



**THE UNIVERSITY  
OF AUCKLAND**

**NEW ZEALAND**

Te Whare Wānanga o Tāmaki Makaurau

**Annual Plan 2015**

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**Equity Office**  
**Te Ara Tautika**

## Overview and Summary

The role of the Equity Office - Te Ara Tautika is to enhance the University of Auckland's performance and profile as an equitable, inclusive place to work and study for all who have the potential to succeed in a university of high international standing.

Equity Office activities are broad and include governance, strategy, policy, monitoring, reporting, data and information sharing, student outreach, recruitment and support, training, stakeholder engagement and an "assist and advise" role with staff, students and community networks.

The Equity Office, with the leadership of its Kaiārahi, maintains important relationships with Office of the Pro Vice-Chancellor, Māori (PVC Māori), the Rūnanga and Māori staff to support the University to meet its commitment to partnership under the principles of the Treaty of Waitangi. The Equity Office also works closely with the Director of Pacific Strategy and Engagement to support shared objectives for Pacific staff and students and the Director of HR on shared staff objectives.

Key priorities from 2015 include a new initiative to review equity governance across the University to improve equity outcomes for both staff and students. A priority will be on-going enhancement of governance of the Tertiary Education Commission Equity Funds (TECEF) including via a Māori and Pacific TECEF reference group.

The staff equity priority is equitable career progression for academic and professional staff at all levels including leadership.

Priorities for student equity include recruitment and support of Māori and equity groups via alternative pathways such the Undergraduate Targeted Admission Scheme, (UTAS) which in 2015 has new groups, students from refugee and low socioeconomic backgrounds. Recruitment to the Certificate of Academic Preparation (CTAP) and support for students within the programme are also priorities.

The Equity Office will continue to support the University's commitment to Māori and Pacific student achievement, including progression to postgraduate study, through enhanced support for the Tuākana Learning Community and to the Chancellor's Awards for Top Māori and Pacific Island Scholars (CATS). Work focused on supporting HR Health and Safety and Wellbeing strategy, participation in the Mental Health and Wellbeing steering group, the Risk Intervention Network and supporting systems, as well as inclusion of health, safety and wellbeing in Equity Office staff Evolve objectives will contribute to the university priority for health, safety and wellbeing.

### **Priority 1: Review Equity Governance**

**Opportunity:** Equity Committee Terms of Reference due for review

**Risk:** Overloading staff dealing with considerable change

#### **Strategic Initiative:**

- Review equity governance including Equity Committee Terms of Reference

### **Priority 2: Analysis of staff equity data to identify enhanced pathways for advancement**

**Opportunity:** Identify and analyse staff success rates by gender and ethnicity

**Risk:** Failure to meet equity UoA objectives and KPIs for gender and ethnicity

#### **Strategic initiatives:**

- Evaluation of professional and academic staff leadership and promotions data by gender and ethnicity at all levels
- Identify practices to enhance managers' and academic heads' skills in supporting advancement of Māori and equity group staff

**Priority 3: Work closely with key stakeholders to improve outcomes for Māori and Pacific students**

**Opportunity:** Increased Māori and Pacific input to TECEF processes

**Risk:** Lack of credibility with key stakeholders including Government

**Strategic initiatives:**

- Work with Māori and Pacific reference group on TECEF
- Identify enhancements to Tuākana Learning Community
- Enhanced engagement with CATS to support transition to postgraduate study and employment
- Enhance support for CTAP students

**Priority 4: Achieving EFTS targets and equity goals through supporting pathways for Maori and equity group students**

**Opportunity:** UTAS enables improved access, participation, engagement and success for more Māori, Pacific, students with disabilities, SRB and students from low SEB

**Risk:** University of Auckland not seen as first choice for Māori and Pacific students who choose alternative tertiary providers e.g. Auckland University of Technology

**Strategic initiatives:**

- Support recruitment to CTAP
- Support for new UTAS groups – students from refugee backgrounds and students from low socioeconomic backgrounds
- Work with the UTAS Community of Interest Support recruitment to CTAP

Objectives are funded from within existing resources. The Equity Office has reorganised roles, responsibilities and work flow to ensure the office supports university strategic priorities and to ensure expenditure remains within allocated funding levels.

