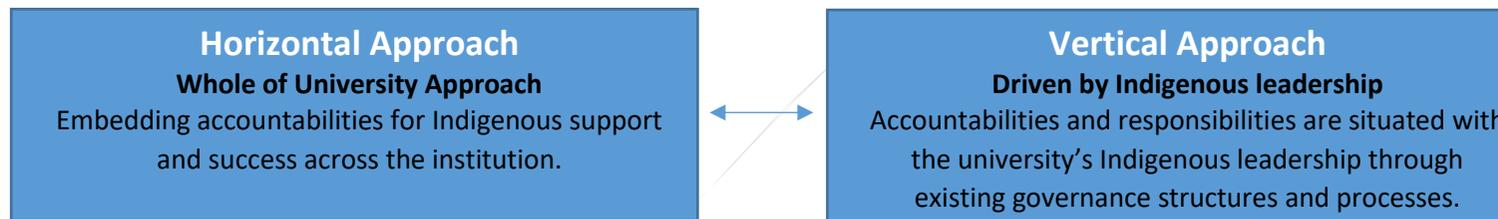


Aboriginal and Torres Strait Islander Student and Education Strategy 2019-2022

Overview:

The Review of Higher Education Outcomes for Aboriginal and Torres Strait Islander People (2012) recommends that universities take a whole of university approach to improving outcomes for their Indigenous students. On this recommendation, many institutions have embarked on developing and implementing strategies that embedded accountabilities across the university.

There are two dominant approaches to the implementation of an Indigenous Education Strategy



Whilst the horizontal approach is currently de rigueur in Indigenous higher education, Murdoch University is not currently in a position to adopt such a strategy. However, a vertical approach is unsustainable and would place a significant burden on the Kulbardi Centre. A blend of the two approaches would be most effective in seeing improved outcomes for Aboriginal and Torres Strait Islander students. Therefore, it is proposed that Murdoch University adopt a 'hub and spoke' approach towards such an education strategy. This would see leadership coming from the Kulbardi Centre and greater relationships of collaboration between Kulbardi and key areas of the university.

The Kulbardi Aboriginal Centre is funded by the federal government's Indigenous Support Program scheme that allocates funds to each university to provide support services to Aboriginal and Torres Strait Islander students. The amount of funding each university receives is dependent on the enrolment numbers, success rates and completions rates of Indigenous students within each institution. The funding formula is currently weighted as follows: enrolments (30%)

success (30%) completions 30% and Rural and Remote enrolment (10%). For Murdoch University to expand its services to Aboriginal and Torres Strait Islander students, it must improve its outcomes across all three areas. This strategy is to guide Murdoch University in achieving the growth required for the University to become a leader in Indigenous higher education. Funding is also dependent on having a current Aboriginal and Torres Strait Islander Workforce strategy and an Indigenous Education Strategy in operation by February 2019.

Key Enablers:

- Bolstered leadership capacity and resourcing within the Kulbardi Centre;
- Greater focus on success and completion rates of students.
- Continuing to develop learning support strategies that enable students to develop discipline specific skills and knowledge;
- Ongoing scheduled analysis and reporting on institutional outcomes of A&TSI students (enrolments, success, completions);
- Greater collaboration between Kulbardi and key stakeholders in supporting A&TSI students throughout their student journey.
- Additional resourcing to develop strong relationships with schools and recruitment of rural and remote students.

Acknowledgement of Country

Murdoch University acknowledges that its campuses are located on Nyungar boodjar. We recognise the long-held connections that Nyoongar people have had to these lands and their continuing custodianship over it. The boodjar on which Murdoch University is located has, for thousands of years, been a place of learning. As a university, we are proud to continue this tradition.

Monitoring and Reporting:

- This strategy is situated as a supporting document to the University's Reconciliation Action Plan and the Aboriginal and Torres Strait Islander Workforce Strategy.
- Progress and outcomes are to be reported to Academic Council via the Aboriginal and Torres Strait Islander Strategy Committee (ATSIESC)
- Primary responsibility carried by the PVC-E portfolio – through Kulbardi Aboriginal Centre.

