

Reconciliation Action Plan Innovate

JUNE 2025 – JUNE 2027

Ngala kwop biddi.
Building a brighter future, together.



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Acknowledgement of Country

We acknowledge that Murdoch University is situated on the lands of the Whadjuk and Binjareb Noongar people. We pay our respects to their enduring and dynamic culture and the leadership of Noongar Elders past and present. The Boodjar (Country) on which Murdoch University is located has for thousands of years been a place of learning. We at Murdoch University are proud to continue this long tradition.

Use of Terminology:

At Murdoch University, we aspire to be the **first choice** for **First Nations Peoples**. Guided by Aboriginal and Torres Strait Islander stakeholders, we use the terms **“First Nations”, “Aboriginal and Torres Strait Islander”,** and **“Indigenous”** interchangeably to reflect community preferences and ensure respectful, inclusive language.

Artwork Credit

Emily McCann is an emerging Noongar artist with connections to Collie, Katanning (WA), and Scotland. She lives on Whadjuk Noongar Boodjar and studies Creative Media, majoring in Games Art and Design. Deeply passionate about storytelling through art, Emily creates characters and visual works that blend cultural traditions with a contemporary style, celebrating her heritage in powerful and creative ways.

Title: *Walking Together in Solidarity*

This piece represents the honour and strength that comes with reconciliation. The artwork focuses on solidarity between communities and how this togetherness will help everyone in the long run. Noongar Boodjar can only become a peaceful place for its people if the non-Indigenous Australians put in the effort to give the Aboriginal and Torres Strait Islander people the closure they deserve. This is represented in the artwork through its diverse selection of people celebrating the unity that comes from these reconciliation efforts.

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Statement from CEO of Reconciliation Australia

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

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Murdoch University continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

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

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

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

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

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

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

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

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

Karen Mundine

Chief Executive Officer Reconciliation Australia



Message from the Vice Chancellor

2025 marks the 50th anniversary since Murdoch University opened its doors to students for the first time. A University of Difference from foundation, social justice and inclusion were ideals embedded in Murdoch's DNA, and they remain a powerful guiding force for our community today.

Our University Strategy — *Ngala Kwop Biddi: Building a brighter future, together* — elevates three strategic themes which shape all our activities across teaching, learning, research and engagement. These are First Nations, Equity, Diversity and Inclusion (EDI), and Sustainability.

Murdoch's aspiration is to be an exemplar in embracing, promoting and benefiting from Indigenous knowledges and cultural inclusivity.

To achieve this, we are committed to a range of actions through our 2024–2030 First Nations Sub-Strategy, guided by four essential elements: truth-telling, self-determination, Indigenous excellence and Indigenisation.

Our new Innovate Reconciliation Action Plan 2025–2027 supports the First Nations sub-strategy with a particular focus on driving progress toward genuine and meaningful reconciliation with Aboriginal and Torres Strait Islander peoples.

The plan calls on non-Indigenous members of our community to take the lead in this vital journey to reconciliation, and in fostering a sense of belonging, trust, and shared understanding between Aboriginal and Torres Strait Islander peoples and the broader university community.

I wish to thank my University colleagues for the consultations and planning which have informed Murdoch University's Innovate Reconciliation Action Plan 2025–2027, and I commend the document to you.

Professor Andrew Deeks

Vice Chancellor and President



Message from the Pro Vice Chancellor First Nations

Murdoch University is on a journey to become the university of first choice for First Nations Peoples. This commitment is grounded in truth-telling, self-determination, Indigenisation, and Indigenous excellence; not as symbolic gestures but as tangible actions that embed Indigenous knowledges and cultural inclusivity across our institution.

Our 2025 Reconciliation Action Plan marks a significant milestone as our third RAP and the first to sit alongside a dedicated First Nations strategy. This dual approach ensures reconciliation is not just a framework but an embedded practice, with First Nations voices guiding decision-making, policy, and program development.

Following the result of the 2023 Australian Indigenous Voice referendum, many felt uncertain about the future of reconciliation in Australia. But reconciliation is not a single moment—it is an enduring commitment to justice and action. At Murdoch University, we remain steadfast in this journey, ensuring real change continues.

Our Aboriginal Advisory Group has reinforced the importance of both a RAP and a First Nations strategy, recognising that true transformation requires structural and cultural shifts. While the RAP sets a framework for action, the First Nations strategy ensures First Nations leadership and priorities shape the University's direction.

Now more than ever, we must address the unfinished business of reconciliation. This RAP is a call to action, ensuring that non-Indigenous allies actively engage in the work; listening, learning, and taking responsibility for meaningful change. Reconciliation is a shared responsibility, and this plan reflects our collective commitment to walking the talk.

I extend my sincere thanks to PVC Equity, Diversity and Inclusion, Dr. Rebecca Bennett, and the Equity, Diversity and Inclusion Strategic Projects Coordinator for Reconciliation Yohann Devezy for their leadership in co-creating this RAP in true partnership with First Nations Peoples. My gratitude also goes to our First Nations staff, Aboriginal Advisory Group, and RAP Working Group. I look forward to seeing the impact of this important work.

Professor Channele van den Berg (Binjareb Noongar)

Pro Vice Chancellor First Nations



Message from the Pro Vice Chancellor Equity, Diversity and Inclusion

Our vision for reconciliation

Murdoch University envisions reconciliation as a shared journey towards healing, understanding, and equitable outcomes for all Australians, in relationship with Aboriginal and Torres Strait Islander peoples. This journey is driven by our commitment to truth-telling, respect for Indigenous knowledges, self-determination and the fostering of inclusive spaces for First Nations Peoples within our university.

We are committed to maintaining and strengthening strong, respectful, and trusting relationships with Aboriginal and Torres Strait Islander communities, ensuring their voices continue to guide our initiatives. Through education, research, and engagement, we seek to increase the participation and success of First Nations students and staff, contribute to the broader Indigenous leadership landscape, and create a culturally safe, inclusive environment where Indigenous knowledges are embedded and celebrated.

