



# Macquarie University Indigenous Strategy 2016 – 2025

BADUWA (ASPIRE), MANAWARI (DISCOVER), DJURALI (EVOLVE)

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**THE WALLUMAI**

The Wallumai, the Black Snapper Totem, portrayed on the front cover of this document, has been gifted to Macquarie University's Indigenous staff and students by the Traditional Owners of the Macquarie University land. The black snapper story represents our students' journey through their tertiary studies with the support of Walanga Muru staff and Macquarie University. The Black Snapper Totem artwork and story were given to Walanga Muru by Auntie Kerrie Kenton on behalf of the Darug Community.

*“The black snapper fish is a shy but clever fish, who uses the shadows and patterns created by the mangroves to protect the younger fish. The mangroves are their nursery, their school and their home. The mangroves represent life – the obstacles and tangles that we need to navigate.”*

# Acknowledgement

The Office of Indigenous Strategy acknowledges the traditional custodians of the Macquarie University land, the Wattamattagal people of the Darug nation. We pay our respects to Elders past, present and future, to the ancestors and to the Land, its knowledges and culture, which are embodied within and throughout this Country.

We thank Macquarie University staff, students and members of the Darug Community for their contributions and consultation following the release of the Indigenous Strategy Green Paper, 2015. This feedback has been used to build the *Indigenous Strategy 2016 – 2025*.

Although there has already been a concerted approach to improving Indigenous access and participation, this strategy represents our firm commitment for the future success of Indigenous students and staff at our University.

**WARNING TO INDIGENOUS AUSTRALIANS**

Aboriginal and Torres Strait Islander readers are warned that this document may contain images of deceased persons.







## Foreword

Every day on our campus, students and staff look to the future and drive discovery and innovation in every field of endeavour. This progress informs our experiences, our personal journeys and our shared history as a community. That history extends back far beyond the foundations of this University to the traditional custodians of this land, whose descendants are a part of our community today.

As a university we seek to serve and engage our students and staff through transformative learning and life experiences, and the wider world through discovery, disseminating knowledge and ideas, innovation and deep partnerships. Our commitment to our Indigenous community is built on this same purpose: to serve and engage.

This strategy was created by our Indigenous community to offer the University a pathway towards a more equitable and inclusive future. It recognises that to build the type of university we wish to become, we must start today with the students of tomorrow. By dedicating ourselves to improving the recruitment, progression and success of Indigenous students, we will create a better, more inclusive and more successful university for future generations.

The road ahead of us is long and there is much work to be done. By respecting our shared past and recognising our equality in the present, we will build a brighter future together.

**Professor S Bruce Dowton**  
Vice-Chancellor and President







## Introduction

The Indigenous Strategy 2016 – 2025 takes a long-term view and aligns with existing Macquarie University frameworks and strategic plans to enhance our aspiration to achieve Indigenous excellence. The strategy will provide a coherent vision for Macquarie University's future across the major activities that lead to Aboriginal and Torres Strait Islander success. The strategy is underpinned by Macquarie University's commitment to Indigenous access and participation at our University.

The Indigenous Strategy provides the right balance between investment in education and research capabilities and the critical enabling infrastructure and student services required, to support and maximise the University's role in increasing access, participation and success for Aboriginal and Torres Strait Islander peoples.

The overarching priorities of all Macquarie University strategic papers and frameworks are a holistic approach of partnerships and innovation. Collaborating with other key Macquarie University strategies and the wider collegiate body, the strategy provides a set of activities to shift Macquarie University from its current position in the Indigenous tertiary setting to become an Institution of excellence, renowned for Indigenous innovation and success.



# Values

As one of Australia's leading tertiary institutions, Macquarie University values and respects all of its members and communities, each of whom individually and collaboratively makes a contribution to create, strengthen and enrich our learning environment. The strategy aligns with our aspirations and values of scholarship, integrity and empowerment as articulated in *Our University: A Framing of Futures*. The core purpose of service and engagement is aligned to these values and shows our commitment to the future success of Indigenous Australians. We believe in building genuine, sustainable and reciprocal connections and recognising the unique perspectives of Indigenous learning. Our values aim to create a strong sense of inclusion and to enrich the university experience.

