



THE UNIVERSITY OF
AUCKLAND
Te Whare Wānanga o Tāmaki Makaurau
NEW ZEALAND

Service Division Plan 2016 - 18

The Equity Office - Te Ara Tautika

Section 1a: Overview

Current state

The Equity Office contributes to the University of Auckland being a safe, inclusive and equitable place to study and work.

The Equity Office's equity leadership enhances the University's reputation, helps attract, retain and support talented people and contributes to New Zealanders' economic and social wellbeing. The PVCE provides strategic equity leadership and advises Council and the VC on fulfilling statutory and compliance obligations.

Equity Office activities include equity governance, strategy, policy, programmes, projects, resources, training, monitoring and reporting, maintaining networks and providing advice. Leadership and coordination of the Tuākana Learning Community and the UTAS CoI and managing Student Disability Services are key functions.

The Equity Office uses robust evidence and strong relationships with those engaged in research, teaching and learning to be effective.

The Equity Office's relationship with the Office of the PVCM and the Rūnanga support the University to meet its commitment to the Treaty of Waitangi. The relationship with the DPS&E and the Centre for Pacific Studies helps advance priorities for Pacific staff and students.

Further key relationships are with SLT, DVC Academic, DVC Strategic Engagement, the Directors of Administration and HR; Equity Leadership Committee, Faculties, SPO, Student Information and Marketing Services, Central Communications, Campus Life, Academic Services, the Scholarships Office, L&LS, CDES and Property Services.

Engagement with students is via AUSA, Ngā Tauira Māori, AUPISA, PGSA, the Students from Refugee Backgrounds Advisory Committee, the Student Consultative Committee, faculty student groups, the LGBTI Network, TransonCampus, and student membership of the Equity Leadership and Faculty Equity Chairs' Committees.

Key student equity priorities are to increase recruitment, retention and success of Māori and equity group students. Key staff equity priorities include promoting a fair and equitable work environment and equitable employment processes and outcomes.

Future state

The new Equity Leadership Committee provides an opportunity to advance equity accountability and implementation across faculties and service divisions.

The Equity Office will further enhance its communications to increase awareness of equity information, resources and support.

Achieving key objectives that will support Faculties and Service Divisions to achieve the University's Strategic Plan

Key objective 1:

Enhance communications to contribute to a Safe, Inclusive and Equitable University environment

Significant achievements and major challenges:

- The Equity Office website is a comprehensive resource. Online traffic has increased significantly in recent years. There is potential to further enhance engagement with and impact of the website.
- A key challenge is enhancing awareness of internationally recognised equity policies, programmes and initiatives among staff and students who have competing demands on their time.

Strategic initiatives to improve/maintain performance and address this challenge:

- Enhance equity communications strategies and engagement with key networks.

KPI that measures the achievement of the objective:

- Increase average monthly page views of the website.

Key objective 2:

Contribute to increasing applications from Māori and Equity group/UTAS students

Significant achievements and major challenges:

- The Equity Office delivers outreach to Māori and equity groups through events, networks and collateral. Satisfaction measures are high.
- A major challenge is influencing more students to seek admission to the University in the context of growing competition between tertiary providers.

Strategic initiatives to improve/maintain performance and address challenges:

- Increase emphasis within Equity Office outreach events of the benefits of studying at the UoA, including future career pathways.

KPI that measures the achievement of the objective:

- Increase in the % of students attending Equity Office outreach events who indicate they will apply to study at the UoA.

Key objective 3:

Enhancing support for Māori and equity group students' achievement at the UoA

Significant achievements and major challenges:

- The Equity Office supports achievement of Māori and equity students.
- Key challenges are data availability, increasing awareness of available support (refer Key Objective 1), and addressing potential stigma associated with accessing support.

Strategic initiatives to improve/maintain performance and address challenges:

- Enhanced accountability and implementation of equity initiatives via the Equity Leadership Committee and key networks.

KPI that measures the achievement of the objective:

- Increase the % of Māori and Pacific UTAS students registered to participate in the Tuākana Learning Community.
- Maintain the % of UTAS students with disabilities registered with Student Disability Services.

Operational risks

Faculties report challenges accessing reliable data to assist with student support, planning and reporting.

Prioritisation of resources / Budget strategies to remain within current levels of resourcing

The Equity Office has reorganised roles, responsibilities and work flow to ensure the office supports faculties and service divisions to achieve strategic priorities and to ensure expenditure remains within allocated funding levels.