Kulbardi Aboriginal Centre

One of Kulbardi's main objectives is to encourage increased participation in tertiary education by Indigenous students. Kulbardi provides educational pathways via pre-tertiary programs such as K-Track and the Ngoolark program. Kulbardi provides dedicated staff to assist, support and refer ATSI students with academic, cultural and personal concerns. Assistance with pre-admission, enrolment advice, and research and study skills is also available to prospective and current students. The Centre is ultimately designed to foster student interaction, group solidarity and cultural support.

Furthermore, the Kulbardi Centre is also the driving force behind the development and implementation of a whole-of-university approach to Indigenous support. This involves strategies that look to ensure Schools are taking greater interest in cultivating Indigenous scholarship within their disciplines. This is also crucial as it ensures that the Centre is not seen as 'being everything to everyone'. Instead, Kulbardi will enable the Schools to work most effectively with their Indigenous cohort. Kulbardi is also crucial in development postgraduate ambitions for Murdoch University's Indigenous students. It is a crucial starting point for Indigenous scholars to enter into academia.

Support Overview

Of critical importance to the successful transition of Indigenous students to University study is the development of the appropriate 'cultural capital'. This requires academic support, wellbeing support and financial assistance working together to enhance the 'educational resilience' and personal transformation of students.

Evidence has shown that greater engagement with the University community other than through their studies enhances successful student outcomes (retention and completion). This principle underpins a range of activities implemented across all students at Murdoch University, particularly focused on assisting all commencing undergraduate students in their transition to University study. These whole-of-university initiatives are supplemented by specific activities supporting Indigenous students.

The principal mechanism employed by Kulbardi to support Aboriginal and Torres Strait Islander students is the full-time Indigenous Student Support Coordinator. Complementing this position is the Indigenous Tutorial Assistance Scheme (ITAS) program which offers supplementary academic coaching to ATSI students and the ITAS tutors (under the guidance of the Student Support Coordinator) who also form a support network. The overall goal of ITAS is to assist ATSI students in maintaining consistent and progressive results throughout their studies. Further, Indigenous students are also able to access the Student Learning Centre

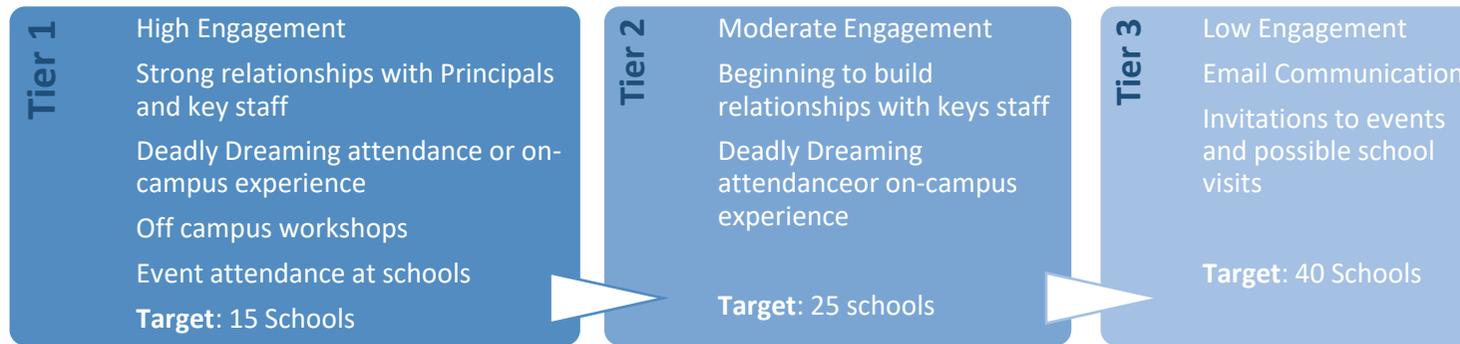
Targets:

Recruitment and engagement activities are crucial to increasing Aboriginal and Torres Strait Islander enrolments across all levels of study. Therefore, this strategy will focus on the following activities:

- Fostering deep relationship with target schools using a tiered approach.
- Improved collaboration between Murdoch University and the Australian Indigenous Mentoring Experience;
- More evidence-based marketing and promotional activity.
- Working more collaboratively with the University to tailor on-campus experiences for Aboriginal and Torres Strait Islander Students.
- Using research led initiatives to break down barriers that exist for Aboriginal and Torres Strait Islander secondary students in coming to university.
- Working with corporate partners to enable pipeline projects