Following extensive consultations with First Nations stakeholders, Murdoch University has decided to manage reconciliation and the Reconciliation Action Plan under the Equity, Diversity and Inclusion portfolio. This reflects the view that non-Indigenous individuals should lead reconciliation. In early 2024, a Reconciliation Project Coordinator was appointed. After thorough consultations, it was decided that a new RAP would be preferred over a separate strategy for its consistent framework and government reporting.

Our vision is aligned with the University's overarching strategic pillars of First Nations, Equity, Diversity and Inclusion, and Sustainability. By integrating First Nations perspectives into all aspects of university life, we aspire to become the university of choice for First Nations Peoples, setting a national example for reconciliation and collaboration.

At Murdoch, reconciliation means acknowledging the past, addressing ongoing inequities, and creating a future where all Australians can realise their potential in an environment of mutual respect and shared learning.

Associate Professor Rebecca Bennett

Pro Vice Chancellor Equity, Diversity and Inclusion



Our Business

Since 1974, Murdoch University has been committed to changing lives and society for the better through accessible education and research, contributing to the solution of societal and environmental challenges and providing an inclusive, caring community in which everyone can realise their potential.



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Murdoch University employs approximately 3,670 staff members across Australia and internationally. Among these, in 2025, the university employs 79 Aboriginal and/or Torres Strait Islander identified staff. While the exact number fluctuates, increasing the proportion of Aboriginal and Torres Strait Islander students and staff remains a strategic priority for us, reflecting our strong commitment to reconciliation and inclusion.

Murdoch University operates within a national and global context. Our primary campus is located on the traditional lands of the Whadjuk and Binjareb Noongar people in Boorloo (Perth), Western Australia, with additional campuses in Mandjoogoordap (Mandurah) and Rockingham representing around 20,500 students (Domestic and International onshore), including 314 First Nations students. Internationally, our reach extends to campuses in Dubai, Singapore, and Malaysia, bringing the number of students up to around 26,000 students across all campuses. This geographic diversity enables us to engage with a wide range of communities and stakeholders, both locally and globally.

Our sphere of influence encompasses diverse internal and external stakeholders, including students, staff, alumni, industry partners, government agencies, communities, and community organisations. Through these relationships, we contribute to reconciliation, sustainability, and social justice initiatives at individual, institutional, and societal levels. Our commitment to reconciliation, embodied in our Reconciliation Action Plan, guides us in fostering strong, reciprocal relationships with Aboriginal and Torres Strait Islander communities and supporting self-determination, truth-telling, Indigenisation, which

is the intentional embedding of Aboriginal and Torres Strait Islander perspectives, knowledges, and voices across our policies, practices, and institutional culture to create more inclusive and culturally responsive environments, and Indigenous excellence.

“Murdoch University has always been known for providing a supportive and flexible environment”

Murdoch University has always been known for providing a supportive and flexible environment that adapts to its students rather than requiring them to adapt to it. Since our foundation we have been committed to conservation, social justice, and inclusion. We have created a place of learning

and discovery through our leading academics, innovative courses, and ground-breaking research. We pioneered access to university education for people from diverse backgrounds and are proud to see our students take their Murdoch education to the world to solve its challenges.

Our 2023–2030 Strategic Plan entitled Ngala Kwop Biddi, (a Noongar phrase meaning Building a Brighter Future, Together), is built around three strategic themes: Sustainability, Equity, Diversity, and Inclusion, and First Nations. These themes flow through our core activities of education, research, and engagement. We aim to be a leading university in sustainability, build a welcoming and diverse community, and become the university of choice for First Nations peoples.



Our RAP

Murdoch University is deeply committed to advancing reconciliation, with the Reconciliation Action Plan embedded within our Equity, Diversity, and Inclusion strategy.

This approach acknowledges the importance of integrating reconciliation into all aspects of the University's operations, ensuring it is a shared responsibility across the institution. This framework was developed in consultation with our First Nations Committee, advisory groups, and Aboriginal and Torres Strait Islander staff and students.

The primary goal of developing a RAP is to formalise and deepen Murdoch's commitment to reconciliation. The RAP aligns with the First Nations Sub-Strategy's key principles of self-determination, truth-telling, Indigenisation, and Indigenous excellence. By fostering a space where Aboriginal and Torres Strait Islander peoples can focus on cultural strengths and leadership, the RAP allows non-Indigenous staff and students to actively lead and support reconciliation initiatives across the University. This collaborative effort ensures reconciliation is inclusive, culturally appropriate, and respectful of First Nations perspectives.

In early 2024, Murdoch University appointed a project coordinator to lead the development and implementation of our new RAP, following a hiatus from 2021 to 2024.

For our university, the RAP framework also ensures accountability and transparency by providing a nationally consistent structure for tracking and reporting our progress. It enables meaningful engagement with government bodies and other key stakeholders, ensuring that our reconciliation actions are both impactful and measurable. Through this process, we continue to build and strengthen relationships with First Nations communities, working towards a future where reconciliation is an integral part of everything we do.

The champions of Murdoch University’s RAP from the senior leadership team are

- **Chanelle van den Berg**, Pro Vice Chancellor First Nations, Vice Chancellery
- **Sharon Russell**, Chief People Officer, Vice Chancellery
- The Senior Executive responsible for the RAP is **Dr Rebecca Bennett**, Pro Vice Chancellor Equity, Diversity and Inclusion.

These leaders are primarily responsible for raising the profile of reconciliation as an organisational priority both internally and externally. They lead by example through actioning the commitments outlined in the RAP and ensuring the goals of reconciliation are embedded in the University’s culture and operations.