## Equity Office – Strategic Activities:

**Objective 1: A work environment characterised by a commitment to clear expectations, development of potential, inclusiveness, high achievement and rewarding performance**

Risk Level	Opportunity/ Risk	Strategic Initiative	Update/Comment	Other faculty/service division relationship
L	<p><b>Opportunity:</b> Identify and analyse staff success rates by gender and ethnicity</p> <p><b>Risk:</b> Failure to meet equity UoA objectives and KPIs for gender and ethnicity</p> <p><b>Risk:</b> Inadequate data on career progression</p> <p><b>Opportunity:</b> Planned review of APR</p> <p><b>Risk:</b> APR Review process does not include an equity focus, which risks achievement of UoA equity strategic objectives</p> <p><b>Risk:</b> Low number of Māori , Pacific and women in leadership roles</p>	<p><b>1.1 2010 - 2014 Evaluation of professional and academic staff leadership and promotions data by gender and ethnicity at all levels (2014-2015)</b></p> <p><b>1.2 2010 - 2014 Evaluation of professional staff data at all levels by gender and ethnicity (in 2016)</b></p> <p><b>1.3 Collect and analyse data on representation of academic women in senior leadership, University and faculty positions</b></p> <p><b>1.4 1.4 Identify practices for enhancing managers' and academic heads' skills in supporting advancement of Māori and equity group staff</b></p>	<p><b>1.1 New initiative</b></p> <p><b>1.2 New initiative</b></p> <p><b>1.3 New initiative</b></p> <p><b>1.4 New initiative</b></p>	<p>HR</p> <p>Statistics Consulting Centre</p> <p>DVC Academic</p>
L	<p><b>Opportunity:</b> Develop induction material in 2014 to increase awareness and best practice in equity with new and current employees and managers</p> <p><b>Opportunity:</b> Staff request for information on equity</p> <p><b>Risk:</b> Failure of staff to access staff equity resources and training</p> <p><b>Risk:</b> Failure to achieve UoA objectives and KPIs</p>	<p><b>1.5 Develop Equity Training package and deliver to relevant University audiences</b></p>	<p><b>1.5 New initiative</b></p>	<p>HR</p> <p>CleaR</p> <p>Centre for Pacific Studies</p> <p>PVC Māori</p> <p>POD</p> <p>Communications</p>

Risk Level	Opportunity/ Risk	Strategic Initiative	Update/Comment	Other faculty/service division relationship
<p><b>Other BAU related activity:</b> Review of relevant policies; On-going monitoring of employment processes, e.g. promotions, appointments; Continuing to support internal recruitment service; Identifying strategies to increase percentages of senior women academic and professional staff; Continuing STEM project. Supporting an inclusive environment; Combining Parenting and a Career programme (CPC). Working collaboratively with POD to identify opportunities, resources, activities and sources of expertise to support cultural capability.</p>				

