elder
Establish and maintain the installation of Native Bee Hives.	June 2024, 2025	Business Coordinator, Office of the Provost
Encourage staff and students to attend our regular on-campus Bond University Indigenous Cultural experiences in partnership with local First Nations community members.	June 2024, 2025	Bond University Elder; Business Coordinator, Office of the Provost
Host Yarning with Purpose at Bond University's Nyombil Centre, a platform for the sharing of our knowledges and ways of knowing among our students and throughout the university.	June 2024, 2025	Lead: Nyombil Centre Coordinator Support: Bond University Elder; Business Coordinator, Office of the Provost
Promote the Corrigan Walk Indigenous Art Tour and report participation numbers to the ICC.	June 2024, 2025	Business Coordinator, Office of the Provost



2023 Bond University Staff - On Country Experience

Opportunity



Bond University acknowledges the ongoing strength and resilience of Aboriginal and Torres Strait Islander peoples and understands the barriers they face. The University will promote reconciliation through our sphere of influence and provide opportunities for equal outcomes for all Australians.

At Bond, we are committed providing opportunity by deepening our engagement with Aboriginal and Torres Strait Islander peoples at every level of study, work and research, contributing to creating a strong, vibrant and visible Aboriginal and Torres Strait Islander Community on our campus. In so doing we will provide greater opportunity for success for the First Nations people within our sphere of influence.

Focus area: The Bond University Indigenous Strategy includes the three pillars of Our People, Learning and Teaching, and Research which are the focus areas for Opportunities for Australia's First Peoples.

Deliverable	Timeline	Responsibility
ACTION: Develop opportunities to increase Aboriginal and Torres Strait Islander recruitment, retention, and professional development.		
Build understanding of current Aboriginal and Torres Strait Islander staffing opportunities to inform future employment and professional development strategies.	June 2024	Director Human Resources
Develop and implement a strategy to 'grow our own' First Nations staff including an Indigenous PhD Scholarship and Indigenous Post-Doctoral Fellowship Program.	June 2024	Director Human Resources
Ensure the 'grow our own' strategy and Indigenous Student recruitment strategy includes plans to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June 2024	Director Human Resources
Engage with Bond University's Indigenous Staff Network to consult on our recruitment, retention and professional development strategy for Aboriginal and Torres Strait Islander employees and future applications.	June 2024	Provost
Review of HR Policies and Procedures to ensure no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in Bond University's workplace.	June 2024	Director Human Resources
Develop and implement an Indigenous Student recruitment strategy including student pathways and monitor outcomes.	June 2024, 2025	Lead: Provost Support: Vice President Future Students, Director Bond University College, Coordinator Nyombil Centre
ACTION: Investigate and promote supplier diversity opportunities to increase the number of Aboriginal and Torres Strait Islander businesses within the Bond University supply chain.		
Review and update Bond University's procurement policies, procedures, and practices to ensure no barriers to Aboriginal and Torres Strait Islander businesses supplying Bond with goods and services.	June 2024	Chief Financial Officer
Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	June 2024	Chief Financial Officer
Investigate Supply Nation membership.	June 2024	Chief Financial Officer
Develop and communicate to staff opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses.	June 2024	Chief Financial Officer
Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses and maintain a record.	June 2024	Vice President Operations

ACTION: Foster opportunities for Bond University students to benefit from the perspectives and wisdom of Aboriginal and Torres Strait Islander knowledge within the curriculum.

Develop a plan to embed Indigenous ways of knowing, being and doing within Bond curriculum and research.	June 2024	Provost
Conduct a review of all current Indigenous ways of knowing, being and doing within Bond curriculum and research to assess for growth opportunities.	June 2024, 2025	Lead: Provost Support: Executive Deans, Assistant Provost, Director Bond University College
Continue to support YRACA to promote their Becoming Culturally Aware Microcredential to other users with all profits channelled to YRACA to support local Aboriginal and Torres Strait Islander communities.	June 2024, 2025	Lead: Provost Support: Bond University Elder, Director Microcredential Unit