The RAP Working Group at Murdoch University comprises a diverse range of staff members across various departments. The members include:

Co-Chairs

- **Yohann Devezy**, Equity, Diversity, and Inclusion Strategic Projects Coordinator for Reconciliation (EDI – Projects and Operations) and University Counsellor for First Nations Students (AWE – Access, Wellbeing and Equity)
- **Kiri Manuera**, Governance Committee Officer (USO – US Governance Services)

Deputy Chair

- **Jess Bradford**, Coordinator Global Engagement (GE-PNR – Global Engagement – Partnerships)

Other Members

- **Alasdair Macdonald**, Director, Research and Innovation (RNI – Research and Innovation)
- **Ashleigh Prosser**, Lecturer, Professional Learning (EDLE – Professional Learning)
- **Carla Loney**, Head of Leadership Services and People Strategy (PCO – People and Culture Office)
- **Caitlin Dellow**, Partnerships Consultant (NPILF) (EDCU – Education – Business Support)
- **Charlotte Mason**, People and Culture Partner (PCO – Partnerships Team)
- **Diane Rimmer**, TAP Program Coordinator (INT – International)
- **Em Readman**, Equity, Diversity, and Inclusion Strategic Projects Coordinator (EDI – Projects and Operations)
- **Jen Featch**, Associate Lecturer (SCH-EDU – School of Education)
- **Jem Squire**, Work Integrated Learning Officer (EDLE – Work Integrated Learning Team)
- **Jodie-Lee McLeod**, Portfolio Administrative Coordinator (EDCU – Education – Business Support)
- **Julie Forrest-Davis**, Manager, Future Student Engagement (SLS – Student Journeys)
- **Katherine Te Aarii**, Lecturer (SCH-NUR – School of Nursing)

- **Kiri Merritt**, Scholarships and Prizes Officer (CXO – Student Experience)
- **Louise Pallant**, Technical Services Manager (ELS CXO – Experience Office)
- **Mark Ennis**, Manager, Student Enquiry (CXO – Student Experience)
- **Murray Brennan**, Lecturer (BUS – Accounting and Finance Team)
- **MD Moazzem Hossain**, Senior Lecturer, Financial Accounting (BUS – Accounting and Finance Team)
- **Nina Rovis-Hermann**, Lecturer in English, Literacy and Post-Graduate Studies (SCH-EDU – School of Education)
- **Rinchen Dorji**, Casual Academic (SCH-HASS – School of Humanities, Arts and Social Sciences – Casual)
- **Sarah Boomer**, Coordinator, Student Wellbeing Drop-in Program (AWE – Access, Wellbeing and Equity)
- **Serena Baptist**, International Relations & Programs Officer (INT – International Relations and Programs)
- **Shannon Johnston**, Head of Professional Learning (EDLE – Learning, Teaching and Technology)
- **Susan Shaw**, Associate Lecturer, University Preparation Pathways (UPP – University Preparation Pathways)
- **Tiffany Boland**, Workday Implementation & Change Partner (PCO – Partnerships)
- **Vanessa Hoefler**, WIL Senior Officer (EDLE – Work Integrated Learning Team)

We gratefully acknowledge the Elders, members of the Aboriginal Advisory Group, the Pro Vice Chancellor First Nations, the University’s First Nations staff network (Karrak Network) and external Aboriginal Advisory Group. We deeply appreciate their generosity, time, wisdom, and knowledge in guiding and advising us throughout this journey.

It’s important to acknowledge that the responsibility for reconciliation lies not with First Nations People but with the rest of Australia. As such, it is essential that the Reconciliation Working Group, and our broader community, take the lead in driving this process.

Murdoch University conceptualises the work of reconciliation to be primarily the work of non-Indigenous community members. Therefore, while open to Aboriginal and Torres Strait Islander staff and students, the Reconciliation Working Group currently does not include any First Nations members. However, this group is accountable to the leadership of the Pro Vice Chancellor First Nations, , the University’s staff network and external advisory group.

All actions and deliverables are reviewed and approved by these key stakeholders before being implemented to ensure:

- Aboriginal and Torres Strait Islander people are actively involved in decision-making.
- A culturally appropriate approach is maintained in the development, implementation, and reporting of the RAP.
- Complex or sensitive areas are handled with care, ensuring respectful engagement.

Our Reconciliation Journey: Reflections, Growth, and Key Learnings

Our reconciliation journey has taught us that meaningful progress requires more than milestones; it demands sustained commitment, accountability, and a willingness to reflect and adapt. Through ongoing dialogue with First Nations leaders and communities, we have come to understand that reconciliation must move beyond designated initiatives to become an integrated and shared responsibility across the entire institution.

We have learned that reconciliation is not the sole responsibility of Aboriginal and Torres Strait Islander peoples. Guided by our First Nations colleagues, we have acknowledged the importance of non-Indigenous people stepping into active roles of responsibility, allyship, and leadership. Embedding this understanding has reshaped our approach, moving from event-based actions to long-term structural change.

We have also recognised that reconciliation requires a whole-of-institution commitment, with responsibility shared at every level of the university. From governance and leadership to our staff, students, and community partners, we are dedicated to fostering a culture where reconciliation is embedded in everyday practice, decision-making, and institutional priorities. This collective responsibility ensures that reconciliation is not confined to specific roles or areas, but embraced as part of our shared purpose.

We have learned that true impact arises from co-design and collaboration. Building trust takes time, and we continue to prioritise relationships that are grounded in respect.



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Murdoch University's
Timeline
of growth

2015

First Innovate RAP (2015–2018): Murdoch implements its first Innovate Reconciliation Action Plan, focusing on building relationships with First Nations communities and fostering reconciliation through education, employment, and cultural initiatives.



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2018

Customised graduation sash (2018). To acknowledge their success, Aboriginal graduates are honoured with a special stole designed by Bianca Wilder, a Noongar woman. The sash symbolises elements of the traditional land on which Murdoch University stands. Graduates wear it with pride as they receive their graduation certificates.