#### Objective 4: A diverse student body of the highest possible academic potential

Risk Level	Opportunity/ Risk	Strategic Initiative	Update/Comment	Other faculty/service division relationship
M	<p><b>Opportunity:</b> Inclusion of students from refugee backgrounds and students from low socio-economic backgrounds in UTAS policy.</p> <p><b>Risk:</b> Needs of students are not identified, they are inadequately supported and their success is compromised</p> <p><b>Risk:</b> Workload of staff supporting UTAS students is too high compromising staff health, safety and wellbeing</p> <p><b>Opportunity:</b> UTAS enables improved access, participation, engagement and success for more Māori , Pacific, students with disabilities, SRB and students from low SEB</p> <p><b>Risk:</b> Needs of students are not effectively identified and necessary support is not provided</p> <p><b>Risk:</b> Staff workload is too high compromising health, safety and wellbeing</p> <p><b>Risk:</b> Inadequate resource to support</p>	<p><b>4.1 Support for new UTAS groups – Students from Refugee Backgrounds and Students from low socioeconomic backgrounds</b></p> <ul style="list-style-type: none"> <li>• Provide an ‘assist and advise’ role to support policy implementation</li> <li>• Lead engagement with stakeholders including the UTAS Community of Interest and Auckland Refugee Community Coalition.</li> </ul> <p><b>4.2 Work with the UTAS Community of Interest on on-going enhancements to UTAS</b></p> <p><b>4.3 Monitor and report on UTAS students’ progress via Equity/UTAS reporting</b></p> <p><b>4.4 Monitor and report on relevant UTAS workload and resourcing via Equity/UTAS reports</b></p>	<p><b>4.1 New initiative</b></p> <p><b>4.2 On-going</b></p> <p><b>4.3 New initiative</b></p> <p><b>4.4 On-going</b></p>	<p>DVC Academic PVC Māori Director of Pacific Strategy and Engagement Deans POD UTAS Community of Interest</p>

Risk Level	Opportunity/ Risk	Strategic Initiative	Update/Comment	Other faculty/service division relationship
	students and staff			
H	<p><b>Opportunity:</b> Support CTAP as key pathway for Māori and Pacific students into study at the University of Auckland</p> <p><b>Risk:</b> University of Auckland not seen as first choice for Māori and Pacific students who choose alternative tertiary providers e.g. Auckland University of Technology</p>	<p><b>4.5 Support recruitment to the Certificate in Academic Preparation (CTAP)</b> as a pathway for Māori and Pacific students through our student outreach and recruitment activities including by working with SPO</p>	4.5 On-going	DVCA PVC Māori SPO Centre Pacific Studies Student Development and Engagement Manager Arts Board of Foundation Studies CTAP
L	<p><b>Opportunity:</b> Increased demand for enhanced gender balance in disciplines and workforce</p> <p><b>Risk:</b> Gender stereotypes support resistance to change</p>	<p><b>4.6 Enhance gender balance in disciplines where men are under-represented</b></p> <ul style="list-style-type: none"> <li>• Education – Early childhood education &amp; primary</li> <li>• Nursing</li> <li>• Pharmacy</li> <li>• Foundation courses</li> </ul>	4.6 On-going	Dean FoEd Dean FMHS Director HR Board of Foundation Studies
<p><b>Other BAU related activity:</b> Outreach to Māori, Pacific and students with disabilities, as well as their families; Kei a Tātou te Ihi (KATTI) – collaboration with external partners; Pacific Island Leaders of Tomorrow (PILOT); Whaia Te Pae Tawhiti (WTPT) – four day campus experience for senior Māori secondary students; Supporting scholarships for Māori and equity groups including Chancellor’s Awards for Top Scholars (CATS); Collaborating with key internal and external partners on a range of strategies to enhance access; UTAS including review of Policy and Guidelines, finance information for parents, LGBTI staff and students network, Immigration NZ, ARCC, MoE.</p>				

**Objective 7: A high quality learning environment that maximises the opportunity for all our students to succeed and provides them with an inclusive, intellectually challenging and transformative educational experience**