Equity Office Plan								
UniForum Code	Core Function	Function Performance Story and Current State/Opportunities	Priorities 2015 - 2018 (highlight the priorities that are focused to shift)	Relevant KPIs	2015 Target/ Forecast	2016 Target	2017 Target	2018 Target
People Strategies								
F105 GA05 GO01 GO02 GO05 GO06 GO07 GO09 G012	Staff Equity Staff Performance Health & Safety	<p>Current performance rating: 4 Future performance rating: 5</p> <p>The Equity Office has a small and diverse workforce. It is committed to supporting staff career and personal development, health, safety and wellbeing. This is managed through our Equity Office Health, Safety and Wellbeing Committee; through the EVOLVE process, full team and our SLT meetings.</p>	Increasing the internal profile of our Equity Office Health, Safety and Wellbeing Committee and promoting work - life, balance.	<ol style="list-style-type: none"> 1. % of reports of hazards to HSW shared with the UoA team with accountability for resolution/mitigation. 2. % of reports of 'near miss' HSW incidents shared with the UoA team with accountability for resolution/mitigation. 3. % of incident reports to Equity Office HSW Committee shared with the UoA team with accountability for resolution/mitigation. 4. A minimum of 1 engagement event for the Equity Office team promoting HSW will be held annually. 5. EO HSW committee meets 4 times a year and outcomes are communicated to the Equity Office team. 6. The Equity Office is compliant with all UoA HSW Policy and procedures. 	1.100% 2.100% 3.100% 4. Achieved 5. Achieved 6. Achieved	1.100% 2.100% 3.100% 4. Achieved 5. Achieved 6. Achieved	1.100% 2.100% 3.100% 4. Achieved 5. Achieved 6. Achieved	1.100% 2.100% 3.100% 4. Achieved 5. Achieved 6. Achieved
Enhancing leadership to support an inclusive and equitable environment								
GO01 GO02 GO03 GO06 GO09 GO12 HR04	Staff Equity Student Equity	<p>Current performance rating: 2 Future performance rating: 4</p> <p>Senior leaders promote an inclusive and equitable environment.</p>	Increasing awareness at Senior Leadership level, including via the Equity Leadership Committee, of the equity challenges and opportunities within their area of influence. This will contribute to a safe, inclusive and equitable environment.	<ol style="list-style-type: none"> 1. % of annual plans submitted to the Equity Leadership Committee that include initiatives that support an inclusive and equitable environment. 	1. N/A	1. 100%	1. 100%	1. 100%

Enhancing communications to key audiences to support a Safe, Inclusive and Equitable environment								
GO04 CE20 CE18 CE13 CE06 CE07	Staff Equity Student Equity	<p>Current performance rating: 2 Future performance rating: 4</p> <p>There is potential to further strengthen communication to further highlight equity support, resources and advice available. This includes support for students and staff who are Māori, and from equity groups including Pacific, LGBTI, those experiencing family violence, have family and carer responsibilities or disabilities. These resources will enable resilience, self-efficacy, provide sources for help and management advice on best practice. This will support the creation of a safe, inclusive and equitable environment.</p>	Enhancing strategic use of communications so that more staff and students are aware of and accessing information and services provided by the Equity Office and the UoA.	<ol style="list-style-type: none"> Increase the average number of page views per month to the Equity Office website. Increase in the number of equity focused questions added to the Knowledge Base. 	<ol style="list-style-type: none"> 1. 6384 average page views per month 2. Increase of 15 p.a 	<ol style="list-style-type: none"> 1. 6702 average page views per month 2. Increase of 20 p.a 	<ol style="list-style-type: none"> 1. 7022 average page views per month 2. Increase of 25 p.a 	<ol style="list-style-type: none"> 1. 7341 average page views per month 2. Increase of 30 p.a
Contribute to increased applications for admission from Māori and equity groups								
CE08 CE11 CE18 F105 F108 GA03 GA05 GA07 G002 GO05 GO09 GO12 GO13 SS05 SS10 SS15	Student Equity	<p>Current performance rating: 3 Future performance rating: 5</p> <p>There is potential for the Equity Office to contribute further to increased applications for admission from Māori students and students from equity groups.</p>	Engagement with internal and external key networks and "Communities of Interest" will contribute to increases in the number and percentage of students from these groups indicating that they will apply for admission.	<ol style="list-style-type: none"> Increase the % of students indicating that as a result of attendance at an EO outreach event/engagement they will apply for admission at the UoA. Increase the % of students and families attending EO outreach events who indicate that they are satisfied or highly satisfied with the event. Increase the % of students and families indicating upon attendance at an EO outreach event that they perceive the University to be a safe, inclusive and equitable place. Increase the # of SRB UoA engages with via schools outreach. 	<ol style="list-style-type: none"> 1. 75% 2. 85% 3.N/A 4.N/A 	<ol style="list-style-type: none"> 1. 75% 2. 85% 3.80% 4. 5 	<ol style="list-style-type: none"> 1.80% 2. 90% 3. 85% 4. 10 	<ol style="list-style-type: none"> 1. 85% 2. 95% 3. 90% 4. 15
Enhancing support for Māori and equity group students' achievement at the UoA								
CE11 F105 F108 GO02 GO09 SS10	Student Equity	<p>Current performance rating: 2 Future performance rating: 4</p> <p>The Equity Office will continue to support Māori and equity group student achievement, through</p>	Contribute to student success through expertise in supporting Māori, Pacific and equity groups/networks either through direct provision of support or through engaging	<ol style="list-style-type: none"> All CATS Scholars (Māori and Pacific Scholars after 2017) participate in Tuākana. All CATS Scholars participate in meetings with the Equity Advisors. Increase the % of Māori and Pacific UTAS students registered to participate in the 	<ol style="list-style-type: none"> 1. 100% 2. 100% 3. N/A 4. 100% 5. N/A 	<ol style="list-style-type: none"> 1. 100% 2. 100% 3. 70% 4. 100% 5. 70% 	<ol style="list-style-type: none"> 1. 100% 2. 100% 3. 75% 4. 100% 5. 75% 	<ol style="list-style-type: none"> 1. 100% 2. 100% 3. 80% 4. 100% 5. 80%

SS13 SS14 SS15 SS17		enhanced support of the Tuākana Learning Community and undergraduate scholarships.	with key networks and "Communities of Interest"	Tuākana Learning Community. 4. Maintain the % of UTAS students with disabilities registered with Student Disability Services. 5. Increase the % of students with disabilities who indicate that they are satisfied or highly satisfied with Student Disability Services.				
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