Opening of the Ngangk Yira Research Centre (April 2018): Murdoch launches the Ngangk Yira Research Centre for Aboriginal Health and Social Equity, the first of its kind in Australia, addressing health and social inequities faced by Aboriginal and Torres Strait Islander peoples.



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2019

Second Innovate RAP (2019–2021): Murdoch's second Innovate RAP builds on the first, with a stronger focus on embedding Indigenous knowledges across the curriculum and creating pathways for Aboriginal and Torres Strait Islander students and staff.

Senior leadership position established: Inaugural Pro Vice Chancellor Aboriginal and Torres Strait Islander Leadership position appointed.



2022

Launch of the Ngangk Yira Institute for Change (June 2022): The Ngangk Yira Institute for Change is launched to raise awareness of the health gap between Aboriginal and Torres Strait Islander peoples and the rest of Australia. It focuses on maternal and child health, family empowerment, and community resilience.

Naming of Boola Katitjin (July 2022): Murdoch names its new teaching and learning space 'Boola Katitjin,' meaning 'lots of learning,' to honour Noongar heritage. The name is chosen by Dr Richard Walley and endorsed by the Aboriginal and Torres Strait Islander Advisory Group.



2023

Opening of Boola Katitjin (2023): Murdoch's state-of-the-art academic building opens, symbolising the University's commitment to sustainability and Indigenous engagement, incorporating Indigenous knowledges into its design and function.

Establishment of the School of Indigenous Knowledges (2023): Murdoch University expands its academic offerings by creating the School of Indigenous Knowledges, dedicated to integrating Indigenous perspectives into teaching and research.

Naming of the Rosemary van den Berg Room (2023): In recognition of her contributions to Indigenous education, a room in Boola Katitjin is named in honour of Rosemary van den Berg, the first Indigenous PhD graduate in Western Australia.

Launch of the Ngala Kwop Biddi Strategic Plan (2023–2030) (2023): This strategy places First Nations engagement as a central pillar, with a focus on embedding Indigenous knowledges across research, teaching, and community engagement. The strategy also emphasises truth-telling and reconciliation.

2024

Equity, Diversity, and Inclusion (EDI) Sub-Strategy (2024): Murdoch launches its EDI sub-strategy to create a culturally safe, equitable and inclusive environment for all students and staff, with reconciliation as one of their main areas of focus.

First Nations Sub-Strategy (2024): Murdoch introduces the First Nations sub-strategy as part of the broader strategic plan, focusing on increasing Indigenous representation and embedding cultural awareness across all areas of the University.

Cultural Load Allowance Policy (2024): Murdoch introduces a cultural load allowance policy that recognises the additional responsibilities and contributions of First Nations staff, setting a new standard in higher education.

Appointment of a dedicated project coordinator within the Office of the PVC EDI to lead the development and implementation of our new RAP.



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Relationships

Building strong relationships is essential for Murdoch University as it fosters a sense of belonging, trust, and shared understanding between Aboriginal and Torres Strait Islander peoples and the broader university community.



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We are committed to bringing Aboriginal and Torres Strait Islander peoples and the broader Australian community together by promoting open communication and understanding. These relationships enable meaningful engagement, mutual respect, and collaboration, ensuring that Indigenous perspectives, knowledge, and voices are integrated into our teaching, learning, and research practices. By developing partnerships with Indigenous communities, students, and staff, we strengthen Murdoch University's commitment to truth-telling, self-determination and reconciliation, creating a campus environment that respects and honours Aboriginal and Torres Strait Islander histories, cultures, and contributions.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. Ensure these guiding principles align with the values of truth-telling and self-determination as outlined in the First Nations Strategy.	June, 2026 June, 2027	Lead: Pro Vice Chancellor First Nations (as per First Nations Sub-Strategy)
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. Incorporate engagement strategies with Pro Vice Chancellor First Nations teams, School of Indigenous Knowledges, and the Ngangk Yira Institute for Change and Waardong.	June, 2027	Lead: Pro Vice Chancellor First Nations (as per First Nations Sub-Strategy)
2. Build relationships through recognising reconciliation events and days of significance.	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff and students.	May, 2026 May, 2027	Lead: Pro Vice Chancellor Equity, Diversity and Inclusion Support: Director Marketing and Communications (Office of the Vice Chancellor)
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June, 2026, 2027	Lead: Pro Vice Chancellor Equity, Diversity and Inclusion Support: Chair RAP Working
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June, 2025, 2026	Lead: Pro Vice Chancellor Equity, Diversity and Inclusion
	Organise at least one NRW event each year.	27 May – 3 June, 2026, 2027	Lead: Pro Vice Chancellor Equity, Diversity and Inclusion
	Actively promote and encourage participation in internal and external reconciliation events throughout the year among all staff and students. In addition to internal communication channels, information on reconciliation events should be integrated into the curriculum and classroom discussions to increase students' awareness and engagement.	May 2026 2027	Lead: Director Marketing and Communication Support: Heads of College (BUS, STEM, ELS, LASS, HE)
	Register all our NRW events on Reconciliation Australia's NRW website.	May, 2026, May, 2027	Lead: Pro Vice Chancellor Equity, Diversity and Inclusion
	Develop and implement a "Survival Day" statement to acknowledge January 26 as a day of survival and resilience for Aboriginal and Torres Strait Islander peoples. Communicate this statement across the University and provide guidance to the Murdoch University community on how to support reconciliation initiatives.	January, 2026 January, 2027	Lead: Chief People Officer Support: Pro Vice Chancellor First Nations