Risk Level	Opportunity/ Risk	Strategic Initiative	Update/Comment	Other faculty/service division relationship
M	<p><b>Opportunity:</b> Increased Māori and Pacific input to TECEF processes</p> <p><b>Opportunity:</b> To increase credibility and accountability for TECEF</p> <p><b>Risk:</b> Lack of credibility with key stakeholders including Government</p> <p><b>Risk:</b> Decisions made on incomplete information could limit effectiveness of TECEF</p> <p><b>Opportunity:</b> Annual intake of Māori and Pacific high achievers via CATS</p> <p><b>Risk:</b> Failure to identify and support talented Māori and Pacific students into postgraduate study and tertiary sector employment</p>	<p><b>7.1 Work with Māori and Pacific reference group on TECEF</b></p> <p><b>7.2 Lead parallel work stream for TECEF for Students with disabilities</b></p> <p><b>7.3 Identify opportunities for enhancement to Tuākana Learning Community</b></p> <p><b>7.4 Enhanced engagement with CATS cohorts to support transition to postgraduate study and employment</b></p> <p><b>7.5 Enhance support for CTAP students</b></p> <p><b>7.6 Continue to enhance a safe and inclusive environment for LGBTI staff and students</b></p>	<p><b>7.1 New initiative</b></p> <p><b>7.2 New initiative</b></p> <p><b>7.3 New initiative</b></p> <p><b>7.4 New initiative</b></p> <p><b>7.5 New initiative</b></p> <p><b>7.6 On-going</b></p>	<p>PVC Māori Director of Pacific Strategy and Engagement TLC Careers Scholarships LGBTI staff and students network Academic Services ITS Planning Office</p>
<p><b>Other BAU related activity:</b> Participation in HERD Governance Board; Māori and Pacific student welcome; Management of Tuākana Learning Community; Comprehensive services available for students with disabilities; Tuākana Scholarships for high-achieving undergraduate students who wish to pursue postgraduate study; Staff attendance at key community events and expos, e.g. PolyFest, Ngāpuhi festival and Ngā Manu Kōrero; the University of Auckland Māori Recruitment Network; Participation in Kaitakawaenga; PILOT – Pacific Island Leaders of Tomorrow; Support for students from refugee backgrounds; LGBTI Staff and student network; Enhanced evaluation of Pacific student initiatives, Provision of finance information for parents and families. Communication on accessibility including braille map</p>				

**Objective 11: Partnerships in which the University and Māori work together to achieve their shared aspirations**

Risk Level	Opportunity/ Risk	Strategic Initiative	Update/Comment	Other faculty/service division relationship
L	<p><b>Opportunity:</b> Inclusion of specialist knowledge of Māori academic and professional staff across the University.</p> <p><b>Risk:</b> Decisions made on incomplete information</p>	<p><b>11.1 Equity Office engages regularly with Māori academic and professional staff to ensure Māori perspectives on equity strategic planning and staff and student equity issues</b></p> <ul style="list-style-type: none"> <li>• Maintain on-going engagement with Māori staff through the Tuākana Learning Community</li> <li>• TECEF reference group ensures greater input from Māori staff on funding priorities and decisions (refer 7.1)</li> </ul>	11.1 On-going	PVC Māori
L	<p><b>Opportunity:</b> Identify and analyse academic promotion success rates for Māori in senior leadership positions</p> <p><b>Risk:</b> Failure to meet equity UoA KPIs for gender and ethnicity</p> <p><b>Risk:</b> Inadequate data on career progression</p> <p><b>Opportunity:</b> Planned review of APR</p> <p><b>Risk:</b> Low number of Māori in senior leadership roles compromises our ability to meet UoA strategic equity objectives.</p> <p><b>Opportunity:</b> Māori leadership role in equity office.</p>	<p><b>11.2 Analyse data and report on Māori in senior leadership positions</b> Make recommendations to faculties and service divisions on opportunities to increase the number of Māori in leadership positions</p> <p><b>11.3 Identify key areas in APR that can enhance Māori academics’ opportunities for advancement</b></p> <ul style="list-style-type: none"> <li>• Promotion</li> <li>• Research and Study Leave</li> </ul> <p><b>11.4 Equity Office Kaiārahi leads engagement with Māori staff</b></p>	<p><b>11.2 New Initiative</b></p> <p><b>11.3 New Initiative</b></p> <p><b>11.4 On-going</b></p>	HR SSC PVC Māori