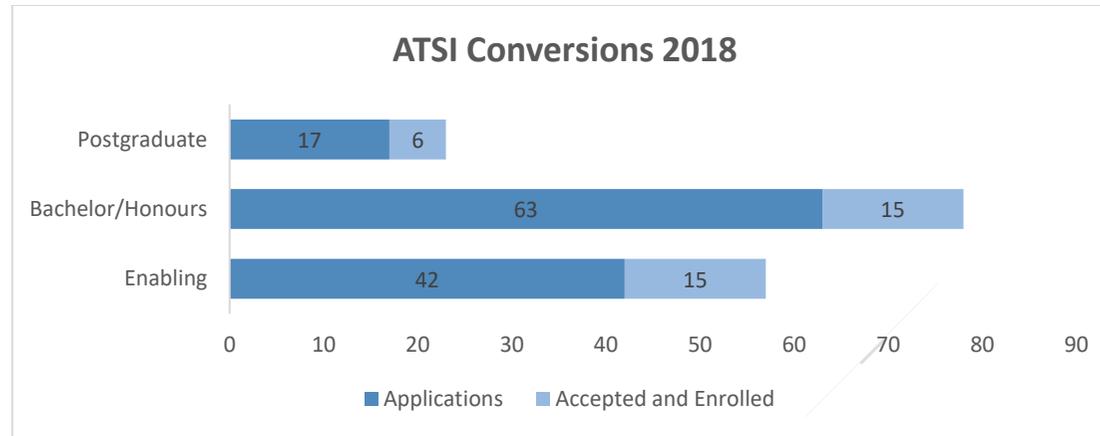
Building Deeper Relationships with Schools: A Tiered Approach

To measure our relationship with schools we have used a tiered approach. In 2016 there will be much more aggressive approach to school engagement. Whilst these targets seem challenging, they the additional staff capacity within the Kulbardi Aboriginal Centre and a restructuring of the AIME program.



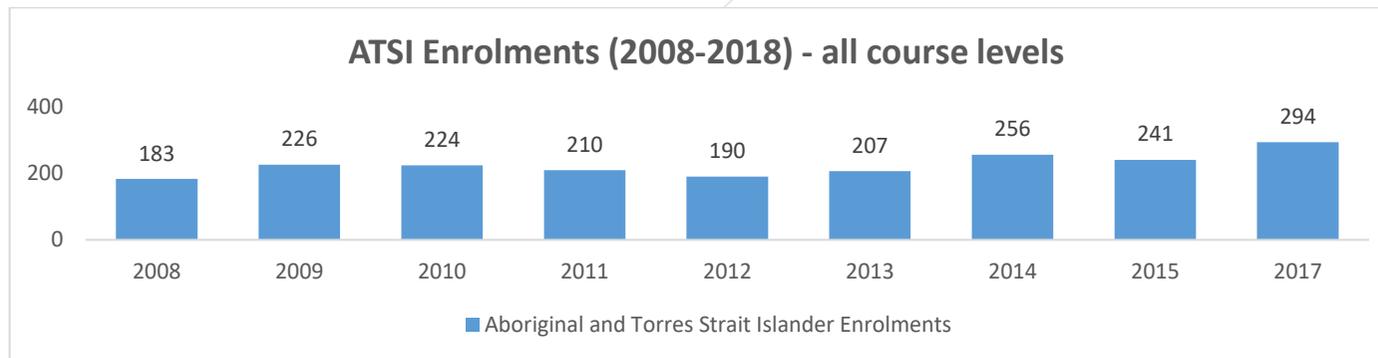
Conversion Rates

In order to boost enrolment numbers we need to better understand how well we currently recruit Aboriginal and Torres Strait Islander Students. Although we have a high percentage of Aboriginal and Torres Strait Islander Numbers per population we are missing out on a number of students who apply to study at Murdoch University and do not follow up with their applications. In the next few years we will be setting a target of 50% conversion in all three areas.