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce, including practical guidance on how staff can promote reconciliation within their roles, families, and communities.	May, 2026 May, 2027	Lead: Chief People Officer Support: Pro Vice Chancellor Equity, Diversity and Inclusion
	Provide resources, such as intranet articles and advice from Indigenous colleagues, on key topics such as reconciliation, allyship, truth-telling and self-determination to foster deeper understanding and encourage meaningful conversations and actions through online and in-person opportunities such as 'Beyond Black and White' training, Aboriginal Cultural Awareness Training and Murdoch's Yarning Sessions and partnerships with Reconciliation WA.	May, 2026 May, 2027	Lead: Director Marketing and Communications (Office of the Vice Chancellor) Support: Pro Vice Chancellor Equity, Diversity and Inclusion
	Communicate our commitment to reconciliation publicly. Ensure the commitment includes public recognition of Murdoch University's Strategy Ngala Kwop Bidji and First Nations Sub-Strategy and its alignment with RAP objectives.	May, 2026 May, 2027	Lead: Pro Vice Chancellor Equity, Diversity and Inclusion Support: Director Marketing and Communications
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	May, 2026 May, 2027	Lead: Pro Vice Chancellor Equity, Diversity and Inclusion
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation. Collaborate with universities across Australia on reconciliation initiatives and participate in Reconciliation WA network events to strengthen shared goals and strategies.	May, 2026 May, 2027	Lead: Pro Vice Chancellor Equity, Diversity and Inclusion Support: Pro Vice Chancellor First Nations



Action	Deliverable	Timeline	Responsibility
4. 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.	June, 2026	Lead: Chief People Officer Support: Pro Vice Chancellor First Nations, and Pro Vice Chancellor Equity, Diversity and Inclusion
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	December, 2025	Lead: Chief People Officer Support: Pro Vice Chancellor First Nations, and Pro Vice Chancellor Equity, Diversity and Inclusion
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	December, 2025	Lead: Chief People Officer Support: Pro Vice Chancellor First Nations, and Pro Vice Chancellor Equity, Diversity and Inclusion
	Educate senior leaders on the effects of racism. Educate senior leaders on the effects of racism.	June, 2025 – June, 2027	Lead: Chief People Officer Support: Pro Vice Chancellor First Nations, and Pro Vice Chancellor Equity, Diversity and Inclusion
5. Expand engagement strategies to include global Indigenous collaborations.	Collaborate with First Nations communities and universities nationally and internationally to share knowledge and strategies for reconciliation and Indigenous empowerment, particularly in education and research.	June, 2027	Lead: Pro Vice Chancellor First Nations (as per First Nations Sub-Strategy) Support: Pro Vice Chancellor Equity, Diversity and Inclusion, Deputy Vice Chancellor Global Engagement, Pro Vice Chancellor Law, Arts and Social Sciences (in partnership with the School of Indigenous Knowledges), Deputy Vice Chancellor, Research and Innovation

Action	Deliverable	Timeline	Responsibility
5. Expand engagement strategies to include global Indigenous collaborations. <i>(continued)</i>	Support First Nations staff and students in participating in national and international Indigenous network events and conferences to strengthen global partnerships and showcase Murdoch University's commitment to reconciliation and Indigenous empowerment on the world stage. Ensure First Nations representation at all such events.	June, 2027	Lead: Pro Vice Chancellor First Nations (as per First Nations Sub-Strategy) Support: Pro Vice Chancellor Equity, Diversity and Inclusion, Deputy Vice Chancellor Global Engagement, Pro Vice Chancellor Law, Arts and Social Sciences (in partnership with the School of Indigenous Knowledges, Deputy Vice Chancellor, Research and Innovation
	Establish a commitment within the Global Engagement Office to facilitate support for First Nations staff and students in attending international Indigenous network events and conferences. This commitment will ensure strong First Nations representation, strengthen global partnerships, and promote Murdoch University's reconciliation and Indigenous empowerment initiatives on an international stage.	June, 2026	Lead: Deputy Vice Chancellor Global Engagement Support: Chief Experience Officer, Chief People Officer
6. Create a respectful, accessible platform to support open dialogue and learning about First Nations topics.	Establish how suitable discussion topics will be identified in a self-determined manner.	December, 2025	Lead: Pro Vice Chancellor First Nations (as per First Nations Sub-Strategy) Support: Pro Vice Chancellor Equity, Diversity and Inclusion
	Identify candidates and provide training for First Nations advisors to support participation in the Murdoch Yarn initiative.	June, 2025 – June, 2027	Lead: Pro Vice Chancellor First Nations (as per First Nations Sub-Strategy) Support: Pro Vice Chancellor Equity, Diversity and Inclusion
	Develop guidelines for participation to ensure a culturally safe yarning environment.	June, 2025 – June, 2027	Lead: Pro Vice Chancellor First Nations (as per First Nations Sub-Strategy) Support: Pro Vice Chancellor Equity, Diversity and Inclusion
	Track participation and gather feedback to assess the impact on staff learning and engagement.	June, 2025 – June, 2027	Lead: Pro Vice Chancellor First Nations (as per First Nations Sub-Strategy) Support: Pro Vice Chancellor Equity, Diversity and Inclusion

Respect

Murdoch University acknowledges the lands of the Whadjuk and Binjareb people in which our Australian campuses are situated. We honour and recognise Aboriginal and Torres Strait Islander people's histories, cultures and knowledge and their Elders' past and present.

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The University recognises that respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights is foundational in creating an inclusive and equitable learning environment. By acknowledging and valuing the deep cultural heritage of First Nations Peoples, we contribute to the preservation and celebration of these rich traditions. Respect enhances our students' and staff's understanding of Australia's diverse cultural landscape, promotes learning opportunities, and encourages the appreciation of Indigenous knowledge systems. Through respect, we aim to build pride in Indigenous cultures, foster cross-cultural understanding, and support reconciliation across the University community.