Risk Level	Opportunity/ Risk	Strategic Initiative	Update/Comment	Other faculty/service division relationship
<p><b>Other BAU related activity:</b> Enhancing Māori access to undergraduate and postgraduate study; Enhancing Māori staff recruitment, progression and retention; Increasing Māori achievement in undergraduate and postgraduate study; Kei a Tātou te Ihi (KATTI) – collaboration with external partners; Whaia Te Pae Tawhiti (WTPT) – four day campus experience for senior Māori secondary students; Tuākana Contestable Fund for aspiring postgraduate students and current postgraduate students; Tuākana Scholarships for high-achieving undergraduate students who wish to pursue postgraduate study; STEAM AHEAD and BEAMS; Staff attendance at key community events and expos, e.g. Ngāpuhi festival and Ngā Manu Kōrero; Tuākana Learning Community; the University of Auckland Māori Recruitment Network; Participation in Kaitakawaenga; CATS scholarships; Enhanced evaluation of Māori student initiatives.</p>				

### Objective 12: Strong relationships with key partners which have a positive impact on both parties

Risk Level	Opportunity/ Risk	Strategic Initiative	Update/Comment	Other faculty/service division relationship
L	<p><b>Opportunity:</b> Specialist knowledge and relevant research of Pacific academic and professional staff and external Pacific networks contribute to achieving shared objectives for Pacific staff, students and communities</p> <p><b>Risk:</b> Decisions made on incomplete information</p>	<p><b>12.1 Enhance engagement with Pacific leadership, staff and students to ensure Pacific perspectives in equity strategic planning and staff and student equity activities</b></p>	<p><b>12.1 On-going</b></p>	<p>Director of Pacific Strategy and Engagement</p>
<p><b>Other BAU related activity:</b> Continued collaboration with key partners through SLT, Equity Committee, Runanga, PRG, Equity/HR Advisory Group and other committee participation; AUSA; LGBTI Network; Property Services, Libraries and Learning Services; HR; SPO; Blind Foundation; ARCC; Be.Accessible; Targeted communications to and among key partners to support effective engagement and collaboration; Maintain and enhance compliance practices.</p>				

## Objective 17: A safe and healthy environment

### Comment on performance:

Risk Level	Opportunity/ Risk	Strategic Initiative	Update/Comment	Other faculty/service division relationship
L	<p><b>Opportunity:</b> Embedding equity awareness in health, safety and wellbeing policies and initiatives. Results in mainstreaming of equity awareness to achieve wider impact</p> <p><b>Risk:</b> Lack of resources for effective coverage</p>	<p><b>17.1 Contributing to the HR Health, Safety and Wellbeing strategy</b></p> <p><b>17.2 Participation in Mental Health Wellbeing Steering Group</b></p> <p><b>17.3 Participation in Risk Intervention Network</b></p> <p><b>17.4 Embed OSHW objectives for all Equity Office staff in Evolve framework</b></p>	<p><b>17.1 On-going</b></p> <p><b>17.2 On-going</b></p> <p><b>17.3 On-going</b></p> <p><b>17.4 New initiatives</b></p>	<p>POD Associate Director Health, Safety and Wellbeing</p>
<p><b>Other BAU related activity:</b> On-going revision of Equity Office Health, Safety and Wellbeing, including updating staff first aid certification. Continuing collaboration with Property Services and HR for an accessible, safe environment.</p>				

## Objective 18: High quality governance and management practices consistent with the mission and values of the University of Auckland

### Comment on performance:

Risk Level	Opportunity/ Risk	Strategic Initiative	Update/Comment	Other faculty/service division relationship
L	<p><b>Opportunities:</b> Increased input from Māori and Pacific reference group enhances TECEF governance</p> <p><b>Risks:</b> Decisions made on incomplete information could limit effectiveness of</p>	<p><b>18.1 Review of governance and administration of TECEF</b></p>	<p><b>18.1 On-going</b></p>	<p>PVC Māori Director of Pacific Strategy and Engagement</p>