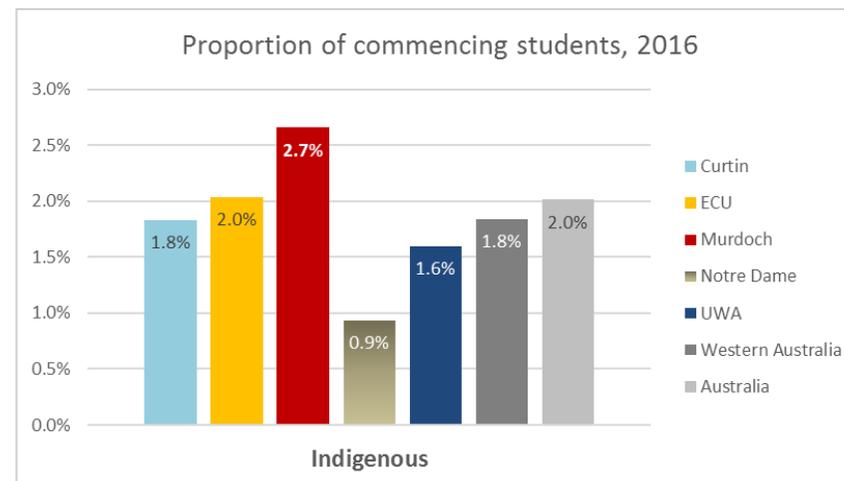
Enrolments

Within the next three years we aim to increase enrolment numbers to at least 320 students. Murdoch University has the highest proportion of Aboriginal students compared to other Western Australian universities. We will work towards a proportion of 3% of commencing Aboriginal and Torres Strait Islander students.



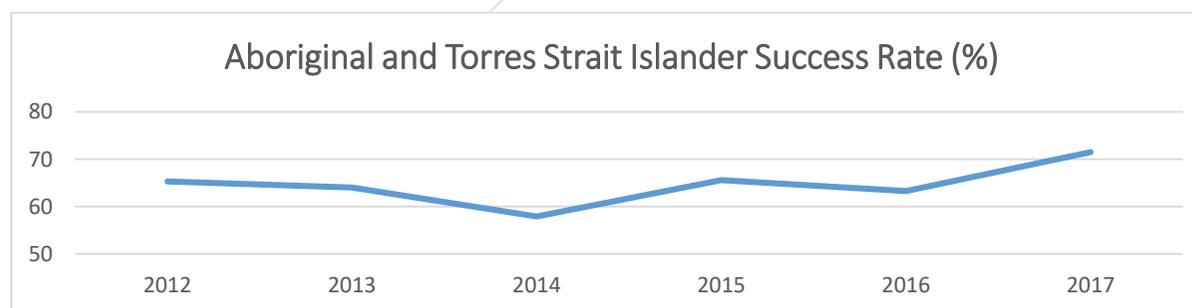
Commencing Aboriginal and Torres Strait Islander students

Murdoch University	2016	2017
Aboriginal and Torres Strait Islander students	136	148
Non Aboriginal and Torres Strait Islander students (Domestic students only):	5140	5809
Proportion Of Commencing Students	2.64%	2.54%