Action	Deliverable	Timeline	Responsibility
7. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation. Tailor the review to include consultation with First Nations stakeholders such as First Nations teams, Karrak Network, Murdoch Aboriginal Advisory Group, School of Indigenous Knowledges, Ngangk Yira Institute for Change, Ngangk Yira Aboriginal Advisory Group and the local Noongar community and Waardong.	November, 2026	Lead: Pro Vice Chancellor First Nations (as per First Nations Sub-Strategy) Support: Pro Vice Chancellor Equity, Diversity and Inclusion
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	November, 2026	Lead: Pro Vice Chancellor First Nations (as per First Nations Sub-Strategy) Support: Pro Vice Chancellor Equity, Diversity and Inclusion
	Develop, implement, and communicate a cultural learning strategy document for our staff. Ensure that this strategy incorporates Indigenous knowledges as a key part of academic teaching.	June, 2027	Lead: Pro Vice Chancellor First Nations Support: Pro Vice Chancellor Equity, Diversity and Inclusion, Pro Vice Chancellor Law, Arts and Social Sciences (in partnership with the School of Indigenous Knowledges)
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning. Introduce cultural training led by Indigenous facilitators from the First Nations team.	June, 2026	Lead: Pro Vice Chancellor First Nations (as per First Nations Sub-Strategy) Support: Pro Vice Chancellor Equity, Diversity and Inclusion
	Develop culturally sensitive events and activities, in collaboration and consultation with First Nations communities, to increase non-Indigenous staff and students’ knowledge, understanding, and appreciation of First Nations cultures, fostering a more inclusive and safer environment for Indigenous students and staff.	June, 2026	Lead: Pro Vice Chancellor Equity, Diversity and Inclusion Support: Chief experience Officer and Pro Vice Chancellor First Nations

Action	Deliverable	Timeline	Responsibility
8. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols and language.	Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December, 2025	Lead: Pro Vice Chancellor First Nations (as per First Nations Sub-Strategy)
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. Integrate Noongar language or dual naming into the protocol document when appropriate, with guidance from relevant Elders and traditional custodians.	June, 2027	Lead: Pro Vice Chancellor First Nations (as per First Nations Sub-Strategy) Support: Director Marketing and Communications (Office of the Vice Chancellor)
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	June, 2025 – June, 2027	Lead: All staff, as relevant
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings and at the beginning of lectures and training sessions, as a good practice to model for students and staff. Encourage staff and students to participate actively in these practices to foster a respectful and inclusive environment. Emphasise that acknowledgements should go beyond reading from a slide and encourage them to be meaningful and personal.	December, 2025	Lead: Pro Vice Chancellor Equity, Diversity and Inclusion Support: All staff, as relevant
	Promote internal and external training opportunities to support staff and students in learning how to develop and deliver authentic and thoughtful Acknowledgements of Country.	December, 2025	Lead: Pro Vice Chancellor First Nations Support: Chief People Officer
	Encourage the use of Noongar names for local flora, fauna, locations and landmarks in university communications, signage, and events. If the Noongar name is common knowledge or from reliable sources, it can be used; however, if there is any uncertainty, staff and students are encouraged to consult appropriate cultural advisors or Elders to ensure accuracy rather than misusing, relying on assumptions or incorrect names.	June, 2025 – June, 2027	Lead: Pro Vice Chancellor First Nations Support: All staff, as relevant
	Create and implement guidelines that ensure the Noongar language used in university communications, videos, and learning materials is accurately captured in transcripts and subtitles. This will enhance accessibility for people with disabilities, ensuring that elements like Welcome to Country or Noongar words are captured and everyone can fully engage in cultural experiences and learning.	June, 2027	Lead: Director Marketing and Communications Support: Pro Vice Chancellor Equity, Diversity and Inclusion, and Pro Vice Chancellor First Nations



Action	Deliverable	Timeline	Responsibility
9. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025, 2026	Lead: Pro Vice Chancellor Equity, Diversity and Inclusion Support: Chair RAP Working
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	March, 2026, March, 2027	Lead: Chief People Officer Support: Pro Vice Chancellor First Nations
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2025, 2026	Lead: Pro Vice Chancellor First Nations Support: Director Marketing and Communications (Office of the Vice Chancellor)
	Create opportunities to celebrate NAIDOC themes and Indigenous cultures and achievements outside of NAIDOC Week, encouraging ongoing engagement and respect for Aboriginal and Torres Strait Islander cultures throughout the year.	July, 2026 July, 2027	Lead: Pro Vice Chancellor First Nations (as per First Nations Sub-Strategy)
10. Engage in truth-telling to foster healing and reconciliation.	Develop and implement truth-telling initiatives such as training, workshops, public lectures, communication or community events, focusing on sharing the historical and ongoing experiences of Aboriginal and Torres Strait Islander peoples.	June, 2026 June, 2027	Lead: Pro Vice Chancellor First Nations (as per First Nations Sub-Strategy) Support: Pro Vice Chancellor Equity, Diversity and Inclusion and Pro Vice Chancellor Law, Arts and Social Sciences (in partnership with the School of Indigenous Knowledges)
	Partner with internal and external First Nations stakeholders to create a platform for truth-telling within the University's public events calendar, incorporating Indigenous and non-Indigenous perspectives on Australia's history, colonisation and its ongoing impact, and the contemporary challenges faced by Aboriginal and Torres Strait Islander communities.	June, 2026 June, 2027	Lead: Pro Vice Chancellor First Nations (as per First Nations Sub-Strategy) Support: Pro Vice Chancellor Equity, Diversity and Inclusion and Pro Vice Chancellor Law, Arts and Social Sciences (in partnership with the School of Indigenous Knowledges)