Governance



Deliverable	Timeline	Responsibility
ACTION: Establish and maintain an effective RAP Working Group (RWG)		
Schedule three RAP Working Group meetings per year (one per Semester).	Jun/Sep 2023 Feb/Jun/Sep 2024 Feb/Jun 2025	Lead: Provost Support: Business Coordinator, Office of the Provost
Regular update on RAP progress to UMC and ICC.	Oct 2023 Feb/Jun/Oct 2024 Feb/Jun 2025	Provost
Maintain representation of as least twenty per cent Aboriginal and Torres Strait Islander peoples on the RAP Working Group, with at least two present at every meeting.	Jun/Sep 2023 Feb/Jun/Sep 2024 Feb/Jun 2025	Provost
ACTION: Build support for effective implementation of the Bond University RAP		
Define resource needs for RAP development and implementation.	June 2024 June 2025	Provost
Engage our senior leaders and other staff in the delivery of RAP commitments.	June 2024 June 2025	Vice Chancellor, Provost
Define systems and capability needs to track, measure and report on RAP activities and commitments.	December 2023	Vice President Operations
Maintain an internal RAP Champion from senior management.	June 2023 June 2024 June 2025	Provost
ACTION: Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally		
Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2024 June 2025	Business Coordinator, Office of the Provost
Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	Aug 2024 Aug 2025	Business Coordinator, Office of the Provost
Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Sep 2023 Sep 2024	Business Coordinator, Office of the Provost
Report RAP progress to all staff and senior leaders quarterly.	Sep/Dec/Mar/ Jun 2023- 2025	Provost
Publicly report our RAP achievements, challenges and learnings, annually.	Sep 2023 Sep 2024	Lead: Provost Support: Business Coordinator, Office of the Provost
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer	May 2024	Business Coordinator, Office of the Provost
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2025	Provost
ACTION: Continue our reconciliation journey by developing our next RAP		
Register via Reconciliation Australia's website to begin developing our next RAP.	January 2025	Business Coordinator, Office of the Provost

APPENDIX A

Bond University Indigenous Education and Workforce Strategy

Bond University acknowledges the people of the Yugambah 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 an Advisory Committee to the Vice Chancellor and provides cultural advice and guidance on our Indigenous strategy and initiatives within Bond University. Its membership includes a Community Elder, Aboriginal and Torres Strait Islander staff and students, and senior management. Its quorum requires a majority of Indigenous members at each meeting. Full terms of reference for the ICC are available on the Bond Website.

The ICC has responsibility for informing the development of the Bond Indigenous Education Strategy and Indigenous 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 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 focussed 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 and promoting cultural awareness 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

The Bond University Indigenous Education Strategy 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 2023-2027 Bond University Strategic Plan, which include 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 focussed on providing equitable graduate outcomes.

Accordingly, Bond University will aim to:

- increase the number of Aboriginal and Torres Strait Islander students and graduates;
- embed Indigenous ways of knowing, being and doing in the curriculum, where appropriate; and
- 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

Strategies:

- | | |
|--|-----------------------|
| 1. Enhance transitional support services available for commencing Indigenous students | Short Term (ongoing) |
| 2. Work towards achieving an Indigenous student population in parity with the overall population figures | Long Term |
| 3. Ensure support to increase the number of Indigenous students enrolling in, progressing in and completing courses leading to higher education awards | Medium Term (ongoing) |
| 4. Continue to support Indigenous students through an active Indigenous Support Centre | Ongoing |

Key Performance Indicators:

- 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 ways of knowing, being and doing 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 | Long Term |
| 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 |

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 | Short Term |
| 2. Develop programs to promote understanding of Indigenous knowledge among staff | Medium Term |

Key Performance Indicators:

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

Bond University Indigenous Workforce Strategy

Bond values an inclusive and diverse workforce. The University Indigenous Workforce Strategy 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 Bond University Strategic Plan, which recognises the importance of community and belonging as central to the ethos of our institution, and commits to the maintenance and building of an inclusive culture that thrives on the collective efforts of our people.

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 supports employees who identify as Aboriginal and/or Torres Strait Islander, and that are accepted by their communities.

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 | Short 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:

- Support and promote the Bond University Staff Indigenous Network to create opportunities for effective engagement with the broader Indigenous community
- Launch the RAP Champions as a broad-based and active supportive working group to help achieve the goals of the Indigenous Workforce Strategy
- Increased Indigenous and non-Indigenous staff participation in cultural events and celebrations
- Work with local Aboriginal and Torres Strait Islander communities to develop and launch a Bond-specific cultural awareness training program for all Bond staff

GOAL 2: Inclusion of Indigenous ways of knowing, being and doing 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 | Long Term |
| 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 |

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 | Short Term |
| 2. Develop programs to promote understanding of Indigenous knowledge among staff | Medium Term |

Key Performance Indicators:

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

For more information contact:

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The artwork displayed in this booklet on these pages are created by Bond student Imogen Clarence,
a proud Kamilaroi woman raised on Bigambul Country in Goondiwindi.

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