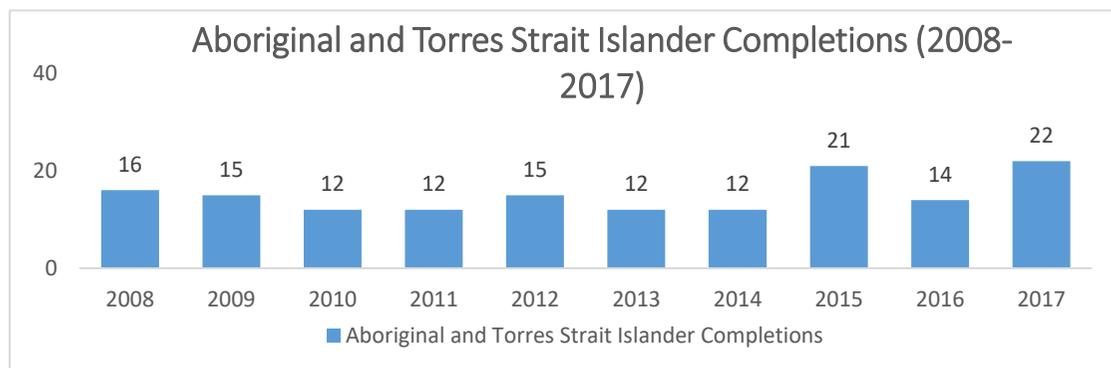
Success Rates

It is important to look specifically at the unit outcomes for Aboriginal and Torres Strait Islander students on a yearly basis. If students are passing their units they will be on track to complete their degrees. The success rate is measured on the number of units attempted by students and the number of units passed. This not only provides a snapshot of the academic outcomes for the Indigenous cohort, it also enables the University to identify areas where academic support efforts should be focused. There was a significant jump in the success rate of Aboriginal students in 2017. This is largely due to new success initiatives being developed. In the next three years we have added additional strategies and will consolidate existing strategies.



Completions

Completions should be considered as the most significant key performance indicator for the University in determining its success in meeting its commitment to Indigenous students. Completions have historically fluctuated since the initial impact of the policy shift in the mid-1980s towards a more inclusive higher education sector. However, concerted strategic efforts has shown this trend shift towards a gradual increase in Indigenous student completions over the years. In 2017, Murdoch University had the highest number of completions of Aboriginal students ever. Over the next three years we aim to continue this upward trend.



1. STRATEGIC GOAL: Prospective Student Engagement

STRATEGY	ACTIONS	RESPONSIBILITY	MEASURES OF SUCCESS	TIMELINE	Strategic Alignment
Enabling					
1.1 Increase the number of students that enrol in the K-Track enabling program to 28 each semester.	Hold a minimum of two K-Track Open days/information sessions per year.	Manager of Kulbardi Kulbardi staff	At least 7 students attending each Open session to be offered a place in K-Track	Ongoing	Students and Education Strategy Goal 11
	Create a mock diagnostic test for prospective K-Track students.	K-Track academics	Mock test developed, available online. Prospective students accessing diagnostic tests.	Ongoing	
	Provide monthly opportunities for prospective K-Track students to sit the diagnostic test.	Engagement and Communications Team	Monthly diagnostic test opportunities advertised on our website.	Ongoing	

S1 2018=22 S1 2018=16	Provide at least two scholarships annually in order to recruit to K-Track.	Manager of Kulbardi Scholarships	Students annually applying for scholarships	Ongoing	
	Promote our K-Track course on our social media page and in relevant media forums.	Engagement and Communications Team	High engagement numbers on social media. Data taken from applications about how students have heard about the K-Track course.	Ongoing	
	Send representatives to Murdoch University's mature age information session and alternative pathways evening to promote our enabling program.	Manager Kulbardi	Staff member attendance at sessions.	Ongoing	
	Use conversion data to outreach to students who have previously applied to Murdoch University to provide them with pathway options or assist in their applications.	Engagement and Communications Team	50% conversions	Ongoing	
STRATEGY	ACTIONS	RESPONSIBILITY	MEASURES OF SUCCESS	TIMELINE	Strategic Alignment
Undergraduate					
1.2 Continue to increase the number of commencing Aboriginal and Torres Strait Islander student enrolments at Murdoch University.	Strengthening relationships with secondary high schools using a tiered approach (see description)	Engagement and Communications Team Manager Kulbardi	Tier 1 Schools : 15 Tier 2 Schools: 25 Tier 3 Schools: 40	December 2021	Students and Education Strategy- Strategic Goal 10
	Strengthening relationships with educational providers such as TAFEs and School based programs like Follow the Dream, Clontarf academy, Wirrapunda foundation and AIME as well as other educational support programs such as Madalah	Engagement and Communications Team Manager Kulbardi	Working together to build relationships with students. Kulbardi Attendance at graduations, camps and providing students with scholarships.	December 2021	
	Provide secondary schools with tailored, aspiration building workshops in order to break down barriers regarding	Engagement and Communications Team Manager Kulbardi	Schools participating in workshops. Feedback Forms from students and staff at schools	February 2019-ongoing	