Action	Deliverable	Timeline	Responsibility
11. Celebrate and promote Indigenous strengths and contributions.	Implement an annual Indigenous Excellence and Success Awards to recognise and celebrate the achievements of Aboriginal and Torres Strait Islander staff, students, alumni and broader community. These awards will focus on academic, research, and community contributions.	December, 2026	Lead: Pro Vice Chancellor First Nations (as per First Nations Sub-Strategy) Support: Chief People Officer and Deputy Vice Chancellor, Research and Innovation.
	Create a communication strategy that highlights success stories of Indigenous staff and students, including newsletters, social media, and university events.	June, 2026	Lead: Director Marketing and Communications (Office of the Vice Chancellor) Support: Pro Vice Chancellor First Nations and Pro Vice Chancellor Equity, Diversity and Inclusion
	Develop an honorary fellow program in collaboration with the School of Indigenous Knowledges to recognise contributions and Indigenous knowledge outside academia. Award two honorary fellowships annually to celebrate these achievements.	December, 2025	Lead: Pro Vice Chancellor Law, Arts and Social Sciences (in partnership with the School of Indigenous Knowledges)
12. Collaborate with the School of Indigenous Knowledges to strengthen and expand the availability of Indigenous knowledges across the University's curriculum.	Schools to engage with the School of Indigenous Knowledges to offer SIK units within their curriculum, ensuring Indigenous knowledges is housed within SIK's expertise rather than relying on Schools to develop their own content.	June, 2025 – June, 2027	Lead: Deputy Vice Chancellor Education Support: Deans of Schools, and Pro Vice Chancellor Law, Arts and Social Sciences (in partnership with the School of Indigenous Knowledges)
	Co-develop and co-deliver specific units tailored to the needs of each discipline, with these units housed within SIK to maintain academic integrity and cultural authenticity.	June, 2027	Lead: Pro Vice Chancellor Law, Arts and Social Sciences (in partnership with the School of Indigenous Knowledges) Support: Heads of College (BUS, STEM, ELS, LASS, HE)
	Establish a shared structure for co-major programs that span multiple disciplines, delivered in partnership with SIK, ensuring broad access to Indigenous knowledges across the University.	December, 2025	Lead: Pro Vice Chancellor Law, Arts and Social Sciences (in partnership with the School of Indigenous Knowledges) Support: Deputy Vice Chancellor Education and Heads of College (BUS, STEM, ELS, LASS, HE)

Action	Deliverable	Timeline	Responsibility
13. Promote and encourage participation in Murdoch University's cultural responsiveness training programs.	Increase percentage of staff to complete 'Beyond Black and White' training as a foundational program by the end of the RAP, ensuring more all staff build essential cultural competency. In addition, encourage staff to engage in other relevant training programs offered by the University to deepen their understanding and commitment to reconciliation.	June, 2027	Lead: Chief People Officer Support: Pro Vice Chancellor First Nations
	Track and report on the percentage of staff who have completed 'Beyond Black and White' and other development programs to ensure continuous learning and engagement.	June, 2027	Lead: Chief People Officer
	Ensure new employees enrol and complete the training (Aboriginal Cultural Awareness Training and Beyond Black and White Training) within their first 12 or six months of employment. Monitor and report progress quarterly to track engagement and completion rates.	June, 2027	Lead: Chief People Officer Support: Pro Vice Chancellor First Nations



Opportunities

Murdoch University is committed to making a substantial contribution to the educational, employment, and business outcomes of Aboriginal and Torres Strait Islander peoples.



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Our aspiration is to create opportunities that support employment, professional development, retention, and economic empowerment, addressing historical and systemic inequalities and enabling self-determination. By providing pathways to education, career advancement, procurement, and access to our systems and processes, we aim to make a positive difference in the lives of individuals, families, and communities. This approach ensures Indigenous voices are represented across all levels of the University, contributing to the growth and success of Indigenous communities while enriching the learning experience for all students and staff.

Action	Deliverable	Timeline	Responsibility
14. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. .	June, 2027	Lead: Chief People Officer Support: Pro Vice Chancellor First Nations
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	June, 2026	Lead: Chief People Officer Support: Pro Vice Chancellor First Nations
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	December, 2025	Lead: Chief People Officer Support: Pro Vice Chancellor First Nations
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	December, 2025	Lead: Chief People Officer Support: Pro Vice Chancellor First Nations
	Support the growth of First Nations staff representation at Murdoch University, increasing from 2.4% to 3.5% by 2030, as outlined in the First Nations Sub-Strategy, with a target of 2.95% by the end of this RAP, reflecting an annual increase of 0.18% per year.	June, 2027	Lead: Chief People Officer Support: Pro Vice Chancellor First Nations
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June, 2026	Lead: Chief People Officer Support: Pro Vice Chancellor First Nations
	Actively promote and utilise the existing First Nations talent pool to support targeted recruitment efforts and provide pathways for Aboriginal and Torres Strait Islander candidates interested in opportunities within the University.	December, 2025	Lead: Chief People Officer Support: Pro Vice Chancellor First Nations

Action	Deliverable	Timeline	Responsibility
15. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	December, 2025	Lead: Chief Financial Officer Support: Pro Vice Chancellor First Nations
	Investigate Supply Nation membership.	December, 2025	Lead: Chief Financial Officer Support: Pro Vice Chancellor First Nations
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	December, 2025	Lead: Chief Financial Officer Support: Pro Vice Chancellor First Nations
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	December, 2025	Lead: Chief Financial Officer Support: Pro Vice Chancellor First Nations
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	December, 2025	Lead: Chief Financial Officer Support: Pro Vice Chancellor First Nations
16. Empower Indigenous leadership and promote self-determination through career development.	Introduce leadership development programs specifically for Aboriginal and Torres Strait Islander staff, designed to build pathways to senior positions and enhance leadership capabilities.	June, 2026	Lead: Chief Financial Officer Support: Pro Vice Chancellor First Nations
	Conduct a market scan to identify Indigenous-specific leadership programs that align with Murdoch’s strategic goals.	June, 2026	Lead: Chief People Officer Support: Pro Vice Chancellor First Nations and Pro Vice Chancellor Equity, Diversity and Inclusion
	Develop and promote HDR (Higher Degree by Research) pathways and direct entry options for Aboriginal and Torres Strait Islander students to support the growth of First Nations academic leadership.	June, 2027	Lead: Pro Vice Chancellor First Nations Support: Pro Vice Chancellor Law, Arts and Social Sciences (in partnership with the School of Indigenous Knowledges) and Deputy Vice Chancellor Research and Innovation
	Develop a mentorship program where senior Indigenous leaders provide guidance to emerging Aboriginal and Torres Strait Islander staff and students, supporting career progression and leadership development.	June, 2027	Lead: Pro Vice Chancellor First Nations (as per First Nations Sub-Strategy) Support: Chief People Officer