Risk Level	Opportunity/ Risk	Strategic Initiative	Update/Comment	Other faculty/service division relationship
	TECEF			
L	<p><b>Opportunity:</b> Requests for advice on enhanced equity governance</p> <p><b>Risks:</b> Limited influence and effectiveness of some equity governance</p>	<p><b>18.4 Review equity governance including Equity Committee Terms of Reference and faculty governance</b></p>	<p><b>18.4 New initiative</b></p>	<p>Equity Committee Deans</p>
L	<p><b>Opportunity:</b> Enhanced decision-making informed by a comprehensive and robust evidence base</p> <p><b>Risk:</b> Incomplete evidence base and lack of alignment between data bases limits timely and effective decisions</p>	<p><b>18.5 Contribute to the Reporting Enhancement Project to ensure equity reporting needs are included</b></p>	<p><b>18.5 On-going</b></p>	<p>HR Planning Director Administration</p>
<p><b>Other BAU related activity:</b> Continue to enhance the Equity Office work environment, staff engagement and performance; Managing TECEF; Continued development and review of policies, guidelines and procedures; draft UoA submissions on public policy, legislation or other matters, Equity Leadership Project.</p>				

## Appendix 1 – KPIS

### Objective 1: A work environment characterised by a commitment to clear expectations, development of potential, inclusiveness, high achievement and rewarding performance

KPI	2013 Actual	2014 Target	2014 Forecast	2015 Target	2016 Target	2017 Target
KPI 1.3: E3 (ii) Staff have a high quality work environment. (Annual development objectives are set and reviewed for all Equity Office staff)	Compliant	Compliant	Compliant	Compliant	Compliant	
KPI 1.7: E3 (i) Equitable recruitment/retention practices are followed (% and # of Pacific professional staff)	5.5 FTE 18%		4.8 FTE 18%			

### Objective 4: A diverse student body of the highest possible academic potential

KPI	2013 Actual	2014 Target	2015 Target	2016 Target	2017 Target
KPI2.1: I8(II) Outreach engagement is achieved (# of outreach activities per annum)	100	145	145	145	
KPI 2.2: I8(ii) ... (# of educational outreach visit participants per annum)	8993	9700	9700	9700	
KPI 2.3: S2(i) UoA autonomy is enhanced through equity outcomes (satisfaction rating of outreach participants incl. in Pacific events)	N/A	75%	75%	80%	
KPI 2.4: I7 Students reach their potential (# of students receiving disability services support)	750	>=665	>=665	>=665	
KPI 2.6: I7 Students reach their potential (# of Pacific students receiving disability services support)	3.6%	4.8%	4.8%	4.8%	

### Objective 11: Partnerships in which the University and Māori work together to achieve their shared aspirations

KPI	2013 Actual	2014 Target	2014 Forecast	2015 Target	2016 Target	2017 Target
KPI 1.6: S6 Treaty obligations and responsibilities are fulfilled (% and # of Māori professional staff)	6.8 FTE 22%	>=20.1 %	5.3 FTE 19%	>=20.1 %	>=20.1 %	>=20.1 %

KPI 2.5: I7 Students reach their potential (% of Māori students receiving disability advice and support)	8.8%	7.8%	8.2%	7.8%	7.8%	7.8%
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**Objective 18: High quality governance and management practices consistent with the mission and values of the University of Auckland**

KPI	2013 Actual	2014 Target	2015 Target	2016 Target	2017 Target
KPI 1.1 I10 Meet Budget (Net cost achieved as % of budget)	90.4%	100%	100%	100%	
KPI 1.2: I11 (i) Measures effective leadership of reporting through Equity Committee (EC), Senate and Council	UTAS 100% AR 99%	UTAS 100% AR 91.6%	100%	100%	
KPI 1.3: I11 (ii) Provide leadership in policy development, review and monitoring for equity outcomes (% of Faculty & Service Divisions that report to EC) Annual Plans that include staff and student equity actions	100%	100%	100%	100%	
KPI 1.5: F1 TECEF funding management contributes to financial stability (TECEF expenditure meets TECEF guidelines and criteria per annum – as in the monitoring and reporting requirements of the office)	100%	100%	100%	100%	