	Aboriginal students coming to university.	Outreach team			
	Provide Aboriginal and Torres Strait Islander secondary students with on campus outreach activities that are tailored to their needs in order to raise university aspirations.	Manager Kulbardi Engagement and Communication team Outreach Team	Schools attending outreach activities. Feedback forms from students and staff	Ongoing	
	Host an annual on-campus experience for years 7-10 students	Engagement and Communications Team Manager Kulbardi Outreach team	Schools attending event. Feedback forms from students and staff	Annually	
	Host an annual camp open to year 11-12 students to provide them with an opportunity to experience university life.	Engagement and Communications Team Manager Kulbardi Outreach team	At least 15-20 students attending. Feedback forms from students attending.	Annually	
STRATEGY	ACTIONS	RESPONSIBILITY	MEASURES OF SUCCESS	TIMELINE	Strategic Alignment
1.2 Continued.	Use conversion data to outreach to students who have previously applied to Murdoch University to provide them with pathway options or assist in their applications.	Engagement and Communications Team Manager Kulbardi	Target of 50% conversions.		Students and Education Strategy- Strategic Goal 10
	Provide university aspirations of ATSI primary students by providing university taster experiences to year 5 and 6 students.	Engagement and Communications Team Manager Kulbardi	Engaging at least 10 schools to attend.	2020	
Postgraduate					
1.3	Discuss postgraduate options with students who will be graduating within the next six months.	Manager Kulbardi Postgraduate Academic support	Current students expressing an interest to complete post-graduate study.	Ongoing	Students and Education Strategy-

Continue to increase the number of students enrolling in Postgraduate courses such as HDR or short courses.	Promote post-graduate scholarships as a recruitment tool.	Engagement and Communications Team	High engagement on scholarship posts. Students applying for scholarships.	Annually	Strategic Goal 10
	Use conversion data to outreach to students who have previously applied to Murdoch University to provide them with pathway options or assist in their applications.	Engagement and Communications Team	50% Conversion rate	Ongoing	
	Promote post-graduate courses to students through marketing.	Engagement and Communications Team	Prospective students displaying an interest in post-graduate courses.	Twice a semester	

2. STRATEGIC GOAL: Student Success

STRATEGY	ACTIONS	RESPONSIBILITY	MEASURES OF SUCCESS	TIMELINE	Strategic Alignment
Enabling					
2.1 Delivery of the K-Track enabling program to successfully transition students into undergraduate studies and beyond. 85% pass rate for students transitioning into	Provide a diagnostic test to ensure that students can meet the requirements of the K-Track course.	K-Track academics Engagement and communications Team	Diagnostic test can predict student's ability to complete the course successfully.	February 2019	Students and Education Strategy- Strategic Goal 11 and Strategic Goal 12
	Provide students with weekly mentor sessions to assist with course requirements and provide peer support.	Student Support Officer Manager of Kulbardi	Student feedback forms.	Ongoing	
	Continue to involve Equity and Social Inclusion in K-Track Induction.	K-Track academics Program support coordinator	Equity to attend K-Track orientation each semester	Ongoing	

undergraduate studies. S2, 2017: 91%					
Undergraduate					
2.2 Increase the success rate of ATSI students from 74 % (2017) to 77% by the end of 2020, and continue the upward trend of completions. (2017- 22 completions)	Implement the P (pastoral) A (academic) T (transition) S (Support) program. Outreaching to all students in weeks 3, 6, 9, 12.	Manager of Kulbardi Student Success Team	At least 70% of the ATSI cohort are contacted throughout the semester.	2020	Students and Education Strategy- Strategic Goal 10 and Strategic Goal 12
	Host an annual orientation for Aboriginal and Torres Strait Islander commencing students to foster a relationship with the Kulbardi Centre.	Manager of Kulbardi Student Success Team	At least 30% ATSI Commencing Aboriginal students attend orientation and feel comfortable accessing our services.	Annually	
	Compile an 'at-risk' report of students who have failed the previous semester in order to provide them with tailored support.	Student Success Team	List compiled at the beginning of semester. At least 50% of students are placed on case-management.	Twice a semester	
STRATEGY	ACTIONS	RESPONSIBILITY	MEASURES OF SUCCESS	TIMELINE	Strategic Alignment
2.2 Continued.	Continue to increase the uptake of students accessing ITAS support from 21% of the ATSI cohort to 25%.	Student Success Team	25% of Cohort are accessing ITAS	2020	Students and Education Strategy- Strategic Goal 10 and Strategic Goal 12
	Hold a fortnightly Student Success working group to track student progress in ITAS and Ngoolark.	Manager Kulbardi Student Success Team	Success Working Group meeting fortnightly.	Ongoing	
	Continue to deliver the learning support program Ngoolark.	Manager of Kulbardi Ngoolark Unit coordinator Student Success Team	75% pass rate.	Semester 1& 2 annually	
	Use learning analytics to identify students who are 'at-risk' of failing units.	Student Success Team Manager Kulbardi OSQA	Staff are able to more easily identify students who are 'at-risk' during a semester.	February 2019	