## SCHOLARSHIP

**We believe learning, enquiry and discovery improve lives**

Working together to transform our students into high-quality graduates so they can be productive members of their communities

## INTEGRITY

**We conduct ourselves ethically, equitably and for mutual benefit**

Inspiring openness, courage and trust

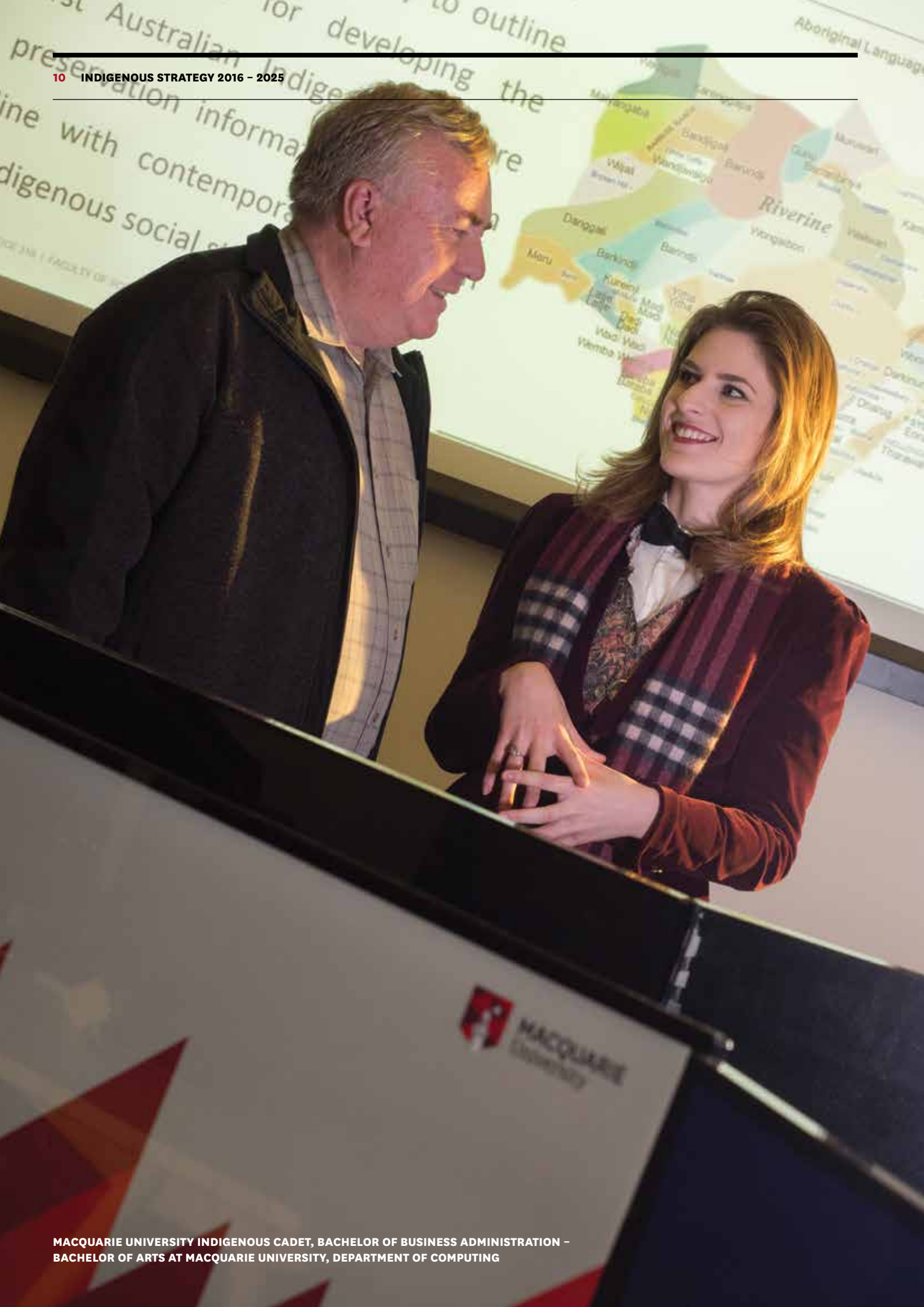
## EMPOWERMENT

**We make our community a source of strength and creativity**

Enhancing the capacity of students and staff to make choices and transforming these into desired actions, outcomes and success







# Strategic outlook and vision

Our vision is to contribute to Macquarie University's pursuit of teaching and research excellence by transforming lives and contributing to the autonomy and self-determination of Indigenous Australians.

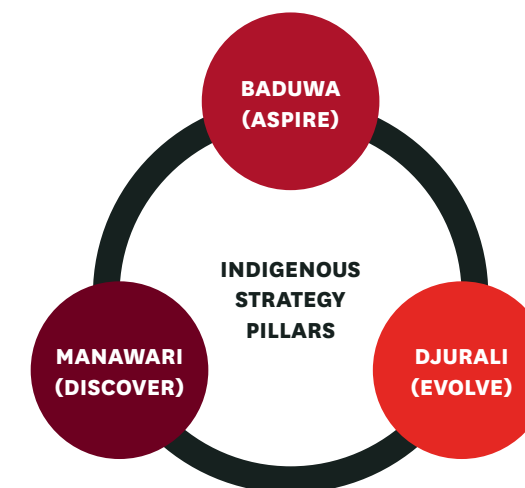
The University is now embarking on the next steps, the most significant transformation of the University's Indigenous operations. The Indigenous Strategy Green Paper, 2015, established quality standards that enabled our University to consider some of the opportunities for improving access and participation and contributing to Aboriginal and Torres Strait Islander communities in meaningful ways.