Action	Deliverable	Timeline	Responsibility
17. Provide essential support services that contribute to the success, retention, and overall wellbeing of Aboriginal and Torres Strait Islander students, thereby creating opportunities for them to thrive academically and personally at Murdoch University.	Ensure a dedicated counsellor is funded and based at the Kulbardi Aboriginal Centre to offer culturally responsive and accessible counselling support for Aboriginal and Torres Strait Islander students.	December, 2025	Lead: Chief Experience Officer Support: Pro Vice Chancellor First Nations
	Develop an outreach program to actively connect with the Kulbardi community, regularly engaging with students to identify their needs and provide tailored support.	December, 2025	Lead: Chief Experience Officer Support: Pro Vice Chancellor First Nations
	Collaborate with Kulbardi Aboriginal Centre staff to create wellbeing initiatives and workshops that address the specific challenges faced by Aboriginal and Torres Strait Islander students, aiming to improve retention and academic success.	June, 2026	Lead: Chief Experience Officer Support: Pro Vice Chancellor First Nations
	Monitor and evaluate the effectiveness of the counselling services and outreach efforts, gathering feedback from students and staff to continuously improve the support provided.	June, 2026 June, 2027	Lead: Chief Experience Officer Support: Pro Vice Chancellor First Nations
	Promote awareness of the counselling services and wellbeing initiatives among Aboriginal and Torres Strait Islander students to encourage utilisation of these resources.	June, 2025 – June, 2027	Lead: Chief Experience Officer Support: Pro Vice Chancellor First Nations
18. Promote Indigenous-led research that benefits Indigenous communities.	Establish an Indigenous Research Strategy to promote and support Aboriginal and Torres Strait Islander-led research at the University, ensuring that research projects align with Indigenous data sovereignty principles.	June, 2026	Lead: Pro Vice Chancellor First Nations (As per First Nations Sub-Strategy) Support: Deputy Vice Chancellor Research and Innovation and Pro Vice Chancellor Law, Arts and Social Sciences (in partnership with the School of Indigenous Knowledges)
	Develop partnerships with Indigenous communities to co-design research projects that address community needs and priorities, with a focus on Indigenous knowledges and innovation.	June, 2026	Lead: Pro Vice Chancellor First Nations (As per First Nations Sub-Strategy) Support: Deputy Vice Chancellor Research and Innovation and Pro Vice Chancellor of Law, Arts and Social Sciences



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Governance



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Action	Deliverable	Timeline	Responsibility
19. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG. Ensure First Nations Voice are invited to every meeting.	Quarterly 2025 – 2027	Lead: Pro Vice Chancellor Equity, Diversity and Inclusion Support: Chair RAP Working Group
	Establish and apply a Terms of Reference for the RWG.	June, 2025	Lead: Pro Vice Chancellor Equity, Diversity and Inclusion Support: Chair RAP Working
	Meet at least four times per year to drive and monitor RAP implementation.	Quarterly 2025 – 2027	Lead: Pro Vice Chancellor Equity, Diversity and Inclusion Support: Chair RAP Working
20. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	December, 2025	Lead: Pro Vice Chancellor Equity, Diversity and Inclusion Support: Chair RAP Working
	Engage our senior leaders and other staff in the delivery of RAP commitments.	August, 2025	Lead: Pro Vice Chancellor Equity, Diversity and Inclusion Support: Chair RAP Working
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	August, 2025	Lead: Pro Vice Chancellor Equity, Diversity and Inclusion Support: Chair RAP Working
	Maintain an internal RAP Champion from senior management.	June, 2025	Lead: Pro Vice Chancellor Equity, Diversity and Inclusion Support: Chair RAP Working

Action	Deliverable	Timeline	Responsibility
21. 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, annually	Lead: Pro Vice Chancellor Equity, Diversity and Inclusion Support: Chair RAP Working Group
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August, annually	Lead: Pro Vice Chancellor Equity, Diversity and Inclusion Support: Chair RAP Working Group
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Lead: Pro Vice Chancellor Equity, Diversity and Inclusion Support: Chair RAP Working Group
	Report RAP progress to all staff and senior leaders quarterly.	August, 2025 – June, 2027	Lead: Pro Vice Chancellor Equity, Diversity and Inclusion Support: Chair RAP Working Group
	Publicly report our RAP achievements, challenges and learnings, annually. Publish this report on the Murdoch University website, ensuring transparency in our progress towards reconciliation	June, 2025 – June, 2027	Lead: Pro Vice Chancellor Equity, Diversity and Inclusion Support: Chair RAP Working and Director Marketing and Communications (Office of the Vice Chancellor)
	Investigate participating in Reconciliation Australia’s biennial Workplace RAP Barometer.	March, 2026	Lead: Pro Vice Chancellor Equity, Diversity and Inclusion Support: Chair RAP Working Group
22. Continue our reconciliation journey by developing our next RAP.	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	December, 2026	Lead: Pro Vice Chancellor Equity, Diversity and Inclusion Support: Chair RAP Working Group
	Register via Reconciliation Australia’s website to begin developing our next RAP.	December, 2026	Lead: Pro Vice Chancellor Equity, Diversity and Inclusion Support: Chair RAP Working Group



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