	Provide an annual survey to identify how Kulbardi can improve the student experience of Aboriginal and Torres Strait Islander students.	Manager Kulbardi Student Success Team	Circular feedback model	Annually	
	Provide financial assistance to students through scholarships.	Student Support Scholarships	Student Survey feedback.	Semester 1 & 2 annually	
	Continue to provide a Kulbardi Summer School/K-Track Extension program to more smoothly transition students from enabling into undergraduate studies and/or high school to undergraduate studies. This is a highly individualized study program that addresses the diverse needs of the A&TSI cohort.	K-Track academics Program support coordinator	Student feedback forms.	Winter/summer terms annually	
	Develop opportunities for work/study offerings in recognition of the financial barriers facing Indigenous students.	Student Success Team Manager Kulbardi	Student Survey Feedback	Ongoing	
STRATEGY	ACTIONS	RESPONSIBILITY	MEASURES OF SUCCESS	TIMELINE	Strategic Alignment
2.2 Continued.	Strengthen the Waardong program in collaboration with VLS and seek to broaden its focus in collaboration with other Schools/disciplines	Manager Kulbardi Student Success Team VLS	Student success rate in science increased from 52%. Student feedback about support when studying science subjects increased.	2021	Students and Education Strategy- Strategic Goal 10 and Strategic Goal 12
	Continue sourcing financial partnerships with external entities to provide support to Indigenous students at Murdoch University.	Manager Kulbardi Engagement and Communications Team. Student Success Team	Support provided to Kulbardi Students such as soft skill building, scholarship opportunities	Ongoing	
	Promote the Studiosity program to undergraduate students.	Student Success Team Manager Kulbardi	Students accessing studiosity program.	ongoing	

		Ngoolark and Waadong Academic			
Post-graduate					
2.3 Provide pastoral, financial and academic support to students studying post-graduate degrees	Provide scholarships for up to two students undertaking HDR degrees	Manager Kulbardi DVCR	Students applying for scholarships. Student's satisfaction with their financial situation while studying.	Annually	Students and Education Strategy- Strategic Goal 12
	Provide students with weekly mentoring by academic staff.	Manager Kulbardi Academic Staff	Students on-track for completions	Ongoing	
	Provide students with opportunities to undertake ISC's with qualified academic to enhance their research skills.	Manager Kulbardi Academic staff	Students completing ISC's and feeling more prepared to undertake research.	Ongoing	

3. STRATEGIC GOAL: Learning, Teaching and Research

STRATEGY	ACTIONS	RESPONSIBILITY	MEASURES OF SUCCESS	TIMELINE	Strategic Alignment
3.1 Continue to deliver sector-leading enabling programs to Aboriginal and Torres Strait Islander students that set students up for	Delivery of the K-Track enabling program to successfully transition Aboriginal and Torres Strait Islander students into undergraduate studies and beyond	K-Track academic Team	Continue to reflect on program by using student and peer feedback.	Ongoing	Students and Education Strategy- Strategic Goal 10
	Delivery and enhancement of Ngoolark program supporting students in undergraduate studies.	Ngoolark Unit coordinator	Continue to reflect on program by using student and peer feedback and research.	Ongoing	