Our stepped approach is to determine short, medium and long-term priorities towards increasing Indigenous access, participation and success, and then moving towards system development and leadership opportunities.

The strategy consists of three key pillars: building capacity, developing cultural capability and supporting for Indigenous success. The three Darug language words Baduwa, Manawari and Djurali are translated to mean Aspire, Discover and Evolve. These words come from the local Darug language group, the traditional custodians of the land upon which Macquarie University is situated. These words are not meant to indicate deficits or disadvantages; they indicate a commitment to the future direction of Indigenous education at the University – one of empowerment, capacity building and meaningful engagement.

Through the following three key pillars, the University is committed to:

- 1. BADUWA (ASPIRE)**  
Unlocking the capacity and building the aspirations of Indigenous students and staff through increased access to and opportunity for tertiary education
- 2. MANAWARI (DISCOVER)**  
Developing cultural capability and discovering new and innovative ways of embedding Indigenous knowledges and perspectives into curriculum to support Indigenous students and staff in the discovery of new paradigms
- 3. DJURALI (EVOLVE)**  
Empowering Indigenous students and staff to evolve, to be responsive to change and to embrace the entire world.



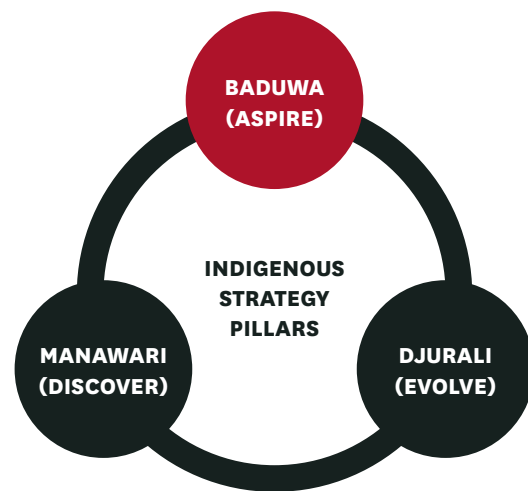


# 1. Baduwa (Aspire): Unlocking capacity

Macquarie University aspires to be a university of choice for Indigenous students and staff, highlighting the University's opportunities for transformative learning through teaching and research and building a connection to campus life to enrich the student experience. Through the development of deep and genuine relationships with Aboriginal and Torres Strait communities and key stakeholders, we will design and implement innovative outreach and recruitment programs and tailored pathways, which will build Indigenous capacity.

## OUR PRIORITY AREAS ARE TO:

- 1.1 Build aspirations and establish a pipeline from schools for Indigenous youth to come to our University
- 1.2 Increase Indigenous undergraduate and postgraduate student enrolments
- 1.3 Support and build the capacity of Indigenous researchers
- 1.4 Increase the quality and impact of Indigenous research
- 1.5 Support sustainable increases in Indigenous employment to complement existing and future enterprise agreements
- 1.6 Support professional development and engagement opportunities for our current and emerging Indigenous workforce
- 1.7 Implement and build the Indigenous alumni network



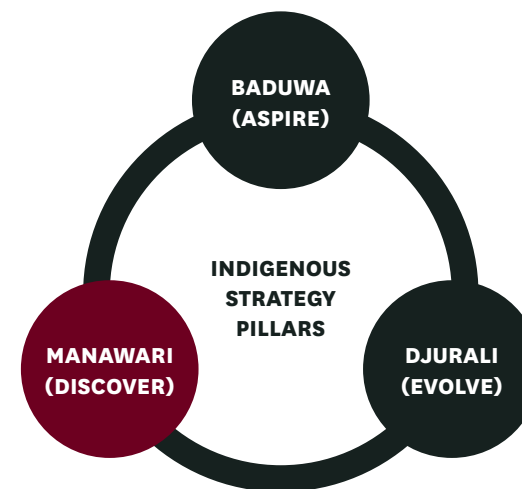


## 2. Manawari (Discover): Develop cultural capability

We will create a culturally inclusive environment and foster a deeper understanding of Indigenous history and culture. To realise our vision of contributing to the self-determination of Indigenous Australians, Macquarie will implement a cultural capability framework and work within the faculties to integrate Indigenous knowledges and perspectives into existing and future curricula.