success in undergraduate studies and beyond.					
3.2 Develop and deliver innovative and engaging learning experiences for Murdoch University students that fosters a respect and appreciation for Aboriginal and Torres Strait Islander people, history and knowledge in a way that is tangible, meaningful and transformative.	Develop high quality mini-modules for the Murdoch Spine that foster cultural awareness and an appreciation of diversity and inclusion in the workplace and broader society. Staff also developed to conduct related in-person training.	Academic Team Manager Kulbardi Careers Team	Modules developed Student feedback	Semester 1 and Semester 2 annually.	Students and Education Strategy- Strategic Goal 1 and Strategic Goal 8
	Co-develop units through partnerships with colleges that provide a teaching opportunity for Aboriginal and Torres Strait Islander academics and revenue opportunities to support the work of Kulbardi.	Manager Kulbardi Academic Team PVC-E	Kulbardi co-developing units	2021	
STRATEGY	ACTIONS	RESPONSIBILITY	MEASURES OF SUCCESS	TIMELINE	Strategic Alignment
3.3 Explore the potential for Kulbardi-owned units to be included in course offerings provided by the colleges. These units should be multidisciplinary, innovative and highly	Explore the potential for Kulbardi-owned units to be included in course offerings provided by the colleges. These units should be multidisciplinary, innovative and highly experiential drawing on multiple contemporary perspectives.	Manager Kulbardi Academic Team PVC-E	Units developed by Kulbardi	2021	Students and Education Strategy- Strategic Goal 1

experiential drawing on multiple contemporary perspectives.					
3.4 Further development of a strong research profile for Kulbardi that focuses on learning and teaching, issues in Indigenous higher education and broader social equity issues as they relate to Aboriginal and Torres Strait Islander people, families and communities.	Continue investing and developing early career academic positions for ATSI people i.e. Post-Doctoral, research fellow or learning and teaching positions. Look to collaborate/co-appoint with new colleges where possible	Manager Kulbardi People and Culture	Continuation of Post-Doctoral position and Research fellow. Opportunities within Kulbardi and the school for Aboriginal Academics.	Ongoing	Students and Education Strategy- Strategic Goal 1
	Continue producing research that focuses on learning and teaching, issues in Indigenous higher education, and broader social equity issues.	Manager Kulbardi Academic Staff	2 peer reviewed journal articles per academic per year for Full-time staff Part time equivalent Or progress on HDR.	Annually	

4. STRATEGIC GOAL: Community, Alumni and Corporate Engagement

STRATEGY	ACTIONS	RESPONSIBILITY	MEASURES OF SUCCESS	TIMELINE	Strategic Alignment
Alumni Engagement					
4.1 Develop closer links with Murdoch's Indigenous alumni to support the Kulbardi	Work with Murdoch alumni team to host an annual alumni event to re-establish relationships with Indigenous graduates.	Community and Engagement Team Alumni Team Manager Kulbardi	One successful alumni event held each year. With high attendance from alumni.	Ongoing	Students and Education Strategy- Strategic Goal 10
	Updating the Indigenous alumni database.	Community and Engagement Team Alumni Team	Indigenous alumni database developed and continuing to increase numbers.	Ongoing	

Centre's strategic vision		Manager Kulbardi			
Community Engagement					
4.2 Continue to build strong relationships with the wider Aboriginal and Torres Strait Islander Community.	Host an annual celebration of NAIDOC week open to Murdoch staff and the wider community.	Community and Engagement Team Manger Kulbardi	High number of attendees at NAIDOC event.	Annually	Students and Education Strategy- Strategic Goal 10
	Host an annual Reconciliation event open to the Murdoch staff and the community.	Community and Engagement Team Manger Kulbardi	High number of attendees at NAIDOC event.	Annually	
	Have a presence at Major community events such as NAIDOC week celebrations.	Community and Engagement Team Manager Kulbardi	Wide engagement from the community at events.	Ongoing	
Corporate Engagement					
4.3 Create new relationships with corporate sponsors and further strengthen existing relationships in order to provide opportunities to support Indigenous recruitment and student support at Murdoch University.	Promote and assist in the development of financial partnerships with external entities to provide support to Indigenous students at Murdoch University.	Manager Kulbardi Community and Engagement Team	Corporate sponsorship making a financial investment to support Indigenous students.	Ongoing	Students and Education Strategy- Strategic Goal 10
	Develop a PowerPoint presentation to deliver to corporate partners that outlines how we can further strengthen our relationship.	Manager Kulbardi Community and Engagement Team	PowerPoint developed	January 2018	
	Explore sponsorship opportunities with Madalah to assist with recruitment of students, branding and educational pathways for Aboriginal and Torres Strait Islander prospective students.	Manager Kulbardi Community and Engagement Team	Madalah sponsorship achieved. Report developed by Madalah and Kulbardi about outcomes of the partnership.	March 2018	