### OUR PRIORITY AREAS ARE TO:

- 2.1 Develop and implement a cultural capability framework
- 2.2 Engage with and promote an understanding of and respect for Indigenous communities, cultures and histories among students and staff
- 2.3 Embed Indigenous knowledges and perspectives into curriculum across all faculties
- 2.4 Create a learning environment in which all students have the opportunity to gain knowledge of Indigenous Australia
- 2.5 Initiate cultural training opportunities for all existing and new staff
- 2.6 Build the needs and interests of Indigenous Australians into relevant current and future programs and initiatives



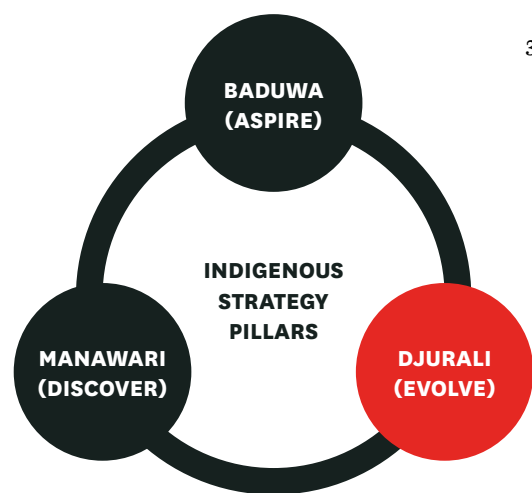


### 3. Djurali (Evolve): Support for Indigenous success

Directly aligned with our University's strategic framework, the final pillar in the Indigenous Strategy provides for a future of Indigenous empowerment and success. As the first two pillars are realised and the Indigenous presence at our University grows, the appropriate resources will be identified to build systems and infrastructure for continued support of student retention and completion.

#### OUR PRIORITY AREAS ARE TO:

- 3.1 Simplify and clarify systems, processes and policies between Walanga Muru and other support services across the University
- 3.2 Evaluate and monitor our support systems for improved quality standards and student success
- 3.3 Build the Indigenous presence across the University
- 3.4 Create tailored pathways for Indigenous students and staff through capacity building initiatives and programs
- 3.5 Develop systems that enhance undergraduate and postgraduate enrolments and completions







## Collaborative partnerships

The success of any strategy requires a whole-of-university approach. Walanga Muru cannot realise our ambitious goals for Indigenous excellence alone. By working in partnership, we will create an inclusive environment that flows beyond our campus to Indigenous communities locally and globally.

Macquarie University, through Walanga Muru, will partner with primary and secondary schools, industry, other academic institutions, government organisations and Aboriginal and Torres Strait Islander communities to:

- Build and nurture strategic partnerships for improved Indigenous outcomes
- Provide supportive, aspirational pathways for our future Indigenous students and staff
- Foster reciprocal relationships with Aboriginal and Torres Strait Islander communities, in particular the Darug community



# Our commitment

By 2025, Macquarie University will have a renewed presence in Indigenous higher education. We will be an institution that is characterised by our Indigenous excellence and have established models for Indigenous success – from undergraduate enrolments through to higher degree research and beyond. The University's commitment to Indigenous communities includes producing the highest quality outcomes in all areas of teaching, research and the recruitment of Indigenous students and staff. The 10 areas below set out our commitment from increasing enrolments to developing a framework for Indigenous leadership. Many of these areas will be ongoing in their implementation. This commitment will assist in building capacity across the University and foster excellence in graduate outcomes and Indigenous employment.

The University is committed to:

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|-----------|---|------------|--|
| <b>1.</b> | Increasing Indigenous enrolments and completions<br><i>(ongoing timeframe)</i>  | <b>6.</b>  | Developing a framework for Indigenous leadership and increasing Indigenous presence at all levels of the University<br><i>(ongoing timeframe)</i>                            |
| <b>2.</b> | Designing best practice models of outreach and recruitment<br><i>(ongoing timeframe)</i>  | <b>7.</b>  | Designing a sector best practice Indigenous support model<br><i>(developed and implemented from 2017)</i>  |
| <b>3.</b> | Engaging and connecting the Indigenous alumni who contribute to and benefit from each other and to the University<br><i>(developed from 2017)</i> | <b>8.</b>  | Implementing the cross-University cultural capability framework<br><i>(developed and implemented from 2017)</i>  |
| <b>4.</b> | Becoming an institution of choice for Indigenous employees<br><i>(ongoing timeframe)</i>  | <b>9.</b>  | Engaging Aboriginal and Torres Strait Islander communities in mutually respectful relationships<br><i>(ongoing timeframe)</i>  |
| <b>5.</b> | Increasing the number of Indigenous students and Indigenous research output<br><i>(ongoing timeframe)</i>   | <b>10.</b> | Integrating Indigenous curriculum, knowledges and perspectives that are relevant to all students for transformative learning<br><i>(developed and implemented from 2018)</i> |









